



FY 2019

BUDGET

FY 2019 - 2023

COMMUNITY INVESTMENT PLAN





This page intentionally left blank.



MAYOR
Vi Lyles

MAYOR PRO TEM
Julie Eiselt

CITY COUNCIL:
Dimple Ajmera
Tariq Scott Bokhari
Ed Driggs
Larken Egleston
Dr. Justin Harlow
LaWana Mayfield
James Mitchell Jr.
Matt Newton
Gregory A. Phipps
Braxton Winston II

CITY MANAGER
Marcus D. Jones



FY 2019
BUDGET

FY 2019 - 2023
COMMUNITY INVESTMENT PLAN



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlotte
North Carolina**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrell

Executive Director



July 1, 2018

**Honorable Mayor and City Council
City of Charlotte, North Carolina**

I respectfully submit to you the Adopted Fiscal Year (FY) 2019 Budget and FY 2019 – 2023 Community Investment Plan (CIP) for the City of Charlotte.

Discussions and feedback provided during six community engagement events, three Budget Committee meetings, three Budget Workshops, the Budget Public Hearing, and three Budget Deliberation and Preliminary Vote meetings resulted in 20 proposed adjustments to the Proposed FY 2019 Budget. Ten of the proposed adjustments, totaling \$1,608,362, were adopted during the Preliminary Vote meeting on June 4, 2018. The adjustments impact the General Fund and the CIP. A summary of the Adopted Budget is outlined in the following table:

Proposed FY 2019 Budget	
General Fund	\$694,385,975
Transfers to Other Funds	-\$93,089,227
<i>Subtotal General Fund</i>	\$601,296,748
Enterprise Funds	
Aviation	\$662,325,674
Charlotte Area Transit System (CATS)	\$231,706,829
Charlotte Water	\$472,146,940
Storm Water	\$74,322,005
<i>Subtotal Enterprise Funds</i>	\$1,440,501,448
Capital Investments	
General Capital Debt Service	\$91,604,658
General Community Investment Plan	\$364,411,418
<i>Subtotal Capital Investments</i>	\$456,016,076
Special Revenue Funds	
	\$122,433,921
Total All Funds	\$2,620,248,193

The Adopted FY 2019 Budget addresses some of the community's most pressing needs, focuses on supporting the development of vibrant and strong neighborhoods, improves recruitment and retention of Police Officers, increases compensation for salaried and hourly employees, and builds on a new foundation of organizational efficiency by creating a shared vision and common goals. The Budget is

structurally balanced and adheres to the city's Budget and Financial Management Principles to ensure financial stability into the future.

General Fund Adjustments

City Council approved \$1.4 million in on-going General Fund adjustments during the FY 2019 City Council budget deliberation process. These nine adjustments further enhance the city's engagement efforts; compensation and benefits; and support for community organizations. Two adjustments, outlined below, initiate the exploration and implementation of programs in the upcoming year and do not require additional funding. The remaining seven adjustments are funded through a combination of revenue additions and expenditure savings.

The revenue adjustment below is the result of the Town of Pineville continuing to use the Charlotte-Mecklenburg Police Department (CMPD) for police services in their unincorporated area. CMPD's police services in Pineville's unincorporated area are supported through a property tax levy on residents living within this Law Enforcement Services District (LESD). The Town of Pineville made this decision during City Council budget deliberations; as such this revenue was not included in the Proposed FY 2019 Budget.

FY 2019 General Fund Revenue Adjustments	
Proposed FY 2019 General Fund Budget	\$693,825,975
LESD (Pineville)	\$560,000
Adopted FY 2019 General Fund Budget	\$694,385,975

The table on the following page provides details on the sources of funds and the uses as directed by City Council.

On-Going General Fund Adjustments	
Sources	
Increase in LESD Revenue (Pineville)	\$560,000
Reduce Funding for Police Take Home Vehicles	\$478,434
Reallocate Undesignated Balance	\$115,000
Eliminate addition of two Planning Positions	\$110,582
Eliminate addition of one Accountant II Position	\$94,346
Sub-Total Sources	\$1,358,362
Adjustments	
Redesign of Public Safety Pay Plan	\$552,300
Provide Ongoing Operating Support for Arts and Science Council	\$250,000
Increase Market Rate Adjustment for Hourly Employees from 1.5% to 2.0%	\$175,000
Add Two Housing and Neighborhood Services Positions	\$166,062
Implement Insurance Premium Relief Program	\$85,000
Add One Office of Sustainability Position	\$80,000
Support My Brother's Keeper Initiative (One-Time)	\$50,000
Increase Incentive Contributions to Health Savings Accounts	No Impact
Add Staff Support for City Council	No Impact
Sub-Total General Fund Adjustments	\$1,358,362

Adjustment 1: Redesign of Public Safety Pay Plan

A \$552,300 increase to the Public Safety Pay Plan outlined in the Proposed FY 2019 Budget allows for improved recruitment and retention of Police Officers while maintaining the current parity with Fire Pay Plan employees. The redesigned initiative will include the following actions:

- All Police and Fire Pay Plan steps will increase by a two percent market adjustment,
- All eligible Police Officers and Sergeants will receive two step increases in FY 2019 (one in November and one on their merit date),
- The top step of Police Officer will be increased by 2.5 percent,
- An additional step will be added to the top of Firefighter II and Fire Engineer, and
- All Fire Captain steps will be increased by 2.5 percent.

Adjustment 2: Provide Ongoing Operating Support for Arts and Science Council

Arts and Science Council works to ensure that all residents in the Charlotte-Mecklenburg region have access to an excellent, relevant, and sustainable cultural community. An additional \$250,000 restores funding to the FY 2018 level and brings the total annual funding for the Arts and Science Council to \$3,190,823.

Adjustment 3: Increase Market Rate Adjustment for Hourly Employees from 1.5% to 2.0%

To maintain pay consistency among all City employees who receive market adjustments, \$175,000 was added to increase the hourly employee market adjustment from the proposed 1.5 percent to 2.0 percent.

Adjustment 4: Add Two Housing and Neighborhood Services Positions

An additional \$166,062 to fund two positions within the Community Engagement division of the Housing and Neighborhood Services department. To continue to improve engagement efforts, a team leader position will be added to the Southeast Service Area Team. The team leader will work directly with residents, neighborhood and business associations, and civic organizations to implement revitalization projects. This funding will also support an additional staff position to manage the Keep Charlotte Beautiful program, which focuses on creating a cleaner, greener, and more sustainable Charlotte.

Adjustment 5: Implement Insurance Premium Relief Program

The City's healthcare program offers five coverage plans, with premiums determined by plan and enrollment. This adjustment provides \$85,000 for the City Manager to implement a 2019 income-based healthcare premium relief program with an income means test to be determined.

Adjustment 6: Add One Office of Sustainability Position

The Office of Sustainability provides leadership in environmental sustainability in support of solid waste, energy, water, and air. The adjustment of \$80,000 will fund one additional staff position to support sustainability programming, increasing program support for smart city initiatives, including projects in the North End Smart District, and implementation of the Strategic Energy Action Plan.

Adjustment 7: Support My Brother's Keeper Initiative (One-Time)

The My Brother's Keeper initiative was launched to address persistent opportunity gaps faced by boys and young men of color and to help ensure that all young people can reach their full potential. This \$50,000 one-time adjustment supports the My Brother's Keeper initiative in the Charlotte community.

Adjustment 8: Increase Incentive Contributions to Health Savings Accounts

This adjustment authorizes the City Manager to explore additional incentive contributions to employee Health Savings Accounts. This adjustment contains no funding but will be considered in context of the development of the City's 2019 insurance plan offerings.

Adjustment 9: Add Staff Support for City Council

This budget adjustment authorizes the City Manager to review and implement strategies to better support City Council members. This adjustment contains no funding but will be accomplished through the reallocation of existing resources.

Community Investment Plan Adjustments

City Council approved one CIP adjustment for \$250,000 to the Proposed FY 2019 Budget. This adjustment was funded through an appropriation of \$200,000 from General Capital Pay-As-You-Go (PAYGO) Fund Undesignated Balance and a \$50,000 reduction (from \$300,000 to \$250,000) from the PAYGO Placemaking project.

Adjustment 10: Enhance Aging in Place Pilot Program

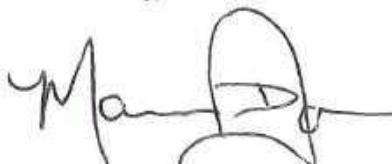
The Aging in Place pilot program supports some of Charlotte's more vulnerable residents by providing financial assistance to help low-income, senior homeowners mitigate potential impacts of the 2019 property revaluation. This program complements the already-existing Mecklenburg County homeowner assistance programs. In order for the additional \$250,000 of City funding to become available, a private match of \$250,000 is required. If the match is achieved, \$250,000 of additional City funds will be added to the \$500,000 originally outlined in the Proposed FY 2019 Budget for a total of \$750,000 in City funding, and a program total of \$1,000,000.

Next Steps

As we head into the next fiscal year, I will continue working to expand avenues for engagement with our community members and employees. I remain committed to a well-managed government and will use these principles to guide the comprehensive compensation review ahead, as well as continuous efforts to identify and implement organizational efficiencies.

It is my pleasure to present to you the City of Charlotte's Adopted FY 2019 Budget.

Sincerely,



Marcus D. Jones
City Manager



May 7, 2018

**Honorable Mayor and City Council
City of Charlotte, North Carolina**

I respectfully submit to you the Proposed Fiscal Year (FY) 2019 Budget for the City of Charlotte. The Proposed Budget is composed of the General Fund, Enterprise Funds, Capital Funds, and Special Revenue Funds for a total of \$2.6 billion. A summary of the Proposed Budget is outlined in the following table:

Proposed FY 2019 Budget	
General Fund	\$693,825,975
Transfers to Other Funds	-\$93,089,227
<i>Subtotal General Fund</i>	\$600,736,748
Enterprise Funds	
Aviation	\$662,325,674
Charlotte Area Transit System (CATS)	\$231,706,829
Charlotte Water	\$472,146,940
Storm Water	\$74,322,005
<i>Subtotal Enterprise Funds</i>	\$1,440,501,448
Capital Investments	
General Capital Debt Service	\$91,604,658
General Community Investment Plan	\$363,740,162
<i>Subtotal Capital Investments</i>	\$455,344,820
<i>Special Revenue Funds</i>	\$122,433,921
Total All Funds	\$2,619,016,937

As we began development of the Proposed FY 2019 Budget, we encountered some challenges resulting from the loss of \$8.7 million across three major revenue sources. First, a loss of \$4.0 million from the restructuring of the law enforcement agreement between Mecklenburg County and the city, which eliminated policing services provided by Charlotte-Mecklenburg Police Department (CMPD) in the Towns of Huntersville, Cornelius, and Pineville's sphere of influence. Second, a loss of \$2.7 million in utility franchise sales tax revenue due to lower than expected sales of electricity and natural gas. Third, a loss of approximately \$2.0 million from the state legislated equalization of public service company property values, which occurs every seventh year of the eight-year property valuation cycle.

Slow revenue growth in a climate of escalating costs and increasing demand for city services made it difficult to fund existing service levels, even before considering the needs of the community, addressing the recruitment and retention challenges for police officers, or providing city employees with a salary increase.

As the budget process continued, the revenue forecast improved, but not nearly enough to meet total needs. To address this gap, we analyzed ways to raise revenues, reduce expenditures, improve efficiency, grow the economy, and share services. We evaluated contracts, renegotiated agreements, examined existing operating expenditures, and reduced discretionary spending to save approximately \$12.3 million. This amount, in addition to \$1.4 million from strategic consolidations, results in over \$13.7 million in savings.



Engaging with the Community



Engagement takes many forms. Over the last decade, social media has emerged as an engagement tool to reach all age groups and audiences. The city uses social media platforms to stay connected with over 355,000 people. To expand on these efforts, we created a unique tool called Government University (Gov U). This is a social media channel and online platform that provides opportunities for residents to learn what we do and how we do it. Gaining knowledge about how government works helps residents become more involved and play an active role in shaping their city.

In October 2017, we organized a series of six community engagement events called, “Meet and Eat”, to engage over 1,200 residents on available services and seek feedback on issues most pressing to them. This valuable feedback was used in making decisions during the budget process. While visiting with staff from departments, residents were asked to share what they value in their communities. The top five priorities, in order, they identified in order were:

- Housing and neighborhoods
- Roads, sidewalks and street lights
- Economic development
- Public transit
- Police



In addition to the community series, we hosted an internal employee Meet and Eat event to engage with each other and increase and collaboration across departments. More than 1,000 city employees

had the opportunity to provide feedback about operations, connect with other employees, and learn more about how each of us helps make Charlotte a great place to live, work, and play.

Charlotte's budget development process also provides for formal opportunities where City Council members provide input on priority areas to be considered in the formulation of the Proposed Budget. These include regularly scheduled City Council meetings, the Annual Strategy Meeting held in January, and six dedicated budget meetings (three Budget Committee meetings and three Budget Workshops) prior to the City Manager's May presentation.

The budget I propose to you is based on a new foundation. It signals the end of the "run your business" philosophy used for two decades to operate this organization. It requires us to change our current business model of operating as autonomous key business units, into an organization that moves forward with a shared vision and common goals. It is designed to inspire an action-oriented culture that is resourced to address each opportunity, while providing the best service possible at the forefront of all we do.

The Proposed FY 2019 Budget totals \$2.6 billion for all funds. The General Fund Budget is \$693.8 million. This reflects an increase of \$25.0 million or (3.7 percent) over last year's Adopted Budget. The Proposed General Fund and Capital Budget address many community needs and support our commitment to public safety. Highlights include:

- Provides funds to enhance affordable housing strategies and creates a pilot program for seniors at risk of losing their homes due to a rising tax burden
 - Completes the city's commitment for A Way Home Funding
- Doubles the funding for streets, sidewalks, and pedestrian safety
- Enhance public safety service with compensation, vehicles, additional support, and implement the Community Policing Crisis Response Team
- Completes funding for six police stations and plans funding for a new infill fire station
- Revamps the land development permitting process and implements enhanced reviews
- Provides a three percent merit-based raise for salaried employees
- Provides an overall increase of an average of three percent for hourly employees
- Provides a healthcare premium holiday in August 2018 for all employees
- Creates the retiree health investment account for sworn police officers and firefighters
- Expands take home vehicle program for police officers living in the City of Charlotte
- Establishes the community Business Cafés and concierge program
- Sets a goal of becoming a national leader in the Circular Economy
- Joins the effort to enhance workforce development in collaboration with Goodwill, Charlotte-Mecklenburg Schools (CMS), and Central Piedmont Community College (CPCC)
- Expands investment in SouthPark and South Charlotte Neighborhoods
- Enhances funding for bicycle pathways
- Provides additional resources for TreesCharlotte
- Supports initiatives in Historic West End

Changing Economic Climate

National Economic Trend

The national economy grew by 2.3 percent in the first quarter of 2018 according to initial estimates from the Bureau of Economic Analysis. With the tax cuts in effect, consensus forecasts are projecting a two to three percent growth of the economy in 2018. The current economic expansion is on track to become the second longest in U.S. history, with growth projections continuing well into the future. This expansion now runs a consecutive 106 months, a duration already on par with the second longest recorded expansion and 14 months shy of the longest economic expansion of 120 months, which occurred during the dotcom era. However, with the economy currently at full employment and rising interest rates, prices, and wage levels, many economists are forecasting a downturn or correction in late 2019 or early 2020.

The nation has continuously added jobs for 92 straight months with unemployment edging down to 3.9 percent following six months at 4.1 percent. Consumer and small business confidence are relatively high, evidenced by increased consumer spending and business investments in hiring and capital investment. With a relatively strong labor market and the passage of the recent tax cuts, personal incomes have risen, but the comparatively low housing inventory is rapidly pushing prices upwards affecting affordability in some regional markets. Home prices have continued to soar, increasing seven percent in March 2018 compared to a year ago. The Housing stock continues to fall with sustained increases in buyer demand and actual home sales without a corresponding increase in new listings.

With the strengthening of the labor market and the overall economy, the Federal Reserve may look to tighten monetary policy by continuously increasing interest rates. The rate has been lifted to a range of 1.5 percent to 1.75 percent with three to four more increases expected this year alone. An increase in the interest rate generally has the ripple effect of increasing the borrowing costs for consumers and businesses looking to access credit.

Regional Economy

As measured by the gross regional product, the Charlotte regional economy has grown at an average annual rate of about three percent since 2010. This is higher than the national and state annual average of two percent over the same period. The region's economy, which is the largest in the Carolinas, accounts for about 22 percent of the total output of the Carolinas. Between 2007 and 2017, the Charlotte region contributed 57 percent of the growth in employment and total economic output in the State of North Carolina.

Being a major economic driver of the Carolinas' economy, Charlotte has seen and continues to see increased tourism and new businesses relocating to the area every year. As a result, Charlotte's economy has seen positive gains in employment, population, tax base, revenues, and overall strength and size of its economy. Between February 2017 and February 2018, the number of people employed in the city and county increased about three percent and unemployment is at a record low of 4.4 percent.



Charlotte's strategic geographic location, sound regulatory environment, growth prospects, and relatively low business costs are some of the competitive advantages why businesses are choosing

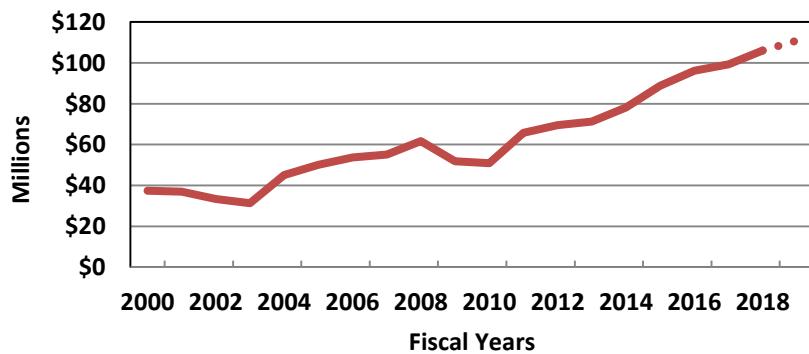
Charlotte as a prime location to do business. Professional services firms such as AvidXchange added more than 400 jobs in a major deal with Mastercard, as reported by the Charlotte Chamber in 2017. Kimpton Tryon Park Hotel opened for business announcing the addition of 250 jobs. Kitchen tabletop manufacturer Caeserstone moved its headquarters to Charlotte adding 69 employees, just to name a few relocations and expansions.

Local Economic Impact

Property tax assessments are \$98.8 billion, about \$13.3 billion greater than the last revaluation in 2011. There has been consistent growth in both residential and commercial construction. Mecklenburg County will revalue property in 2019. The city's second largest revenue source – sales tax revenue – is projected to grow by 4.5 percent next year with slower growth projected in FY 2020 with an expectation of a downturn (mild recession) anticipated at the end of 2019 or early 2020. In January 2018, we sought the engagement of the Charlotte Economics Club which led to a roundtable where insights were discussed at the national, regional, and local levels. Members of the club shared their industry-based economic outlook to help shape the city's projections.



Sales Tax Revenue



Source: North Carolina Department of Commerce, City of Charlotte

living, and affordable housing as compared to other larger cities. Between FY 2012 and FY 2017, Charlotte's population grew from 756,008 to 842,051, and the General Fund personnel count grew from 5,287 to 5,519. This represents a decline in employees per 10,000 residents from 70 to 66. As Charlotte's population continues to grow and place an increasing demand on city services, service models need to be adjusted to continue to provide a high quality of life for our residents.

The city's population continues to grow at a fast pace, increasing by 2.4 percent in 2017 compared to the nation's less than one percent growth. In 2014, estimates showed a net of 44 people moving to the city every day. By 2040, the city's population is projected to reach 1.22 million people.

People are moving to Charlotte due to the strong economy, lower cost of

Taking Charlotte to the Next Level

The city is a national leader in attracting a diverse and growing population. While that growth is welcome and celebrated, it requires that we adapt and innovate to remain a national leader. It also means that we must adjust how we meet the changing needs of our community. While continuous improvement remains in our core, meeting our priorities takes a multi-prong strategy of operational efficiencies, leveraging resources, and maximizing our revenue opportunities.



Over the last year we have listened to you, heard from the community, and received feedback from our employees. It is clear that neighborhoods (including affordable housing, streets, sidewalks, and pedestrian safety) and public safety have risen to the top of the priority list.

While the General Fund and Big Ideas Community Investment Plan (CIP) already include funds to address these areas, it is not enough. Our collective attempts to address these priorities fall short and a slight adjustment in revenue is needed. The Proposed Budget includes a one-cent tax increase. This penny adds \$9.8 million in additional revenue to support these critical areas and costs 83 cents monthly for every \$100,000 in home value. Three fourths of a penny will help support enhancements in public safety and one fourth will help support the ongoing debt service needed for a \$50.0 million affordable housing strategy.

Ability to Pay for Community Investments

The City of Charlotte has a long history of sound fiscal policy, and has consistently held a AAA rating for over 41 years, since 1977. The Proposed FY 2019 Budget adheres to City Council's Budget and Financial Management Principles. The budget is structurally balanced, ensuring financial stability into the future.

	Moody's	Standard & Poor's	Fitch Ratings
GENERAL OBLIGATION	Aaa	AAA	AAA
AVIATION	Aa3	AA-	AA-
STORM WATER	Aaa	AAA	N/A
WATER SEWER	Aaa	AAA	AAA

Financing of the capital program is mainly achieved through the issuance of General Obligation Bonds (G.O.), Certificates of Participation (COPS), and or cash (PAYGO). Annually, the city ensures the amount of debt issued is affordable and cost-effective. Capital projects are considered in a five-year community investment plan

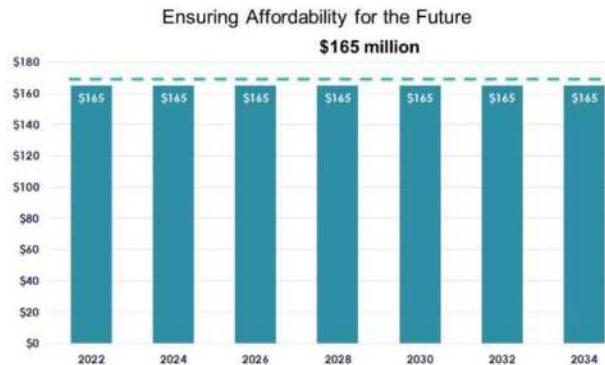
which addresses the highest needs and priorities.

Affordability for capital projects is determined annually through a comprehensive model that evaluates revenues dedicated to capital and future debt service requirements. The model specifies the additional ability to issue debt that can be fully repaid. As a result, when voters approve General Obligation Bonds, revenues are ensured to be available to repay debt service.

Completing Big Ideas Approach

In FY 2014, the city adopted the "Big Ideas" CIP, which represented a new approach to capital project planning in which projects were more idea-oriented. To support this new approach, a tax increase was approved, and four corresponding bond referenda were planned (FY 2015 – FY 2021) for a total of \$816.4 million. FY 2021 represents the completion of "Big Ideas" projects.

The rapid growth of Charlotte and the need for increased large-scale investments, such as affordable housing, were not fully contemplated by the Big Ideas initiative. In addition, because of the idea-oriented approach, the scope of a project was refined as it moved through the project cycle. This resulted in funding shortfalls for a number of projects. Moving forward, a project planning and cost estimate driven model will be utilized to form the CIP.



Building Strong Sustainable Communities

Building Great Neighborhoods Through Housing

Neighborhoods are the fabric of our community. Each neighborhood is unique in its character, residents, and vibrancy. Strong neighborhoods are ones in which residents are comfortable, engaged, and spend time with their families and friends. Creating the sense of “home” calls for partnership with residents, businesses, faith-based organizations, philanthropic organizations, and the government. No one person or organization can do it all. It takes all of us to build the neighborhoods we want to live in and claim with pride. With the creation of the Department of Housing and Neighborhood Services in FY 2018, we began to provide neighborhood services in a more holistic approach. The Proposed FY 2019 Budget continues to build on this approach by increasing our efforts in housing and neighborhoods.

Building great neighborhoods through housing is an essential element to success. Strong communities focus on critical factors of mixed-income housing, educational opportunities, youth and adult programs, and healthy commercial investment. The Proposed FY 2019 Budget provides **\$70.3 million** in support. A key component of this funding is an increase in the Housing Trust Fund bonds to **\$50.0 million** in FY 2019.

To develop and implement additional comprehensive actions, we will partner with the Foundation for the Carolinas, Bank of America, and Wells Fargo to engage the Local Initiatives Support Corporation (LISC). LISC is a national organization with a grassroots focus. It is one of the largest national organizations supporting projects to revitalize communities and bring greater economic opportunity to residents. These projects include more affordable housing, better schools, safer streets, growing businesses, and programs that improve the financial outlook of people. LISC helps to provide the capital, strategy, and know-how while working in collaboration with local communities. The



three community partners will provide \$300,000 per year for three years and the city will contribute \$200,000 per year to leverage the resources and capital available through LISC.

Piloting an Aging in Place Program

Efforts to support our residents include not only building new affordable housing units, but allowing some of our most vulnerable population to stay in their homes. To help this effort and complement the already existing Mecklenburg County homeowner assistance programs, the Proposed FY 2019 Budget provides \$500,000 for an Aging in Place pilot program. This program helps support low-income, senior homeowners who want to continue to live in their home and mitigate potential impacts of the new 2019 property valuation, which will be released by Mecklenburg County in FY 2019. Some homeowners may experience increases in their tax bills, but lack the income necessary to pay those taxes. Aging in Place will provide grant assistance to qualifying low-income homeowners who are over age of 65 to help them pay their increased city property taxes and avoid losing their homes.

To make sure we maximize communication of this program and existing housing assistance programs administered by Mecklenburg County, we will deploy the Senior Housing Support Team. This is a data-driven, targeted community engagement approach to match residents with the information to secure housing support through one-on-one, personal conversations with a City of Charlotte ambassador. Neighborhood canvassing will focus on identifying residents' individual needs and connecting them with available assistance programs. Outreach will begin in the Historic West End to supplement the work already being done there by Charlotte Center City Partners and the Knight Foundation.

A Way Home Rental Assistance Program

In FY 2015, the city and the Foundation for the Carolinas partnered to create the A Way Home Rental Assistance Program. This program provides rental subsidies and support services to keep residents earning 50 percent or below of the area median income in safe and secure housing. To date, the city has contributed \$7.3 million, with an additional \$2.7 million proposed for FY 2019. This contribution will fulfill our funding commitment. The city's funds equal the Foundation for the Carolinas' match of \$10.0 million.



The Proposed FY 2019 Budget also includes an additional \$19.0 million in PAYGO funds, Housing and Urban Development (HUD) funds, and other federal sources for emergency housing repair programs, housing counseling services, housing support programs for people living with HIV and AIDS, and rental assistance. HUD programs, consisting of the HOME Investment Partnership and Community Development Block Grant (CDBG), address a wide range of community needs, including increasing homeownership and affordable housing opportunities.

Making Connections in Every Community

We are a city of neighborhoods. Our neighborhoods represent the history, diversity, and everyday life of our city. Their livability and vibrancy require intentional investment. The FY 2019 – 2023 General CIP rests on the principles that every neighborhood should be safe, connected, have a sense of place, and be part of a community our residents are proud to call home. Projects promoting these efforts include:

➤ ***Vision Zero: \$2.0 million***

This program provides funding for projects that enhance the safety of the transportation network. A key element of this program is to implement the Vision Zero philosophy that no loss of life on our roadways is acceptable. Data driven approaches will be used to implement projects that identify the most critical locations.



➤ ***Sidewalk and Pedestrian Safety: \$30.0 million***

Funding for the Sidewalk and Pedestrian Safety program is doubled from the originally planned \$15.0 million in FY 2019 to \$30.0 million to implement Charlotte WALKS. Charlotte WALKS is the city's pedestrian plan, adopted by City Council in 2017. This program includes new sidewalk construction and pedestrian projects that provide safe crossings at intersections, midblock locations, and in school zones. An additional \$15.0 million is planned for FY 2021 bringing the total to \$45.0 million.

➤ ***Charlotte BIKES: \$4.0 million***

The City Council-adopted Charlotte BIKES Plan is proposed to receive \$4.0 million to add at least 10 miles of new bikeways.

➤ ***Bryant Farms Road Extension: \$2.0 million***

The Bryant Farms Road extension from Elm Lane and Rea Road provides a much needed east-west connection in the rapidly-growing Ballantyne area. This extension will serve as a parallel route to Ardrey Kell Road and will include pedestrian and bicycle facilities. Additionally, the intersection of Bryant Farms Road, Elm Lane, and Blakeney Heath Road will be rebuilt. Initial project funding of \$2.0 million is proposed in FY 2019, with an additional \$18.0 million in FY 2021, for a total of \$20.0 million.

Neighborhood Character Investments

➤ ***Comprehensive Neighborhood Improvement Program (CNIP): \$40.0 million***



The CNIP focuses on connecting six pre-selected neighborhoods through a network of streets, sidewalks, greenways, and bike lanes to major retail and employment areas. In FY 2019 the five initial CNIP areas are proposed to receive \$30.0 million, with another \$30.0 million in FY 2021.

The most recently approved CNIP, SouthPark, which targets the SouthPark Mall area and surrounding neighborhoods, is proposed to receive \$10.0 million in FY 2019. With the addition of this funding, the total for the SouthPark CNIP is \$15.0 million.

Total funding for all CNIP areas in the FY 2019 – 2023 General CIP is \$70.0 million. In FY 2015 and FY 2017, a total of \$65.0 million was approved for all six CNIPs for a total of \$135.0 million over all four-bond referenda.

➤ ***South Charlotte Neighborhood Reinvestment Program: \$5.0 million***

This project will enhance the livability of neighborhoods in South Charlotte with improvements to streets, sidewalks, and street lights. In FY 2019, \$5.0 million is proposed.



➤ ***Placemaking: \$300,000***

This project creates vibrancy in neighborhoods by upfitting underutilized spaces with enhanced streetscapes, creating gathering places like activity centers, plazas, and pocket parks. These projects are designed to strengthen the connection between people and the places they share.

➤ ***Neighborhood Matching Grants: \$400,000***

These grant funds are provided to neighborhood organizations undertaking physical improvements, public safety, education, cultural, recreation, and organizational projects. This program, founded in 1992, is designed to empower neighbors to strengthen neighborhoods. With \$400,000 planned every year of the Proposed FY 2019 – 2023 General CIP, funding for Neighborhood Matching Grants totals \$2.0 million.

➤ ***TreesCharlotte: \$100,000***

The city partners with TreesCharlotte to facilitate tree planting events to achieve City Council's 2011 goal of creating a 50 percent tree canopy by 2050. Currently, TreesCharlotte plants about 6,000 trees a year. An additional \$100,000 is proposed in FY 2019 for community building activities designed to plant an additional 2,500 trees. This funding is in addition to the FY 2019 and FY 2020 proposed endowment support of \$500,000.



Investing in Public Safety

➤ ***Police Stations: \$46.1 million***

The Proposed FY 2019 Budget accelerates the funding to complete all six planned police stations. An additional \$14.4 million is included for the Northwest Police Division. With this funding, a total of \$81.4 million has been provided to build six new facilities, completing the stations identified in the updated 2016 police master plan.

➤ ***Animal Care and Control: \$4.0 million***

This funding will be used to extend the life of the existing facility located on Airport property.

Funding for this initiative has been reduced in FY 2019 from the originally planned \$21.0 million anticipated for a new facility. As the project scope evolved, it became apparent construction of a new facility was not immediately required.

➤ ***Technology and Equipment: \$1.0 million***

The Proposed FY 2019 Budget includes \$1.0 million to replace various capital and technology equipment needed for police operations. Funding for this program totals \$5.6 million over the FY 2019 – 2023 General CIP.

➤ ***Fire Stations: \$1.3 million***

Supplemental funding of \$1.3 million for I-77 and Clanton Road infill fire station, and \$6.0 million for a new infill fire station in FY 2021 is proposed. Previously, \$5.9 million was funded in FY 2017 to purchase land for future fire stations.



Refining Cost Estimates

➤ ***Existing Projects: \$22.5 million***

Additional funding of \$22.5 million is proposed for five existing General CIP projects in FY 2019.

This funding supplements the following projects: North I-85 Bridge, Northeast Equipment Maintenance Facility, Oakdale Road Farm-to-Market, Innovation and Technology Relocation, and McKee and Providence Road Intersection. In FY 2021, an additional \$2.5 million is proposed for the Idlewild and Monroe Road Intersection project.

Connecting Our Community to the Industries of Tomorrow

Circular Economy

In support of transformative environmental innovation in Charlotte, I am proposing \$2.0 million for facility improvements to an existing city building in the Belmont neighborhood to begin making the Circular Economy initiative a reality. The traditional linear economy emphasizes consumption and disposal. In the Circular Economy, economic and environmental resources are kept in use for as long as possible then recovered, reused, and regenerated to marketable products and materials in a way that creates new industries, jobs, training, and income opportunities.



We will partner with Envision Charlotte, a globally recognized local public private plus collaborative, to create a living lab incubator. The incubator for this forward-thinking approach will foster public collaboration, community engagement, and in-depth utilization of data, while reusing waste products

normally headed for the landfill. The lab will be housed in a repurposed facility once used by the Charlotte Fire Department (the Old Horse Barn) to house horses. The goal is to have innovation and products to showcase during the international Cities for Cities event, which will be hosted here by Envision Charlotte in 2019.

To help propel the Circular Economy movement forward, the City of Charlotte has joined the Ellen MacArthur Foundation (EMF). This foundation was established in 2010 with the aim of accelerating the transition to the Circular Economy. Since its creation, the charity has emerged as a global thought leader, establishing the circular economy on the agenda of the decision makers across business, government, and academia. The Circular Economy 100 (CE100) program brings together leading organizations and cities, with the key objective of innovating, developing and implementing Circular Economy opportunities.

The City of Charlotte is the second U.S. city to commit to this network (Phoenix, AZ was the first). Charlotte will leverage this program and its premier network to accelerate our transition to a Circular Economy and become the leading U.S. Circular city. By joining this network, we have access to global corporations, institutions, and affiliates that can be brought in to facilitate local innovation and drive economic development advancements through multi-stakeholder collaboration. In partnership with EMF, Charlotte will attract global leaders to see how innovative partnerships and collaborative innovation can drive action and improve quality of life.

Supporting Our Entrepreneurs

Small businesses are vital to our economy. Small businesses that employ less than 100 people make up 97 percent of the employers in Mecklenburg County. Based on national data, 20 percent of small businesses fail in their first year, 34 percent in their second year, and 70 percent by their tenth year. Failures may occur due to a variety of reasons including competition by big businesses, not having the right team, or even lack of startup funds.

To help mitigate these small business failures, we are intentional about helping small businesses by providing access to capital through loans and grants, building capacity in programs, and offering advocacy and talent development programs. In 2017, the Citi Foundation and Living Cities selected Charlotte as one of five cities across the country to participate in the City Accelerator for Procurement for Inclusive Economic Opportunity. This opportunity provided a \$100,000 grant for coaching and assistance in implementing innovative approaches to further economic inclusion. The three main goals are:

- Build Minority, Women, Small Business Enterprises (MWSBE) capacity by providing educational and mentoring opportunities
- Increase the city's procurement with Minority Business Enterprises (MBEs)
- Develop a process to increase procurement opportunities for MWSBEs with Charlotte's corporations and anchor institutions



To meet these goals, \$53,500 of the funds from the Accelerator grant have been dedicated towards the AmpUp Charlotte program, in partnership with the NBA and Interise's StreetWise MBA. Twenty eligible MWSBEs will attend a 13-week accelerated business education course. The goal of this work is to prepare MWSBEs for bid opportunities associated with the NBA All-Star Game, which Charlotte will host in February 2019.



Establish a Business Concierge

Dedicated position connecting residents to business services

Begin Monthly Business Cafés

Bringing technical expertise and resources into our communities.

In addition, the Proposed FY 2019 Budget includes \$100,000 to implement Community Business Cafés and a business concierge program. Beginning September 2018, the Cafés will offer financial, marketing, management, and technical assistance to new and existing small businesses, and provide opportunities for small businesses to build partnerships and network with other locals.

Building a Trained Workforce

Good-paying jobs and the skills to compete in today's job market are key to enhancing economic opportunity for everyone. The city, as an economic leader, is committed to addressing labor market shortages in high demand occupations and assisting those with barriers to employment through training programs, apprenticeships, and mentoring. In FY 2019, we will roll out **Charlotte Choice Career Fairs**, with quarterly job fairs to showcase opportunities within all city departments, as well as some of our partner organizations. City departments have previously organized similar individual events, but this will be the first initiative of its kind to bring all available city opportunities to one location in the community four times a year.

Apprenticeship

With the adoption of the FY 2018 Budget, we implemented the first-ever apprenticeship program in the City of Charlotte. The program is now officially registered with the U.S. Department of Labor (USDOL). The apprenticeship program allows us to train and develop qualified people. Additionally, through a partnership with Charlotte Works we are able to hire the chronically unemployed and underemployed. Since the start of the program, we have registered five job titles with USDOL.

In FY 2019, we will continue building the program by identifying qualified apprenticeship positions throughout the organization that can be designated by North Carolina and the USDOL. This will increase the number of available apprenticeship positions and help with workforce planning and development.



Growing the Construction

With a booming Charlotte construction market, the industry is struggling to meet the demand for laborers. To increase the available supply of workers, we partnered with Goodwill Industries for Project P.I.E.C.E. (Partnerships for Inclusive Employment and Career Excellence). This is a three-year initiative to provide job skill training and support services to help individuals obtain and keep jobs in the construction industry. Participants receive job training in one of three career paths: broadband and fiber optic cabling, residential and commercial construction, or highway construction. In 2017, the partnership trained 154 people, graduated 135 trainees, and placed 117 graduates in jobs with over 30 organizations, including some in the city.

To further develop the trade workforce pipeline in our community, Goodwill Industries, CMS, and CPCC are working together to offer advanced certifications to high school students and young adults.

Certification areas include

electrical, HVAC, carpentry, and plumbing. Program partners

target different areas: Goodwill



Industries will teach and certify adults in new construction and trade skills, CMS will recruit students to the construction industry and emphasize academic achievement, and CPCC will provide adult and in-school trade skill instruction. Because we recognize the importance of this initiative and the upward mobility that steady jobs in trade industries can provide, \$100,000 is proposed to support the program in FY 2019.

Collaborating with Community Partners

Organizations embedded in neighborhoods often offer greater opportunities to improve the community around them than the government. We support these community partners making transformative change around Charlotte.



Fostering the Historic West End Initiative

In 2015, the Northwest Corridor Council of Elders and Johnson C. Smith University invited Charlotte Center City Partners to serve as the catalyst organization to help facilitate economic investment in the Historic West End of Charlotte. This work focuses on creating social and cultural connections, developing an anti-displacement strategy, and planning for development as construction of Phase II of the LYNX Gold Line is completed. I propose we join this effort and provide \$125,000 for three years. This funding will provide a portion of the match required by the Knight Foundation grant received by Charlotte Center City Partners to continue working towards a more walkable, livable, and equitable Historic West End.

International Community Members

To ensure all people within our community have equitable access to opportunities to thrive in our city, we hired the city's first International and Immigrant Integration Manager in 2018, Federico Rios, to

manage the Office of International Relations. This office serves as a liaison to our international and immigrant community. Additionally, it works to facilitate the recommendations of the Immigrant Integration Taskforce, a group convened by the city and community members.

To continue this work in the year ahead, the Proposed FY 2019 Budget includes \$50,000 to promote collaboration between the Office of the International Relations and the Charlotte Mecklenburg Library. These funds will help create a multi-media resource packet, expand our citywide language access plan, continue a partnership with refugee resettlement organizations, and further develop regularly occurring public strategy sessions.

Providing Micro Grants

It is critical we leverage resources to help amplify work already being performed by smaller community partners. The JumpStart Community Safety Micro-Grant program was born out of the Community Empowerment Initiative in FY 2018 for \$50,000. In FY 2019, the support is doubled to \$100,000. These grants provide up to \$500 to community organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents. This program also connects participating organizations with city services and partners to enhance skills around board development, grant writing, mission and vision statements creation, and attaining non-profit status.

Micro Grants

Supporting Safe Alliance

The Proposed FY 2019 Budget also includes an additional \$49,000 for Safe Alliance, a nonprofit that works to provide hope and healing to those impacted by domestic violence and sexual assault. As a city financial partner, Safe Alliance will receive a total of \$382,552 in FY 2019. The additional funding supports the implementation of the new Domestic Violence Protective Order (DVPO) E-filing.

Strong Youth

We recognize youth engagement and participation as a critical component of creating sustainable communities. Job training and career readiness serve as a cornerstone of economic opportunity, while enrichment and education opportunities help create well-rounded youth.

In partnership with CMS and Mecklenburg County, we have doubled the number of Mayor's Youth Employment Program internships available to high school students. These internships are available in the private, public, and nonprofit sectors for youth ages 16 through 18. These opportunities provide formative career training and first-time work experience to our young adult community.

In addition, to our focus on career readiness and academic success, we also support youth enrichment programs like LEVEL UP, a partnership between the CMPD and YMCA of Greater Charlotte. The program provides safe alternatives for more than 1,000 youth ages 13 to 18 by offering Saturday night programming at the YMCA. Based on the success of the summer pilot program, originally called the Summer of Opportunity, nights of programming have expanded by 57 percent, the number of participating YMCAs



has increased from three to four, and the program is anticipated to serve an additional 500 youth, for a total of 1,500. Thanks to 15 partner organizations and nearly 400 volunteers, including police officers, LEVEL UP is able to provide athletic opportunities, creative arts programming, and positive self-image activities.

Customer Driven Focus

The Charlotte development industry made it clear last year, the city was falling short of meeting its needs. As a result, we have taken time over the past few months to engage with the industry and will implement several new policies and programmatic initiatives in FY 2019 to improve customer service and enhance collaboration, consistency, and clarity.



Enhancing Customer Service by Creating a One-Stop Shop

After reviewing the current land development permitting process and having extensive conversations, a One Stop Shop will be created in the lobby of the Government Center, where developers can access and meet with all relevant staff in a single location. The space will also be renovated to foster a more collaborative environment. Customers will be able to get timely, accurate answers that quickly move projects forward. To provide a more cohesive and streamlined approach, 22 staff positions will be transferred from the Department of Engineering and Property Management to the Department of Planning. Staff performing development reviews will be co-located in a unified space.

To improve the regular review processes and customer experiences across the board, we will also implement a new Enhanced Review pilot program for nearly all development review types, at a fee determined in consultation with the development industry. The pilot will provide increased speed, singularity of feedback, dedicated review resources, and close integration of reviewing departments for time-critical projects. Fees from this program will be used to add nine staff positions across departments involved the reviews. Reviews will be completed clearly and consistently, with decisions issued in as little as four to six weeks.

Re-engineering Planning

Vibrant, economically viable cities like Charlotte that support diverse neighborhoods do not happen by accident. We have benefited from a legacy of sound planning services as it has transitioned throughout its history. Charlotte is transitioning into a 21st century city of global significance which requires a 21st century planning department. For more than ten years, the Planning Department's primary focus has been reviewing and approving zoning petitions. Although appropriate for the time, this focus has yielded the unintended consequence of reducing the department's capacity to participate in neighborhood-level engagement. In response to the changing times and to meet the challenges ahead, innovations in planning and permitting are necessary. In FY 2019, we will restructure the Department of Planning to emphasize a customer-focused, responsive, and efficient land development permitting process, integration of sound urban design services and reengagement of neighborhoods. To

commemorate this change, the Department of Planning will be renamed, to the Department of Planning, Design, and Development.

Over the next two years, the primary focus for the department will be the creation of a comprehensive vision for the community and the development of a Unified Development Ordinance (UDO). To accomplish this work, the department must reengage the community at a neighborhood level. To support the enhancements in planning and land development permitting, 12 new positions are being added. The majority of these positions are supported through user fees or other non-general fund sources. These additional resources, combined with organizational realignment and process changes, will create innovative planning services that are fit "for a Queen City".

Becoming an Employer of Choice

Becoming an employer of choice means taking positive steps both to attract the highest quality applicants, and to ensure we retain them. To accomplish this goal, we strive to provide competitive and equitable compensation, valuable benefits, and ongoing support for employee well-being and professional development. The Proposed FY 2019 Budget includes a number of initiatives to keep us on the path to becoming an Employer of Choice.

	FIRE	POLICE
Uniformed Employees	1,050	1,930
Vacancy Rate	1.9%	9.4%
2017 Retirements	34	63
2017 Voluntary Resignations	5	36

Focusing on Public Safety

Over the past few months we have had many conversations with Police Chief Kerr Putney, Deputy Fire Chief Pete Key, the public safety pay plan committee, the Fraternal Order of Police (FOP), and the Charlotte Fire Fighters Association. We have discussed the most pressing issues facing sworn officers. After deliberating and reviewing applicable data, a thoughtful and affordable multi-year approach has been developed.

Improving Officer Attraction



We rely on the police department to "protect and serve" and the police, in turn, rely on community support and cooperation. An investment in our police department is an investment in our community. Police departments all over the country are facing a recruiting shortage amid a growing anti-police sentiment. Attracting a large, dynamic, and diverse candidate pool is the first step to ensuring the long-term success of CMPD. The

Proposed FY 2019 Budget aims to improve this candidate pool in the following ways:

Increasing Starting Pay

The FY 2019 Budget includes a significant increase in the starting pay for CMPD officers. The first step of the pay plan has been eliminated, and officers will start at a step that is five percent higher than last year. With a 1.5 percent market adjustment also added, this means that a recruit will now start at a minimum salary of \$46,352. We continue to be the lead North Carolina city in recruit pay.

Accelerating Education Incentive

CMPD currently offers education incentives of five percent for an associate's degree and 10 percent for a bachelor's degree. These education incentives have traditionally only been added to an officer's salary after they graduate from the Recruit Academy. This has watered down the education incentive as a recruiting tool. Beginning in FY 2019, the education incentive will be included during a recruit's time at the academy. This means that an officer with a bachelor's degree will begin employment with a starting salary of \$50,987. Firefighters are also eligible for the incentive during the academy.



Improving Officer Retention

Retirement remains the most common reason for separation from CMPD. However, overall, CMPD lost 195 officers over the last five years due to voluntary resignation. At an average of nearly 40 officers a year, these separations represent a loss to the city of trained employees in which we have made a significant investment. Unplanned separations also put additional stress on the remaining officers to handle the workload until the next recruit class graduates. The Proposed FY 2019 Budget aims to improve retention of existing officers in the following ways:

Increasing Existing Officer Pay

The number one request from existing officers is an increase in pay. Many officers are citing pay as a reason for leaving the profession altogether. To improve retention and reward our hard-working officers, the Proposed FY 2019 Budget includes a salary increase of at least 6.5 percent. This is comprised of a 1.5

percent market
adjustment for officers in
July, and a step increase
on a revised pay plan.



Establishing a Senior Police Officer Program

A new Senior Police Officer (SPO) Program is proposed for eligible officers at the top step. Interested officers will have to complete a set of courses to be eligible for an additional five percent incentive. Once awarded, the Senior Police Officer Program will increase the maximum salary for a police officer by \$3,500. A Senior Police Officer with a bachelor's degree will now be able to earn more than \$80,000.

Promoting Officer Residency

Officers living within city limits increase the department's visibility in the community. The Proposed FY 2019 Budget continues an officer residency program that was implemented in FY 2018. Over a period of two years, officers who live or move into Charlotte will receive a one-time \$2,500 residency incentive. The program encourages additional officers to move into the city, increases visibility, and allows for a better understanding of specific neighborhood concerns.

Establishing the Take-Home Vehicle Program

CMPD currently has a vehicle take-home policy for select types of officers such as SWAT and Bomb Technicians. The Proposed FY 2019 Budget includes a significant expansion of this program. Starting with 75 cars above the normal replacement levels in FY 2019, and continuing with additional vehicles in future years, the expanded program aims to eventually assign a vehicle to most officers who reside within the city limits.



The program is designed to improve retention, as take-home vehicles are frequently cited as a recruitment and retention tool. Not only will these vehicles boost daily efficiency for officers, they also allow for quicker response times and serve as a crime deterrent in neighborhoods. Additionally, future costs may be offset by savings achieved due to an extended vehicle life.

Encouraging a Co-Response

To augment the crisis intervention training our police officers receive, I am proposing we adopt a co-responder model. The new program is an example of law enforcement initiatives nationwide aimed at improving police response to people experiencing a mental health crisis. Six mental health professionals will join our police officers when responding to 911 calls involving suspected mental health issues. Co-responder models allow professionals to interact with individuals experiencing a mental health crisis in ways that lead to more positive outcomes than an arrest. To fund this effort, the Proposed FY 2019 Budget includes \$814,000 for implementation.

Implementing Phase II – Firefighter Pay Plan

In the FY 2018 Budget we committed to a two-year plan to adjust the Firefighter Pay Plan. The Proposed FY 2019 Budget adds the second of two new steps for the Firefighter Engineer rank. This adjustment has now added approximately \$5,000 to the maximum annual salaries of the 195 current Firefighter Engineers. The plan for Firefighter Captains will be increased as well, providing an additional 2.5 percent for 249 Firefighter Captains. Eligible firefighters will also get a 1.5 percent market adjustment in July and a 2.5 to five percent step increase.



Helping Sworn Officers Save for Retirement

Sworn police officers and firefighters hired on or after July 1, 2009 do not receive any assistance from the city on post-employment healthcare costs. Charlotte, like so many other localities, made the decision to not provide retiree healthcare to those hired after July 2009, because of the heavy financial burden that it was placing on the city. Restoring the retiree healthcare places an unsustainable Other Post Employment Benefit (OPEB) liability on the city. In fact, the city's healthcare consultant recently projected that restoring retiree healthcare for public safety employees would add more than \$230 million in accrued costs over the next 15 years.

As an alternative, the Proposed FY 2019 Budget includes \$600,000 for a Defined Contribution retiree healthcare investment account for sworn officers and firefighters. Although plan options are currently being explored, the premise is that the city will contribute \$20 per week, or \$1,040 in 2019, to an account for each eligible employee hired on or after July 1, 2009. The money in the account is then invested and becomes available after retirement to pay for medical costs, including premiums. If the city makes a \$1,040 annual contribution over an officer or firefighter's remaining career, and the funds earn a rate of return of six percent, then the officer would have \$80,000 (tax-free) to use on retiree medical costs after 25 years.

This is a significant investment equating to approximately two percent of a starting police officer's pay. It also carries no long-term OPEB liability to the city, allowing it to be an affordable, sustainable program. It provides a resilient and flexible option to address future uncertainty. Overall, it is a program designed to help reduce but not eliminate the retiree healthcare burden. This benefit provides the flexibility for employees to use this account to pay for healthcare of their choice. In addition, employees are encouraged to set aside funds on their own to help plan for medical costs in retirement.

Increasing General Employee Compensation

Our employees are the number one reason that we are a successful city. From our front line employees to our office workers, Team Charlotte includes people who have dedicated their careers to public service. Despite financial difficulties we may face, one of the first items considered during budget development is how to reward our employees. We know that being an employer of choice includes establishing compensation policies that either maintain or increase the purchasing power of employees over time.



The Proposed FY 2019 Budget includes a merit pool of three percent for salaried employees and an average total increase of three percent for hourly employees (1.5 percent market adjustment and 1.5 percent merit pool). These actions allow us to remain consistent with the industry standards for 2019. We are also addressing salary compression issues in Solid Waste Services and Charlotte Water by increasing Utility Technician I pay by 3.3 percent, and Laborer, Senior pay by 2.5 percent. This allows for additional pay for some of our hardest working employees and solves an unintended consequence of increasing the city's minimum pay to \$15 per hour in FY 2018.

Evaluating Healthcare



Providing healthcare coverage to employees is more than providing a health plan. It's about providing as many tools as possible to ensure that employees are healthy, both physically and mentally. From employee counseling, to wellness programs, to a newly initiated healthcare liaison program, we strive to provide as much value in our benefits program as possible.

Unfortunately, financial realities often limit the healthcare discussion to how much it will cost employees. Healthcare costs have grown faster than inflation over the past 15 years. To manage these costs and maintain services, our employees have historically shared in the increased burden. The Proposed FY 2019 Budget however, includes no employee healthcare cost increase. This means that the salary increases recommended will not be offset by increased healthcare costs. This has been made possible in part by a positive impact from the city's wellness program participation and the affordability that the city's MyClinic program has offered.

Beyond no rate increases, recent claim experience will also allow the city to award employees a premium holiday for the month of August. This means that employees will not have to pay a healthcare premium for the whole month. This allows more than \$1.8 million to remain with active employees, and more than \$800,000 to remain with retirees. While some employees in the PPO Plan E Family Plan will receive as much as \$1,200 from the holiday, the average benefit will be \$278 for active employees and \$403 for retirees in 2018.

Employees also raised concerns about how new plans were introduced last year and the financial difficulties faced by employees on the city's most expensive family plan which is PPO plan E. Beyond having no rate increases and the five-week employee premium holiday, the Proposed Budget also includes a 10 percent reduction in the 2019 employee premiums for the PPO family plan E. This will save employees who elect this plan \$1,248 next plan year.

Promoting Public Transit

In September, the city will begin offering all access transit passes to employees for the significantly reduced rate of \$33 per year. These passes, which include both buses and light rail, will reduce the out-of-pocket costs for city employees by over \$1,400 annually compared to the existing program. The program will help reduce traffic congestion, provide parking alternatives to those working uptown, and encourage employees to consider environmentally friendly transportation alternatives.



Expanding Military Training Leave

We are proud to support our armed forces by currently offering up to one paid week annually for military training leave. As of July 1, the paid military training leave is proposed to be doubled from one

week to two. This allows our brave service members the opportunity to train without having to use other leave time.

Redesigning the Employee Incentive Program

The city has had an employee incentive program since 1994. This program was designed to provide employees with a financial incentive to achieve approved targets based on a citywide savings goal. After 23 years of evolution and a recommendation by the City Auditor, it is time to redefine the program. Over the next few months, we will redesign the existing incentive program to reward collaborative and team approaches to innovation. Using savings identified through the course of the fiscal year and \$500,000 proposed in FY 2019 we will promote efficiency and productivity throughout the organization.

Ensuring Engagement into the Future

To truly be considered an employer of choice, employees have to recognize the organization as a strong community and feel heard and valued. Through effective communication, consultation, and



collaboration, employees build trust and confidence in the organization. As such, we have initiated several opportunities to expand employee engagement across departments and with leadership.

To ensure employees have regular opportunities to share ideas, feedback, and concerns into the future, we have formed the Queen's Team: Charlotte Employee Relations Team. This team of 80 employees from all departments will discuss topics such as safety, benefits, compensation, and productivity. Team members were nominated and elected by their peers to serve as communication liaisons between leadership and employees. I will also meet quarterly with this team to hear feedback and recommendations. This group of peer elected employees will be relied on to represent employee views and serve as a strong foundation for communication with leadership.

Maintaining High Quality of Service

Creating Ambassadors of the City

The Proposed FY 2019 Budget includes a tax increase for municipal service districts (MSD) one, two, and three to support a new ambassador program in Uptown. The rate in MSD one will increase by four tenths of a penny, and the rate in MSDs two and three will increase by six tenths of a penny. This additional revenue will support the program, which is expected to cost \$700,000 to \$800,000 annually. The ambassador program will utilize uniformed, trained personnel to provide seven-day-a-week hospitality services, crime deterrence, and facilitation of social service connections for the homeless and near homeless population. With the goal of maintaining a center city district that is a safe and welcoming place for all, the creation of this program will bring Charlotte in line with other nationally recognized downtowns.



Enriching Lives Through Charlotte Water

Charlotte Water adds broad value to the Charlotte community through focused attention on **CHARLOTTE WATER** maintaining a high quality drinking water and wastewater system, guaranteeing a high level of customer satisfaction, ensuring operational efficiency and compliance, and promoting a thriving, economically sustainable community.

Charlotte Water is also active in community education. A new partnership with Discovery Place seeks to educate youth about the importance of water in our everyday lives, promoting water conservation, and understanding the journey of water from cloud to cup. This partnership will educate an estimated 8,000 fifth grade students annually, for a total of 32,000 students over the four-year contract.

We are also investing in programs that ensure that we have the infrastructure necessary to support growth and remain an economic engine for the region. For the coming fiscal year, we are proposing to enhance the water distribution system, ensure adequate capacity in our sanitary sewer system, design and construct a new regional wastewater treatment facility, refurbish additional water treatment facilities, and improve the reliability at our current wastewater treatment facilities. To support these improvements, the Proposed FY 2019 Budget includes a \$1.89 per month fee increase for the typical household.

Enhancing the Environment through Storm Water

The city plays a critical role in protecting environmental health by collecting stormwater and filtering pollutants to keep our streams and lakes clean. In addition to environmental preservation, Storm Water Services also performs construction repairs on drainage issues that qualify as a safety concern on public or private property. To classify stormwater requests so that the most critical needs are addressed in priority order, a tier system is utilized with the categories of Al, A, B, and C.



Substantial efforts will be made in the coming year to address the tiers Al, A, and B repair requests, storm drainage improvements, and surface water quality enhancement projects. A total of 17 additional positions in FY 2019 will help address the higher-level repair requests and ensure we have the critical infrastructure in place to protect Charlotte's environment into the future.

To supplement this effort, \$5.0 million is proposed to be set aside to fund a two-year pilot program to address resident-initiated repair requests classified as tier C. The 2015 City Council policy required us to no longer qualify new tier C repairs, which are the lowest severity of the four tiers. Many of the requests that pre-dated the 2015 policy change have since been mitigated through improvements to higher-tier repairs, but some tier C repair requests remain unaddressed. To advance the tier C backlog, a fee increase resulting in less than \$0.75 per month for almost all single-family parcels will be leveraged to fund the pilot program. This program will be cost-shared with the residents.

Efficient and Effective Solid Waste Services



Partnering with the county to provide the highly effective solid waste services expected by the city's residents is a core function of our government. The county has increased the disposal and contractual service costs for private haulers and rollout containers have increased. To support these contractual needs, the Solid Waste fee is proposed to increase by \$0.59 per month for most households in FY 2019.

Based on the proposed property tax increase and all proposed service fee increases, a homeowner in Charlotte will experience an estimated monthly increase of \$3.64 for every \$100,000 in home value.

Becoming a Well-Managed Government

Operational Efficiencies - End of "Run Your Business"



As we move away from a silo "run your business" model, we strive to become a more collaborative, responsive organization focused on providing the highest quality services possible in a cost effective and publicly accountable manner. Furthering our

efforts in FY 2019, we will begin moving away from the decentralized approach of performing core government functions of Communications, Finance, Human Resources, and Innovation and Technology, to a more standardized, less redundant, and more efficient model.

Last year, when we completed developing the current budget, I stated we would begin to review our internal service functions. While more work needs to be done, I am happy to say we have completed an initial review in each of those areas. Several initiatives identified through these reviews are reflected within the Proposed FY 2019 Budget.

Uniting Under the Crown - Communications

Several reviews of how we communicate internally and externally have been conducted since 2010. The common recommendation from these reviews is to standardize and realign communication processes across the organization. The Police Foundation Report, commissioned by City Council in 2016, also indicated that a more coordinated approach to communications is needed to prevent mixed messaging. Reviews also recommended one branding strategy by which we are identified. The assorted logos and individualized branding serve to portray us as a group of separate units, rather than one Team Charlotte.



Realignment efforts began in FY 2018 when the Office of Constituent Services was created to provide more targeted services for City Council members and our constituents. In FY 2019, we will restructure the Department of Communications to be more proactive, responsive, and coordinated.

Communications skills currently in place throughout the organization will be leveraged to reduce duplicative or uncoordinated messaging. Utilizing existing personnel to form a coordinated communications team instead of hiring additional personnel, is the more prudent, cost effective approach. For the initial restructuring of communications, a reduction of three positions and savings of \$300,000 is identified.

Refocusing Financial Services

The city engaged Grant Thornton, LLP to conduct a review of the city's internal controls. The consultant used the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Integrated Framework. This nationally accepted framework provides guidance for enterprise risk management, internal controls, and fraud deterrence designed to improve organizational performance and governance. The review identified several areas where we can improve.



Returning the Department of Management and Financial Services to core financial functions began in FY 2018 with the detachment and creation of Strategy and Budget and Internal Audit as independent departments. This work continues in FY 2019 as the Division of Fleet Management (with 124 staff positions) transitions to the Department of Engineering and Property Management for more operational synergy. Duplicative services within the administrative division will also be eliminated or redeployed to other areas of need, such as human resources and communications. A reduction of seven positions and savings of over \$542,000 was identified from these efforts.

Standardizing Human Resource Functions

The “run your business” model resulted in extended consequences for Human Resources and our employees. Several core functions of the Department of Human Resources have been spread out among departments. This has led to differing operational approaches. A recent review conducted by AON Hewitt, a global human capital solutions consultant, identified key areas of improvement across the organization.

Recommendations include a centralization of how Human Resource decisions are made. Currently, decisions are made at the department level, leading to various interpretations of policy, variations in hiring standards, duplicative processes, and conflicting messaging to employees. In the upcoming year, the governance structure will be revised for consistency across departments. Policies will be updated and created where necessary, and redundancy will be eliminated. These initial organizational changes result in a reduction of seven positions and savings of over \$500,000.

Mitigating Risk

A study recently performed by RSM US LLP, a member of the RSM International global network of independent consulting firms, explored our business continuity planning and disaster recovery and indicated we could strengthen disaster recovery, further harden our cyber security, and develop an

asset replacement model for technology infrastructure and equipment. To begin implementation of these recommendations, \$500,000 is proposed in FY 2019.

The Year Ahead

As I completed my first year in Charlotte, I realized that it is greater than I ever imagined. I am honored to be part of a city that cares for its communities and the people it serves. I am humbled by the passion you have to take on challenges and your willingness to address monumental issues like affordable housing, all while considering what it will take to catapult Charlotte to the next level.

I am proud to be a part of a team of employees who take pride in public service and believe in what they do. It is because of them, that we will begin a comprehensive compensation review that will look at our salary structure, leave policies, benefits, and workplace environment. Our current compensation philosophy was last approved in 1993. It is past time we looked at it.

I also am committed to a well-managed government and creating an action oriented culture of innovation and improvement. In FY 2019, we will carry on our reengineering efforts and augment them with an examination of our processes to identify improvements and eliminate problems before they occur. Some areas we will focus on include:

- Developing a new economic development strategy
- Continuing the review of Communication, Finance, Human Resources, and Innovation and Technology functions across the organization
- Refining project management and delivery of capital projects



As we head into the next fiscal year, our community has a monumental occasion to celebrate; the City of Charlotte turns 250 years old! While the 250th anniversary of our incorporation does not occur until November 2018, we will commemorate the occasion all year through CLT250. I hope you will get involved and help define what Charlotte means to you and what we could look like in the next 250 years. Together, we can shape our future. The time is now!

Sincerely,
A handwritten signature in black ink, appearing to read "Marcus D. Jones".
Marcus D. Jones
City Manager



Table of Contents

City Manager's Adopted Budget Letter	i
City Manager's Proposed Budget Letter.....	vi
Table of Contents	1
Budget Process	5
Financial and Budget Principles	7
Financial Policies and Practices.....	8
Executive Summary	
Organizational Chart	13
Fund Structure.....	14
Executive Summary.....	15
City Strategy and Operating Budgets	
City Strategy and Operating Budgets Overview	21
Community Safety Focus Area Plan.....	22
Housing and Neighborhood Development Focus Area Plan	24
Environment Focus Area Plan.....	26
Transportation and Planning Focus Area Plan	28
Economic Development Focus Area Plan.....	30
Department Operating Budgets, FTEs, and Performance Measure Highlights	
Police.....	32
Fire.....	35
Solid Waste Services.....	38
Transportation	41
Housing and Neighborhood Services	44
Economic Development	48
Engineering and Property Management	51
Planning Design and Development.....	56
Aviation	59
Charlotte Area Transit System	63
Charlotte Water.....	66
Storm Water Services	70
Risk Management.....	73
Mayor and City Council.....	75
City Attorney	77
City Clerk	79
City Manager	82
Strategy and Budget.....	84
Charlotte Communications and Marketing.....	87
Community Relations Committee.....	90
Internal Audit	92
Human Resources	94
Innovation and Technology.....	97
Management and Financial Services.....	100
Other Operating Overview	103
Non-Departmental Accounts	104
Financial Partner Summary	108



Table of Contents

Summary Statistics and Schedules

Overview of Summary Statistics	111
Fund Descriptions	112
Citywide Summary of Tax Levies	116
Summary of Full-time Equivalent Allocations	117
Summary of Expenditures	118
General Fund	
Summary of Expenditures	119
Summary of Revenues	120
Summary of Fund Balances	125
Aviation	
Summary of Revenues and Expenditures	126
Aviation Debt Service Funds-Consolidated	127
Charlotte Water	
Water and Sewer Fund	
Summary of Revenues and Expenditures	128
Consolidated Water and Sewer Debt Service Funds	129
Charlotte Area Transit System	
Summary of Revenues and Expenditures	130
Charlotte Area Transit System Debt Service Fund	131
Storm Water	
Summary of Revenues and Expenditures	132
Storm Water Debt Service Fund	133
Other Funds	
Municipal Debt Service Fund	134
Convention Center Tax Fund	135
Convention Center Debt Service Fund	136
Hall of Fame Tax Fund	137
Hall of Fame Debt Service Fund	138
Tourism Operating Fund	139
Tourism Debt Service Fund	140
Cultural Facilities Debt Service Fund	141
Powell Bill Fund	142
Public Safety and Other Grants Fund	143
Public Safety 911 Services Fund	144
Housing and Neighborhood Services Consolidated Grants Fund	145
Risk Management Fund	146
Consolidated Municipal Service Districts	147
Municipal Service Districts	148
Synthetic Tax Increment Grants	150

Community Investment Plan

General Community Investment Plan Summary	153
Municipal Debt-funded Project Summary	155
Pay-As-You-Go-funded Project Summary	160
General Community Investment Plan Revenue and Expenditure Summary	165
Enterprise Community Investment Plan Summary	166
Enterprise Community Investment Plan Revenue and Expenditure Summary	167



Table of Contents

Community Investment Plan (continued)

Detailed Program Schedules	
Housing and Neighborhoods.....	168
Transportation and Transit.....	169
Economic Development	171
Aviation	172
Environmental Services and Storm Water	176
Water and Sewer.....	176
Facility Investments.....	180
Public Art Schedule.....	181
Estimated Operating Budget Impact from Major Capital Investments.....	182
Capital Program Policies	184
Capital Financial Policies.....	185

User Fees

User Fees Summary	187
Regulatory Fees	
Planning Design and Development.....	191
Charlotte Department of Transportation	192
Planning Design and Development.....	195
Charlotte Fire Department	196
Charlotte-Mecklenburg Police Department	199
City Clerk's Office	199
Charlotte Water.....	200
Non-Regulatory Fees	
Aviation	201
Engineering and Property Management	203
Planning Design and Development.....	204
Charlotte-Mecklenburg Police Department	206
Solid Waste Services.....	207
Charlotte Department of Transportation	207
Other Fees	
Engineering and Property Management	208
Charlotte Water.....	208
User Fee Appendix	209

Total Rewards - Compensation and Benefits

FY 2019 Total Rewards – Compensation and Benefits Recommendation	211
City of Charlotte Human Resources Philosophy.....	219
Market Movement Summary	220
FY 2019 Public Safety Pay Plan	221
Recommended FY 2019 Broadbanding Pay Plan Structure	222
Recommended FY 2019 Non-Exempt/Hourly Pay Plan Structure	223

Ordinance, Resolutions, and Key Terms

Budget Ordinance.....	225
Community Investment Plan Resolution	240
Metropolitan Transit Commission Resolution	241
Key Terms.....	243
Common Acronyms	247



This page intentionally left blank.

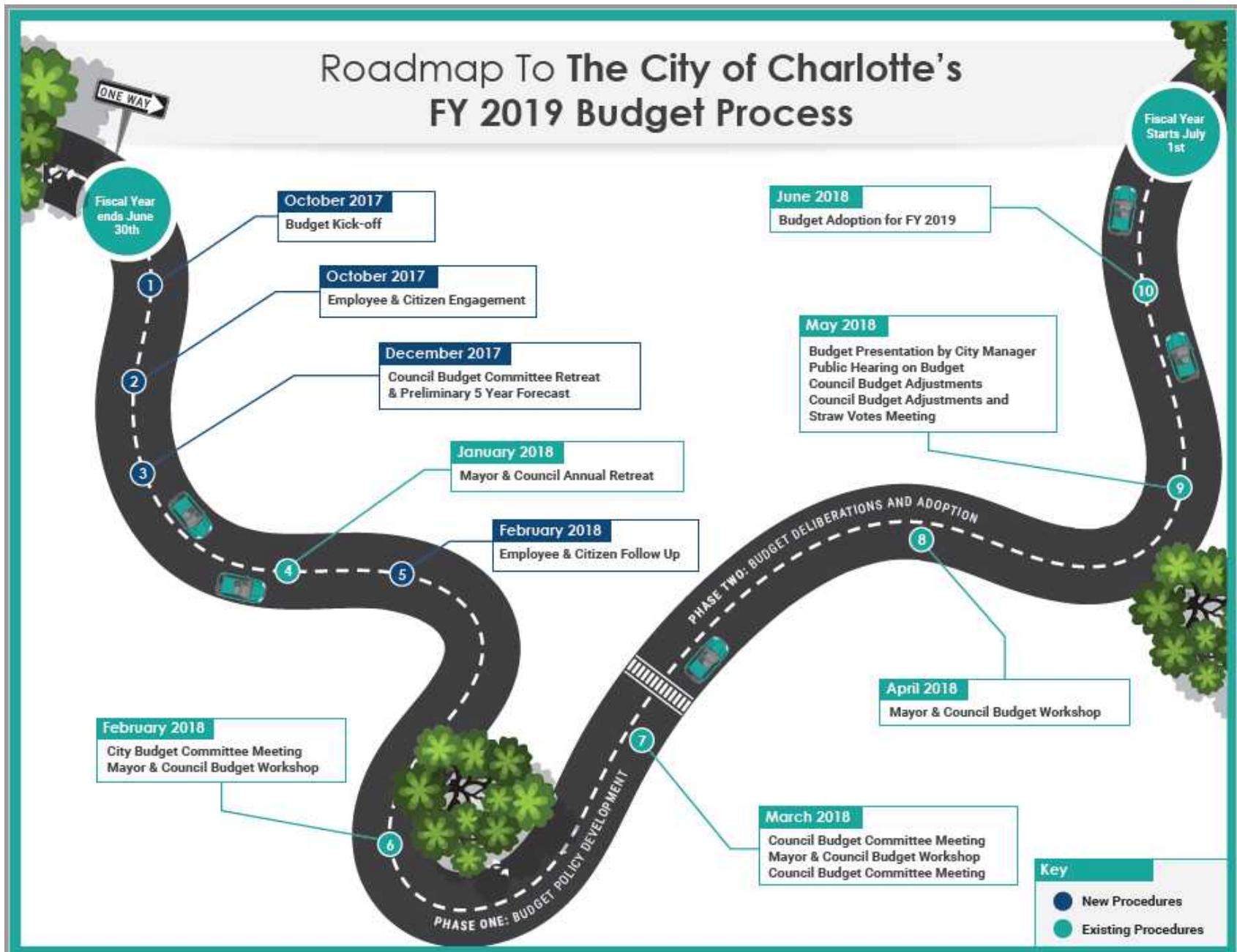
FY 2019 Budget Process

PHASE I – BUDGET POLICY DEVELOPMENT

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

<p>Budget Kick-off</p> <p>Meet and Eat with the Community</p>	<p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Balancing Act Online Budget Simulation Tool• Asset Management Guidelines• Operating Budget and Services Review• FY 2019-2023 Community Investment Plan• Storm Water FY 2019 Budget• Aviation FY 2019 Budget
<p>City Council Business Meeting</p> <ul style="list-style-type: none">• Approve FY 2019 Budget Calendar <p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• City/County Real Estate Ledger• Management of City Real Estate Portfolio• Sales Tax Redistribution Overview	<p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• General Fund Update• General Community Investment Plan Update• Storm Water Budget• Aviation Budget
<p>Mayor and Council Annual Retreat</p> <ul style="list-style-type: none">• FY 2018 Mid-Year Report• City Strategy• FY 2019-2023 General Fund Projections• Enterprise Funds – Operating Budget Considerations• Capital Budget• Budget and Financial Indicators	<p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Compensation and Benefits• General Fund Update• Charlotte Water FY 2019 Budget
<p>Council Budget Committee Meeting</p> <ul style="list-style-type: none">• Budget Committee Retreat Follow-up• February 22nd Council Budget Workshop Agenda• Charlotte Area Transit System FY 2019 Budget <p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• Council Retreat Follow-Up• Charlotte Area Transit System Budget• Financial Partners Requests• General Community Investment Plan – Capacity and Critical needs	<p>Mayor and Council Budget Workshop</p> <ul style="list-style-type: none">• General Fund Update• Financial Partner Preliminary Funding Recommendations• Compensation and Benefits• Charlotte Water FY 2019 Budget
<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 Part I</p>	<p>Council Budget Adjustments and Straw Votes Meeting Part II</p> <p>Budget Adoption for FY 2019</p>

FY 2019 Budget Process



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 follows the principles outlined below. The development of the City's annual operating budget is a transparent process that welcomes community input and involvement.

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

Financial Policies and Practices

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

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office.
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year.
 - c. The tax rate shall be set each year based on the cost of providing general government services.
 - d. The City shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The City will set fees for services to maximize user charges for identifiable services.
 - a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services.
 - b. To the extent practical, any general City service for which there is a higher level to benefit specific 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 percent (City policy is higher at 16 percent) 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 percent are eligible for appropriation in the Pay-As-You-Go Capital Program.
4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.
5. The City will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-recurring 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 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 percent 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 percent 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 percent 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.

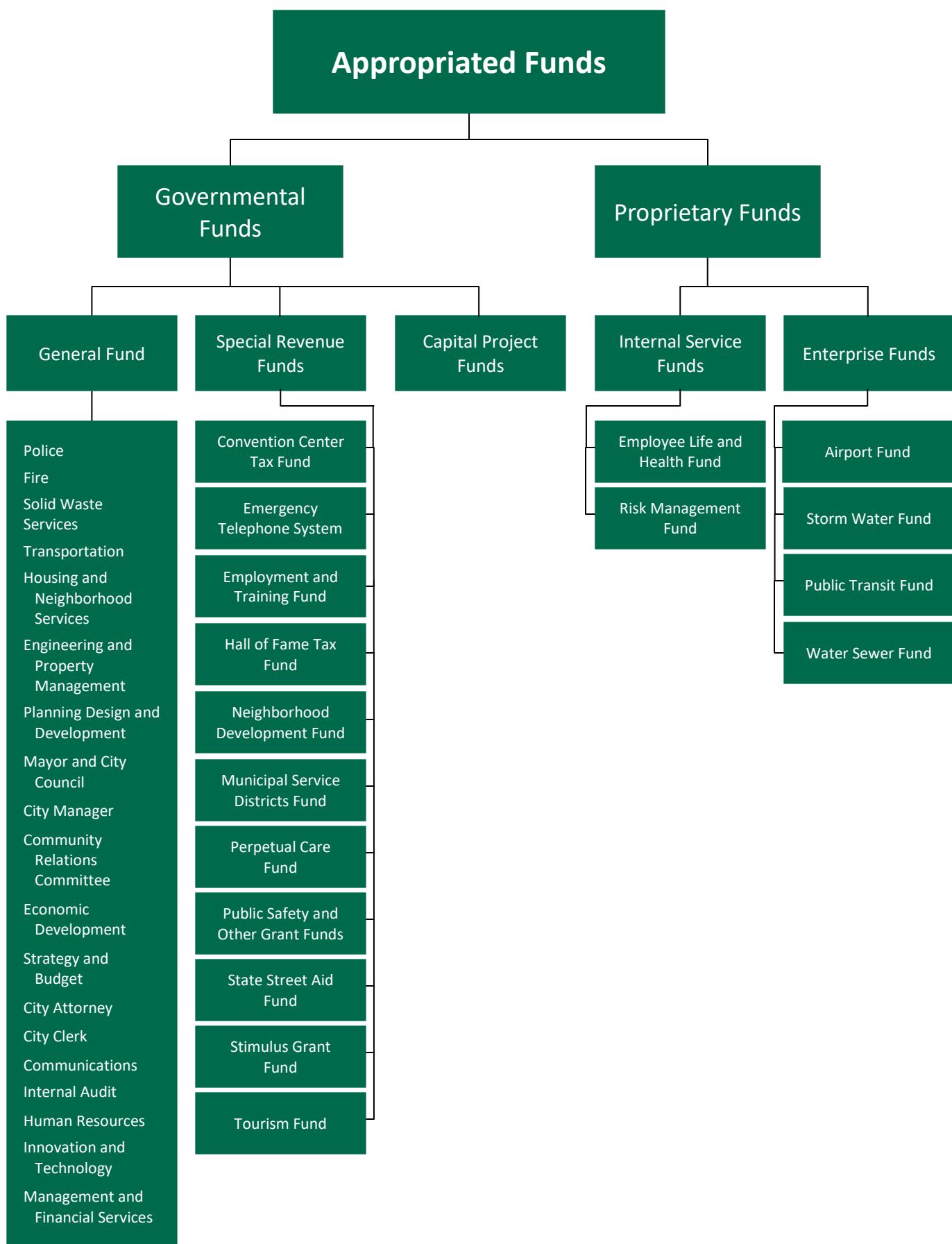


This page intentionally left blank.

CITY OF CHARLOTTE ORGANIZATIONAL CHART



CITY OF CHARLOTTE FUND STRUCTURE

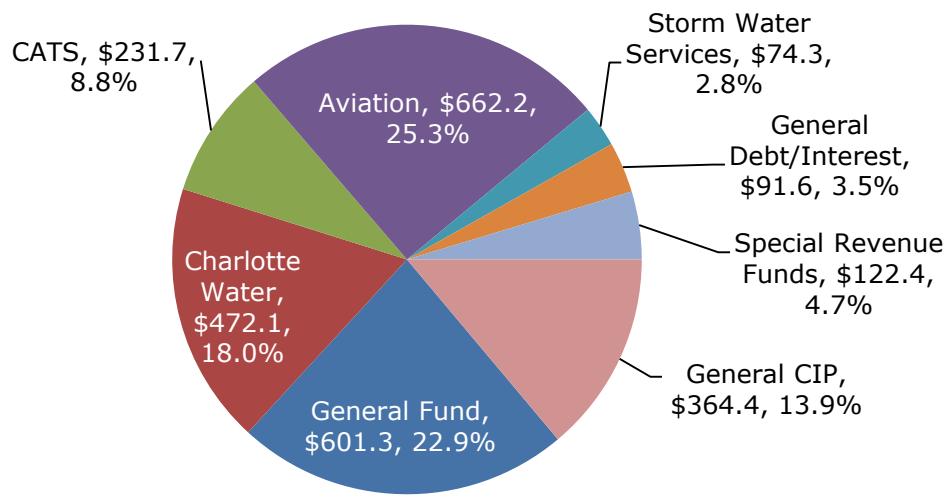




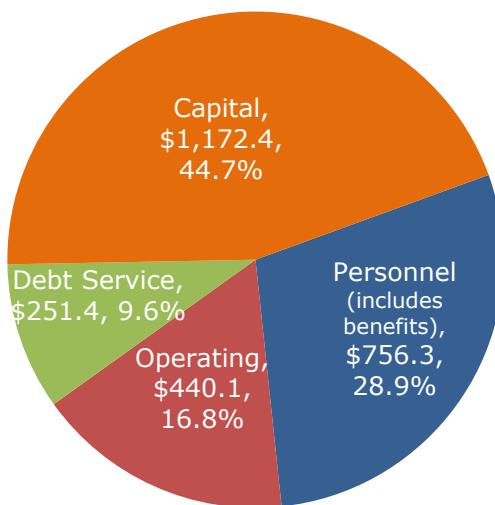
Overview of Total Budget

The total FY 2019 budget is \$2.62 billion. The total budget is comprised of the annual operating budget and the Community Investment Plan (capital budget). The annual operating budget reflects day-to-day operations, while the Community Investment Plan represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

FY 2019 Budget Net of Transfers (\$2.62 Billion - \$ millions)



Total Expenditures by Category (\$2.62 Billion - \$ millions)





Revenue and Finance

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

Development of the FY 2019 Budget also included a review of revenue and financial approaches that maintain a good value to tax and rate payers, are consistent with Council policy, and uphold the City's strong financial ratings.

The property tax rate for FY 2019 is 48.87¢ per \$100 of assessed valuation, an increase of 1.00¢. The FY 2019 assessed value is estimated at \$98.85 billion, with an estimated collection rate of 99 percent. The allocation of the tax rate is provided in the table below:

Fund	FY 2018 Tax Rate	FY 2019 Tax Rate	Change from FY 2018 to FY 2019
General Fund	37.41¢	38.16¢	0.75¢
Debt Service	9.26¢	9.51¢	0.25¢
Pay-As-You-Go Capital	1.20¢	1.20¢	0.00¢
Total	47.87¢	48.87¢	1.00¢

Charlotte Water

The FY 2019 Water and Sewer Fee increases by three percent for the typical homeowner. The typical homeowner will experience a \$1.89 per month increase. Charlotte Water's budget focuses on maintaining a high quality drinking water and wastewater system, guaranteeing a high level of customer satisfaction, ensuring operational efficiency and compliance, improving safety and security, and promoting a thriving, economically sustainable community.

Storm Water

The FY 2019 Storm Water Services fee increases by six percent. Ninety percent of the detached single-family parcels would see an increase of less than \$0.75 per month. A portion of the fee increase will fund the pilot cost-share program for existing low priority 'C' requests at \$5 million over two years. The FY 2019 budget funds 17 new positions to support storm drainage improvement and surface water quality enhancement projects.

Solid Waste

The FY 2019 Solid Waste Fee increases by \$7.06 annually (\$0.59 per month). The increase will generate additional revenue to cover FY 2019 increases in contractual obligations and waste disposal fees. Contract increases include escalations for solid waste collection services performed by private haulers and for rollout containers. Mecklenburg County is proposing increases of \$1.50 per ton for landfill disposal, \$2.00 per ton for yard waste disposal and \$7.50 per ton for bagged leaves.

The following table reflects the FY 2019 **City tax and fee** impact for homes at the \$100,000 value, calculated based on owner-occupied, single family homes:

City of Charlotte taxes and fees - \$100,000 home	Prior Year FY 2018	FY 2019	\$ Change	% Change
Property Taxes (includes 1¢ increase)	\$478.70	\$488.70	\$10.00	2.1%
Solid Waste fee (Residential)	\$39.00	\$46.06	\$7.06	18.1%
Water and Sewer (Average user rate)	\$752.64	\$775.32	\$22.68	3.0%
Storm Water (Average user rate)	\$66.24	\$70.21	\$3.97	6.0%
Total Monthly	\$111.38	\$115.02	\$3.64	3.3%
Total Annual	\$1,336.58	\$1,380.29	\$43.71	3.3%



General Fund Budget

• A balanced budget reflecting Council Priorities with revenue limitations •

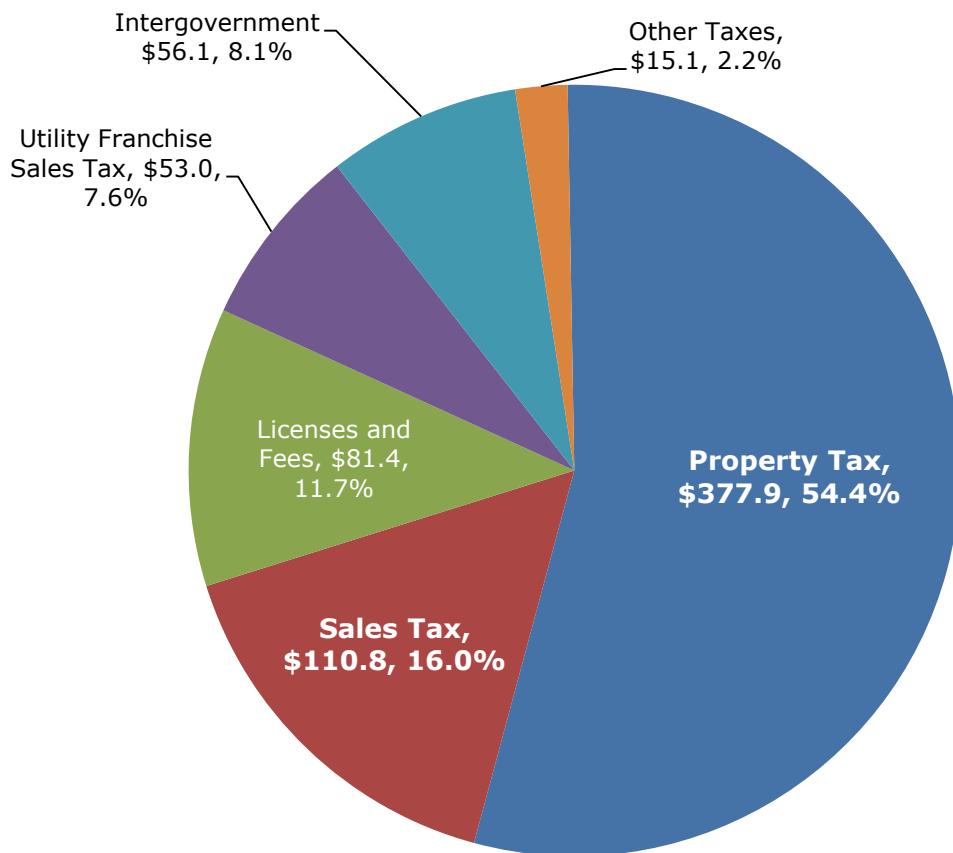
General Fund Definition

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 Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 71 percent of total revenue. The total General Fund revenue growth is budgeted at \$25.5 million, an increase of 3.8 percent above FY 2018.

General Fund Revenues Where the Money Comes From \$694.4 million (\$-millions)

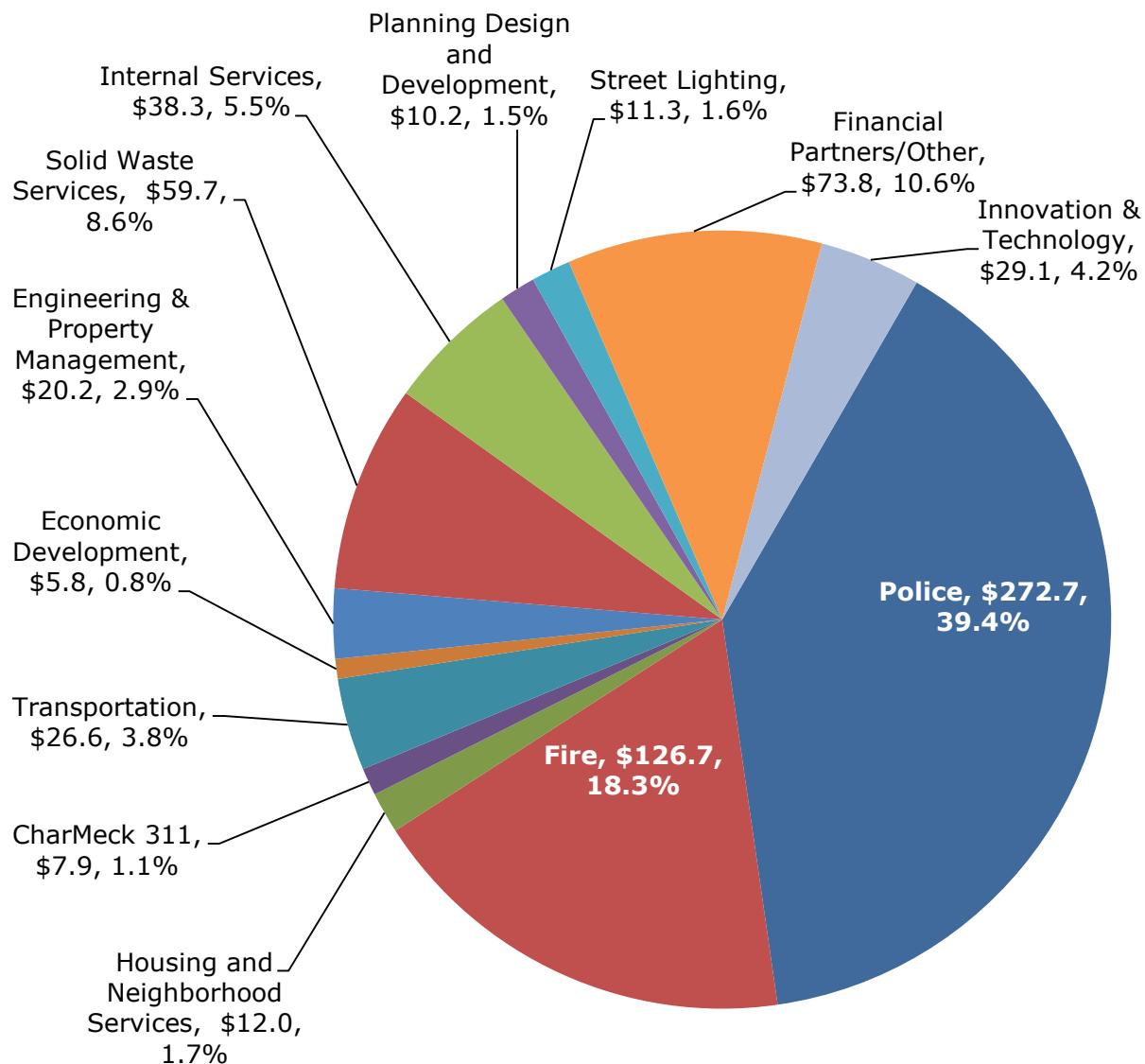




General Fund Expenditures

The FY 2019 General Fund budget is \$694.4 million, a 3.8 percent increase above FY 2018 to address the Mayor and Council's priorities and provide for a well-managed government.

FY 2019 General Fund Expenditures Where the Money Goes \$694.4 million



Charlotte City Profile

(all figures represent FY 2019 unless otherwise noted)

Total # of Employees	8,022.75	Fire Protection
Total Budget	\$2.6 billion	Fire Prevention Inspectors 39.00
General Fund (net of transfers)	\$694.4 million	Firefighters 1,065.00
General Bonded Debt per capita (FY 2016)	\$995.0 million	
General Bonded Debt % of Property Value (FY 2016)	0.87%	Police Protection
Debt Service % of Non Capital Expenditures (FY 2018)	17.40%	Sworn Police Officers 1,982.00
Assessed value (2017)	\$98.5 billion	Civilian 522.50
Land Area (square miles)	307.13	Storm Water Rates
Lane Miles	5,322	Single Family (monthly) < 2,000 sq feet - \$5.85
Retail Sales - Meck County (2016)	\$20.5 billion	Single Family (monthly) 2,000 to <3,000 sq ft - \$8.62
General Obligation Bond Rating (FY 2018)	AAA	Single Family (monthly) 3,000 to <5,000 sq ft - \$12.76
		Single Family (monthly) 5,000 sq ft & up - \$21.11
		Commercial (monthly) per impervious acre \$152.35
Meck County Building Permits (2017)		
Total (January- November 2017)	17,843	Utilities
		Water Accounts (projected) 279,530
		Sewer Accounts (projected) 256,343
Population		
2010 Census	731,424	<i>1 ccf = 748 gallons</i>
2017	859,035	Water Rates for ccf use (typical) \$ 12.82
		Fixed Charge \$ 7.40
Unemployment Rate (Mecklenburg County)		
2014 (as of March)	6.90%	Typical Total Water Rates \$ 20.22
2015 (as of March)	5.10%	Sewer Rates \$ 32.55
2016 (as of March)	5.00%	Fixed Charge \$ 11.84
2017 (as of March)	4.40%	Typical Total Sewer Rates \$ 44.39
Top Principal Taxpayers (2017)		
Wells Fargo/Wachovia	1.50%	Typical Residential User's
Duke Energy	1.29%	Total Monthly Fee \$ 64.61
Bank of America	1.17%	Median Household Income
American Airlines	1.02%	2016 \$ 61,017
Time Warner Entertainment	0.42%	
AT&T/bellsouth	0.36%	Principal Employers (2017)
		Population
		Carolinas Healthcare System 6.11%
		Wells Fargo/Wachovia Corporation 4.21%
		Charlotte-Mecklenburg Schools 3.17%
		Wal-Mart Stores, Incorporated 2.81%
		Bank of America 2.62%

Charlotte City Profile

Property Tax (FY 2019)

1-cent on the property tax rate	\$ 9,785,882
General Fund	38.16¢
Muni Debt Service for Capital	9.51¢
Pay-As-You-Go Capital	1.20¢
Total Property Tax Rate (per \$100 valuation)	48.87¢

Area City and County Property Tax Rates (FY 2019)

Charlotte	48.87¢
Mecklenburg County	82.32¢
*Cornelius	25.50¢
*Davidson	35.00¢
*Huntersville	30.50¢
*Matthews	34.00¢
*Mint Hill	27.00¢
*Pineville	38.00¢
Police Service District	21.46¢
*Stallings	21.50¢

Local Sales Tax (FY 2019)

State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%

Total (as of July 1)

7.25%

*FY 2018 Property Tax Rates

MOTOR VEHICLE REGISTRATION FEE (FY 2019)

Charlotte	\$ 30.00
-----------	----------

Occupancy Tax (FY 2019)

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

SOLID WASTE FEES (FY 2019)

Charlotte	Single-Family & Mobile Homes	\$ 46.06
	Multiple Family	\$ 46.06
County		
City/County	Single-Family & Mobile Homes	\$ 24.00
	Multiple Family	\$ 24.00

Prepared Food Tax (FY 2019)

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

MUNICIPAL SERVICE DISTRICTS (FY 2019)

District	Tax Rate *
01 - Center City	2.08¢
02 - Center City	2.93¢
03 - Center City	4.18¢
04 - South End	6.68¢
05 - University City	2.79¢

*per \$100 valuation

City Strategy and Operating Budgets

As an innovative, data-driven organization, strategic planning is an integral component to the City of Charlotte's overall management philosophy. The City's strategic planning process begins each year with an examination of community priorities. In Fiscal Year 2018, several foundational elements were identified for prioritizing community resources, including:

- Implementation of the recommendations outlined in City Council's Letter to the Community including the promotion of safety, trust, and, accountability; the availability of good paying jobs; and access to high-quality affordable housing
- Becoming the winning City of the future through prioritizing projects and programs that emphasize the following traits*:
 1. Positive Buzz – Inspiring and Scaling Positive Word of Mouth
 2. Shared Story – Advancing a Seamless Narrative; Why We're Unique
 3. 15-Minute Livable Communities – Investing in Diverse Neighborhoods
 4. Affordable Spaces – Meeting the Rising Demand for Affordable Housing
 5. Workforce Dynamics – Advancing Large-Scale Training and Re-Skilling
 6. Millennial Magnet – Being a Hot Spot for Young Professionals
 7. Beyond Borders – Advancing Collaboration Across and Outside the Region
 8. Open Minds – Being Creative, Innovative, and Accepting of New Ideas
 9. Open Book – Being Hyper-Transparent and a Proactive Communicator
 10. Big Tent – Being a Welcoming and Inclusive Community
- Operationalizing the objectives and strategies set forth in the City Council's five Focus Areas, which were adopted by City Council on December 12, 2016:
 1. Community Safety –Charlotte will be one of America's safest communities
 2. Economic Development –Charlotte will thrive with diverse businesses and economic opportunity for all
 3. Environment –Charlotte will become a global leader in environmental sustainability, balancing economic growth with preserving our natural resources
 4. Housing and Neighborhood Development –Charlotte will sustain and create distinct and diverse neighborhoods for all of its residents
 5. Transportation and Planning –Charlotte will be a vibrant, livable city where residents of all income levels have convenient transportation access to employment, services, and housing choices

These strategic foundational elements work together in concert to create a framework that ensures the City is addressing the need to promote economic opportunity for all residents and poised the community to accommodate future growth. City Council's priorities serve as a critical tool for developing and vetting budget considerations. The City of Charlotte currently uses the Balanced Scorecard performance management tool to translate the City's strategic priorities into departmental goals and targets. For the FY 2018 and FY 2019 two-year Focus Area Plans, a performance component was also added that includes high-level measures that help gauge the success of implementing City Council priorities.

The department budgets include performance measures that further illustrate the linkage between resources and performance. Budget decisions impact the City's ability to implement and execute its strategic priorities. The resource allocations throughout this document reflect prioritizing investments in promoting economic opportunity for all and accommodating future growth.

*The Ten Defining Traits of Winning Cities of Tomorrow were developed by the Southeastern Institute of Research

Community Safety

FY 2019 Strategic Focus Area Plan

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

One of the highest priorities for the City of Charlotte is to create a community where residents and visitors feel safe and citizens are actively engaged in promoting safety and addressing public safety threats. The City of Charlotte will invest in personnel, practices, and training that foster trust in public safety, reduce crime, and minimize community risks with the highest standards of integrity and professionalism.

Objectives WHAT?	Strategies HOW?
Minimize loss of life, property damage, and injury	Continue to refine community policing and crime fighting practices to protect potential victims of crime
	Improve response times for emergency calls
	Reduce risks to commuter safety on and around city streets, sidewalks, greenways, and transit modes
	Improve investigation clearance rate for arson, robbery, burglary, and larceny from vehicle cases
	Increase code inspections and other proactive risk mitigation programs in the community
Improve perception of safety and level of trust in Community Safety	Improve and protect quality of life in Charlotte neighborhoods and corridors
	Implement recommendations from the President's Task Force on 21st Century Policing and Police Foundation Independent Assessment
	Expand Juvenile and Young Adult Diversion efforts and support for youth and young adult programs
	Develop effective planning tools for significant community events
	Implement and support community education programs in schools, neighborhoods, and during community events
Develop an inclusive, representative, and highly trained workforce	Enhance efforts to attract and develop a public safety workforce that is more representative of the community it serves
	Increase education and training to include: implicit bias, cultural awareness, crisis intervention, and conflict de-escalation
	Enhance operational effectiveness and customer service by using technology and collaborating with other agencies
Enhance emergency preparedness	Conduct annual disaster preparedness public education activities
	Maintain and continue to refine a comprehensive emergency operations plan
Foster economic success for everyone in the community	Collaborate between agencies to engage and strengthen relationships in vulnerable areas of the community

Community Safety

FY 2019 Strategic Focus Area Plan

Objective and Strategy	Measure/Target
Objective: Minimize loss of life, property damage, and injury	
Strategy: Continue to refine community policing and crime fighting practices to protect potential victims of crime	≥3% reduction in reported Part One UCR crime rates per 100,000 population
Strategy: Improve response times for emergency calls	≤7 minute CMPD response to a Priority 1 (emergency) call for service Percent of Fire calls where first company is on scene in ≤6 minutes (90% of time goal)
Strategy: Reduce risks to commuter safety on and around city streets, sidewalks, greenways, and transit modes	Complete ≥15 pedestrian safety and crossing projects per year Build 10 miles of new sidewalks and bikeways per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services
Objective: Improve perception of safety and level of trust in Community Safety*	
Strategy: Improve and protect quality of life in Charlotte neighborhoods and corridors	Keep 95% of streetlights operational city-wide Achieve pavement rating of 90.0 or above
Strategy: Expand Juvenile Diversion and support for youth programs	Increase the completion rate of first time youthful offenders referred to the Juvenile Diversion Program by ≥10%
Strategy: Implement and support community education programs in schools, neighborhoods, and during community events	Enhance the Community Response model by conducting community safety forums to disseminate crime information and obtain community input on areas to focus resources Percent of CMS 3 rd grade classrooms that receive fire education programs
Objective: Develop an inclusive, representative, and highly trained workforce	
Strategy: Enhance efforts to attract and develop a public safety workforce that is more representative of the community it serves	Percent of women and minorities in police officer and firefighter applicant pool
Objective: Enhance emergency preparedness	
Strategy: Conduct annual disaster preparedness public education activities	Number of Annual Disaster and Incident Action Plans developed
Objective: Foster economic success for everyone in the community	
Strategy: Collaborate between agencies to engage and strengthen relationships in vulnerable areas of the community	Implement Performance Strategic Plan with other City and County Departments

Housing and Neighborhood Development

FY 2019 Strategic Focus Area Plan

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

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

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

Objectives WHAT?	Strategies HOW?
Preserve and create neighborhoods that offer affordable housing options	Expand the supply of newly constructed affordable and workforce housing geographically dispersed throughout the City*
	Preserve existing affordable housing options by using current and new housing strategies in all areas of the City*
	Explore additional housing programs and strategies to increase the supply of affordable housing*
Preserve and create neighborhoods that are attractive and environmentally sustainable	Emphasize identifying problems with buildings (residential and non-residential) complying with code before they become neighborhood issues
	Expand and enhance active participation in volunteer street and stream adoption and cleaning
	Improve cleanliness of City streets and neighborhoods
Preserve and create neighborhoods that are connected and vibrant	Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job
	Promote digital connectedness
	Improve access to healthy foods throughout the City*
	Work with partners to ensure adequate lighting on City streets
	Connect community leaders, residents, elected officials and staff
Preserve and create neighborhoods that are engaged and welcoming	Support volunteer engagement and neighborhood improvement through neighborhood matching grants*
	Provide community with training and perspective to accomplish goals and create deeper engagement across diverse communities
Foster economic success for everyone in the community	Connect children to high-quality out of school time (OST) programs
	Directly and through partner organizations provide youth with internships, pre-apprenticeships, and other work experiences

Housing and Neighborhood Development

FY 2019 Strategic Focus Area Plan

Objective and Strategy	Measure/Target
Objective: Preserve and create neighborhoods that offer affordable housing options	
Strategy: Expand the supply of newly constructed affordable and workforce housing geographically dispersed throughout the City	Number of new affordable and workforce housing units annually
Strategy: Preserve existing affordable housing options by using current and new housing strategies in all areas of the City	Number of affordable housing units redeveloped or rehabilitated annually
Objective: Preserve and create neighborhoods that are attractive and environmentally sustainable	
Strategy: Emphasize identifying problems with buildings (residential and non-residential) before they become neighborhood issues	55% of all nuisance cases originate from inspection and only the remaining 45% require citizen complaints
Strategy: Expand and enhance active participation in volunteer street and stream adoption and cleaning	250 active Keep Charlotte Beautiful Adopt-a-City Street participant organizations
	80 miles of streams cleaned within the City of Charlotte as part of the Adopt-a-Stream program
Objective: Preserve and create neighborhoods that are connected and vibrant	
Strategy: Work with partners to ensure adequate lighting on City streets	Keep 95% of streetlights operational city-wide
Strategy: Promote digital connectedness	Increase % of subsidized housing units with internet
Strategy: Improve access to healthy foods throughout the City	Complete Farmers Market study
Strategy: Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job growth*	Build 10 miles of new sidewalks and bikeways per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services
Strategy: Connect community leaders, residents, elected officials and staff	30 organizations attending neighborhood board retreats
	30 goals accomplished in the current fiscal year by all previous board retreat attendees
Objective: Preserve and create neighborhoods that are engaged and welcoming	
Strategy: Support volunteer engagement and neighborhood improvement through neighborhood matching grants	8,000 volunteer hours served as a result of grants awarded
	60 Neighborhood Matching Grants awarded
Strategy: Provide community with training and perspective to accomplish goals and create deeper engagement across diverse communities	800 people participating in City sponsored training
	80 neighborhoods represented in City sponsored training
Objective: Foster economic success for everyone in the community	
Strategy: Connect children to high-quality quality out of school time (OST) programs	816 children served through City OST grant contracts
Strategy: Directly and through partner organizations provide youth with internships, pre-apprenticeships, and other work experiences	200 private-sector businesses and non-profits providing youth internships, pre-apprenticeships, job shadowing, and other work experiences
	5,000 MYEP internships and youth participating in career readiness training and other work experiences

Environment

FY 2019 Strategic Focus Area Plan

"Charlotte will become a global leader in environmental sustainability, balancing economic growth with preserving our natural resources."

The City of Charlotte recognizes that protecting our natural resources, promoting conservation, and improving the environment is fundamentally important to quality of life and essential to maintaining a vibrant economy.

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 guided through the Internal Environmental Operations Plan;
- Seeking and supporting collaborative and regional solutions to environmental problems; and
- Analyzing data and applying technologies to reach our environmental goals.

Specific objectives to support these goals include:

Objectives WHAT?	Strategies HOW?
Practice Environmental Stewardship in City Operations and Facilities	Increase use of alternative fuel vehicles in City fleet
	Decrease waste in City facilities
	Increase the use of recycled and environmentally friendly products
	Reduce energy usage in City facilities
	Increase renewable energy usage
	Reduce water usage in City facilities
Protect Water Quality as a Resource to the Community	Rehabilitate streams to improve water quality
	Encourage residents to conserve water through education and awareness
Protect Air Quality	Encourage the use of environmentally friendly transportation options
	Increase public alternative fueling stations
Reduce, Reuse, and Recycle Waste	Divert waste from the landfill
	Increase composting
	Promote waste options
Maintain/Protect Urban Forest as a Community Resource	Assess aging tree canopy
	Plant more trees
Improve Sustainability through the Use of Data and Technology	Develop a pilot research and design district for the City to test Smart systems and sensor data
Foster Economic Success for Everyone in the Community	Promote education and job training in the field of sustainability
	Develop affordable transit options that enhance connectivity within the Charlotte region

Environment

FY 2019 Strategic Focus Area Plan

Objective and Strategy	Measure/Target
Objective: Practice Environmental Stewardship in City Operations and Facilities	
Strategy: Increase use of alternative fuel vehicles in City fleet	Increase alternative fuel vehicles in City fleet by 50 vehicles over two years
Strategy: Decrease waste in City facilities	Maintain a 15% minimum recycling rate in police stations
Strategy: Increase the use of recycled and environmentally friendly products	Increase Green purchasing
Strategy: Reduce energy usage in City facilities	Use 15% less energy as compared to facilities across the Southeastern US
Strategy: Increase renewable energy usage	Assess five City assets for renewable technology opportunities
Strategy: Reduce water usage in City facilities	Install three technologies to reduce consumption
Objective: Protect Water Quality as a Resource to the Community	
Strategy: Rehabilitate streams to improve water quality	Improve at least 5,000 feet of impaired stream per year
	Treat 100 acres of impervious area runoff prior to entering streams
Strategy: Encourage residents to conserve water through education and awareness	Increase number of smart irrigation devices installed by 5%
	Increase number of individuals reached through public events and conservation education efforts by 10%
Objective: Protect Air Quality	
Strategy: Encourage the use of environmentally friendly transportation options	Increase the percent of residents who walk, bicycle, or take transit to work. <i>Shared measure with T&P Committee</i>
Strategy: Increase public alternative fueling stations (e.g. Electric charging stations, compressed natural gas fueling stations)	Increase the number of alternative fueling stations available to the public by 25%
Objective: Reduce, Reuse, and Recycle Waste	
Strategy: Divert waste from the landfill	Reduce pounds landfilled per curbside residential unit compared to the prior fiscal year
Strategy: Increase composting	Establish a baseline number of outreach events
Strategy: Promote waste options	Increase education on residential recycling for lowest recycling neighborhood profile areas
Objective: Maintain/Protect Urban Forest as a Community Resource	
Strategy: Assess aging tree canopy	Assess 4,400 large trees per year to inform proper stewardship or removal strategies
Strategy: Plant more trees	Establish a tree canopy neutrality goal for public projects
	Plant 15,000 trees per year through public planting and private partnerships
Objective: Improve Sustainability through the Use of Data and Technology	
Strategy: Develop a pilot research and design district for the City to test Smart systems and sensor data	Test three different Smart technologies
Objective: Foster economic success for everyone in the community	
Strategy: Promote education and job training in the field of sustainability	Create five apprenticeship opportunities in sustainability
Strategy: Develop affordable transit options that enhance connectivity within the Charlotte region	Implement the Envision My Ride program

Transportation and Planning

FY 2019 Strategic Focus Area Plan

"Charlotte will be a vibrant, livable city where residents of all income levels have convenient transportation access to employment, services, and housing choices."

Effective planning and continued transportation investments will enable Charlotte to accommodate growth, enhance quality of life and ensure the continuation of a vibrant, growing economy. The City will continue to integrate land use, urban design, and transportation decisions that maintain mobility to create more places and neighborhoods throughout Charlotte that are walkable, transit-oriented, and bicycle-friendly.

Objectives WHAT?	Strategies HOW?
Accommodate and Support Growth	Implement the Centers, Corridors, and Wedges Growth Framework, the 2030 Transit System Plan and the Transportation Action Plan
	Prepare and adopt 1) Charlotte Place Type Policies, which further define the Centers, Corridors, and Wedges growth framework; and 2) a Unified Development Ordinance, a tool to implement the City's land use, urban design, and transportation policies
	Coordinate with partners to advance multimodal transportation projects (streets, transit, bikeways, sidewalks, freeways, arterials, and high-occupancy toll lanes)
	In conjunction with regional partners, review the regional growth framework to link development patterns with transportation investments
Support a Vibrant and Growing Economy	Develop the Charlotte Gateway Station project that serves regional public transit and rail services
	Continue to position Charlotte as a global freight and logistics hub by investing appropriate rail and roadway projects
Maintain and Support Charlotte's Transportation Assets	Maintain Charlotte's transportation infrastructure by planning and investing current and future resources into the City's transportation network
	Maintain a twelve-year resurfacing cycle
Foster Economic Success for Everyone in the Community	Clarify policy guidance used in evaluating rezoning requests
	Improve Charlotte's mobility and accessibility by enhancing walkability and bicycle friendliness
	Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job growth
	Implement the recommendations of the CATS bus system comprehensive review to increase access to transit and effectively deploy transit resources

Transportation and Planning

FY 2019 Strategic Focus Area Plan

Objective and Strategy	Measure/Target
Objective: Accommodate and Support Growth	
Strategy: Implement the Centers, Corridors, and Wedges Growth Framework, the 2030 Transit System Plan and the Transportation Action Plan	<p>Four major arterial road projects completed per year</p> <p>Two major intersection projects completed per year</p> <p>Complete construction of the Blue Line Extension and CityLynx Gold Line Phase II</p> <p>Conduct appropriate planning and design studies of the Silver Line (East), rapid transit alignment through Uptown Charlotte to the Airport (West), and Enhanced Bus (North) and future phases of the CityLynx Gold Line</p>
Strategy: Prepare and adopt 1) Charlotte Place Type Policies, which further define the Centers, Corridors, and Wedges growth framework; and 2) a Unified Development Ordinance, a tool to implement the City's land use, urban design, and transportation policies	<p>Complete initial draft of the Unified Development Ordinance</p> <p>Complete Charlotte Place Type Policy Manual</p> <p>In accordance with the Gartner Study recommendations, use the Accela land development management system to complete the automation of rezoning activities to increase efficiency and improve customer service</p>
Objective: Support a Vibrant and Growing Economy	
Strategy: Continue to position Charlotte as a global freight and logistics hub by implementing appropriate infrastructure projects	<p>Fund transportation improvements through approved CIP projects</p> <p>Implement Area Plans</p>
Strategy: Develop the Charlotte Gateway Station project that serves regional public transit and rail services	<p>Begin construction of Phase I track improvement</p> <p>Pursue funding for Phase II improvements</p>
Objective: Maintain and Support Charlotte's Transportation Assets	
Strategy: Maintain Charlotte's transportation infrastructure by planning and investing current and future resources into the City's transportation network	<p>Begin developing a long-term funding strategy for the Transportation Action Plan</p> <p>Perform preventative maintenance on 100 percent of traffic signals every two years</p>
Strategy: Maintain a twelve-year resurfacing cycle	Achieve pavement rating of 90.0 or above
Objective: Foster Economic Success for Everyone in the Community	
Strategy: Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job growth	<p>Build 15 or more pedestrian safety and crossing projects per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</p> <p>Build 10 miles of new sidewalks and bikeways per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</p> <p>Conduct pedestrian safety awareness campaign to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</p>
Strategy: Implement the recommendations of the CATS bus system comprehensive review to increase access to transit and effectively deploy transit resources	Conduct and complete a comprehensive analysis of CATS bus route structure to connect more people to jobs, employment centers, and services

Economic Development

FY 2019 Strategic Focus Area Plan

"Charlotte will thrive with diverse businesses and economic opportunity for all."

The vision will be accomplished through the success of people, places, and businesses.

Objectives WHAT?	Strategies HOW?
Provide access to job training and employment opportunities for youth and adults	<p>Implement Workforce Development Project serving individuals with multiple barriers to employment</p> <p>Increase number of work experiences and internships through City programs</p> <p>Connect individuals to jobs, apprenticeships, and other on-the-job training opportunities available through the private sector, educational institutions, and not-for-profit entities</p>
Promote the holistic development of targeted business districts and neighborhoods	<p>Increase Amateur Sports-related tourism through enhancing and expanding amateur sports facilities</p> <p>Implement the Global Logistics Strategy for the area surrounding the Airport</p> <p>Invest in Airport facility improvements to meet domestic and international demand</p> <p>Stimulate private investment in targeted areas and within areas identified by the Community Investment Plan and Business Corridor Revitalization Plan. Examples include Smart Districts, Applied Innovation Corridor, the Northwest Corridor, the Eastland/Central Avenue Area, the West Boulevard area, Southpark Area, and the Freedom Drive Area</p>
Foster economic success for everyone in the community	<p>Increase contracting opportunities for Minority, Women, Small Business Enterprise (MWSBE) firms through the Charlotte Business INClusion Policy</p> <p>Simplify and clarify regulatory processes for real estate development and businesses</p> <p>Provide and connect small businesses, including immigrant-owned and international businesses, to networking and learning opportunities in order to grow and operate more effectively</p> <p>Complete enhancements to the City's web portal (CharlotteBusinessResources.com) to meet the needs and increase usage of portal by emerging international and growing small businesses</p> <p>Update economic development grant programs to better align with business needs and community goals</p>

Economic Development

FY 2019 Strategic Focus Area Plan

Objective and Strategy	Measure/Target
Objective: Provide access to job training and employment opportunities for youth and adults	
Strategy: Implement Workforce Development Program serving individuals with multiple barriers to employment	<p>Train 90 participants in highway construction, residential and commercial construction and broadband and fiber optic cabling through community and corporate partnerships</p> <p>Graduate at least 72 participants from the Program by June 2018</p> <p>Place 51 individuals from the Program in employment opportunities by June 2018</p>
Strategy: Increase number of work experiences and internships through City programs	<p>Graduate at least 50% of enrolled participants from the Pre- Apprenticeship program for Transit Management by August 2019</p> <p>Create proposal for City Council consideration to increase youth employment and internship opportunities to 1,000 by June 2019</p>
Strategy: Connect individuals to jobs, apprenticeships, and other on-the-job training opportunities available through the private sector, educational institutions, and not-for-profit entities	Create Corporate Advisory Councils for workforce development program by December 31, 2017
Objective: Promote the holistic development of targeted business districts and neighborhoods	
Strategy: Stimulate private investment in targeted areas and within areas identified by the Community Investment Plan and Business Corridor Revitalization Plan. Examples include Smart Districts, Applied Innovation Corridor, the Northwest Corridor, the Eastland/Central Avenue Area, the West Boulevard area, Southpark Area, and the Freedom Drive Area	<p>Complete a North End Smart District public-private partnership agreement with developers by December 31, 2017</p> <p>Revise economic development grant programs for City Council consideration by July 1, 2017</p> <p>Complete a redevelopment framework strategy for Eastland Mall site by July 1, 2017</p>
Strategy: Invest in Airport facility improvements to meet domestic and international demand	Continue to implement the Destination CLT program and Airport Area Strategic Development Plan
Objective: Foster economic success for everyone in the community	
Strategy: Increase contracting opportunities for Minority, Women, Small Business Enterprise (MWSBE) firms through the Charlotte Business INClusion Policy	FY 2018 Target: 14% utilization FY 2019 Target: 16% utilization
Strategy: Simplify and clarify regulatory processes for real estate developers and businesses	Use technology to make processes simpler for staff and customers
Strategy: Provide and connect small businesses, including immigrant-owned and international businesses, to networking and learning opportunities in order to grow and operate more effectively	300 small business survey respondents and focus group participants (in conjunction with Mecklenburg County) and outreach to 100 immigrant-owned and international businesses by December 31, 2017
Strategy: Update economic development grant programs to better align with business needs and community goals	Create and adopt new and improved policy guidelines for Business Investment Grant Program by December 31, 2017

Police

Mission

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

Responsibilities

- Strengthen vulnerable communities by providing internal and external stakeholders knowledge and identification of crime prevention strategies that actively addresses causes of crime and quality of life concerns
 - Create an environment where police and communities work together to reduce crime
 - Develop enforcement and prevention strategies to target the crimes and offenders of the 39 response areas of the City
 - Timely exchange transparent information with victims and/or families
 - Make Charlotte one of the safest large cities in America by engaging the community in effective partnerships
-

Budget and Staffing Overview

<u>Budget</u>	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Personnel	\$ 201,057,790	213,962,342	222,073,152	232,613,174	4.7 %
Operating	33,433,778	36,358,263	40,637,448	42,494,880	4.6
Capital	8,090	99,185	242,520	10,000	-95.9
Department Charges	(772,589)	(344,064)	(1,265,741)	(2,426,898)	91.7
Total Expenditures	\$ 233,727,068	250,075,726	261,687,379	272,691,156	4.2 %
Total Revenues	\$ 29,495,025	30,845,808	32,501,837	30,428,409	-6.4 %
Net Expenditures	\$ 204,232,043	219,229,918	229,185,542	242,262,747	5.7 %

<u>Staffing</u>	FTE Count Change
Total FTEs	2,310.50

Police

Department Services (Focus Area)		FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Office of the Chief (Community Safety)	\$ 12,774,989 48.00	26,777,350 50.00	15,194,678 54.00	16,433,044 54.00	
Includes the Chief, Deputy Chiefs, Police Attorneys, Internal Affairs Bureau, and Public Affairs; provides overall direction of the department for policing services in the City of Charlotte and unincorporated Mecklenburg County.					
Administrative Services (Community Safety)	45,866,801 287.00	43,339,957 304.00	55,176,900 317.50	55,535,841 317.50	
Supports activities for Computer Technology Solutions, Human Resources, Criminal Intelligence and Crime Analysis, 911 Communications, management of the vehicle fleet, facilities planning and management, non-emergency policing services, and maintenance of police records.					
Investigative Services (Community Safety)	26,987,869 277.00	26,902,356 282.00	27,238,015 285.00	28,599,916 285.00	
Investigates major Part One crimes, specialized investigations, vice offenses, gang activity, and enforces ordinances. Includes homicide, missing persons, robbery, sexual assault, domestic violence, fraud, cybercrime, and crimes with a juvenile victim and/or suspect.					
Support Services (Community Safety)	26,243,098 270.50	26,498,621 263.50	28,399,300 272.00	32,111,656 275.00	
Provides tactical support for patrol operations. Includes the Aviation Unit (helicopter); K-9 Unit; Bomb Squad; Violent Criminal Apprehension Team; SWAT Team; Civil Emergency Unit; ALERT Team; Community Health and Wellness; Crisis Intervention Team, Peer Support, Electronic Monitoring, Mental Health Program; School Resource Officers; Neighborhood and Business Watch; CMPD Volunteer Program; Juvenile Diversion Program, Police Athletic League, Police Explorers; Animal Care and Control; Crime Scene Search; manages Property and Evidence, False Alarm Ordinance, and Secondary Employment.					
Field Services (Community Safety)	122,626,900 1,428.00	126,901,506 1,501.00	136,944,227 1,569.00	142,437,597 1,573.00	
Patrols and responds to all dispatched 911 calls for policing services; enforces laws and ordinances; monitors crime reduction strategies; conducts follow-up investigations; initiates problem solving activities to address crime; coordinates problem solving partnerships; traffic enforcement: DWI Task Force, traffic crashes, accident reconstruction; minimizes nuisance abatement; monitors ABC establishments; coordinates law enforcement services with Aviation and CATS; coordinates police services for special events, Passengers Vehicles for Hire Office, Rental Property Ordinance, and Pawn/Scrap Metal.					
Department Charges	(772,589)	(344,064)	(1,265,741)	(2,426,898)	
Total Budget	\$ 233,727,068	250,075,726	261,687,379	272,691,156	
Total FTEs	2,310.50	2,400.50	2,497.50	2,504.50	

Police

FY 2019 Budget and Staffing Highlights

Decreases

- Reduction in personnel expenses to reflect average vacancy rates/position management \$ 1,517,541
- Based on an assessment of internal services, the resulting service realignments produced the reduction of Three FTEs \$ 200,820

Increases

- Additional funding for sworn Officers' Public Safety Pay Plan to reward existing employees, increase retention, and attract qualified candidates \$ 4,190,001
- Addition of six Mental Health Counselors to accompany Officers on specific calls, creating a Community Policing Crisis Team to provide intervention, assessment, and referrals to those in need and to collaborate with other service providers to connect individuals to appropriate resources \$ 814,424
- Additional funding for vehicles and equipment \$ 805,737
- Addition of four Airport Law Enforcement Officers to achieve a sustainable staffing level that will improve security and safety at Charlotte Douglas International Airport (Funded 100 percent by Aviation) \$ 588,481
- Additional funding for education incentives \$ 194,367
- Additional funding for military leave \$ 94,965

Performance Measure Highlights

Performance Achievement

	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Field Services/Community Policing/Patrol/Crime Prevention			
Reduction in Uniform Crime Report Part One crimes per 100,000 population over previous fiscal year	10.5% increase	≥3% (reduction)	≥3% (reduction)
Special Investigations			
Five percent increase in number of illegal guns seized over previous fiscal year	9.3%	≥5%	≥5%
Criminal Investigations			
Increase homicide clearance rate	72%	≥75%	≥75%
Special Operations and Crime Lab			
Complete DNA lab analysis for priority cases in 10 working days	92%	≥90%	≥90%
Communications			
Percentage of 911 calls answered in 10 seconds or less	90%	≥90%	≥90%
Police Officer Training and Recruitment			
Percentage of females and minorities in applicant pool	60.8%	≥40%	≥40%
Animal Control			
Achieve live release rate (adoptions, transfers to rescue organizations, and/or return to owner) of dogs and cats	71.8%	≥70%	≥70%

Fire

Mission

The Charlotte Fire Department 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>		FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Personnel	\$	101,020,328	106,194,872	108,981,885	112,067,321	2.8 %
Operating		13,923,347	14,710,065	14,747,994	14,871,104	0.8
Capital		0	23,233	421,101	0	-100.0
Department Charges		(256,406)	(236,389)	(254,998)	(262,725)	3.0
Total Expenditures	\$	114,687,269	120,691,781	123,895,982	126,675,700	2.2 %
Total Revenues	\$	9,418,153	9,723,576	10,857,529	11,012,043	1.4 %
Net Expenditures	\$	105,269,116	110,968,205	113,038,453	115,663,657	2.3 %

<u>Staffing</u>		FTE Count Change
Total FTEs	1,166.00	1,187.00

Fire

Department Services (Focus Area)		FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Fire Emergency Response (Community Safety)	\$ 104,684,046 Provides fire suppression, first responder medical service, hazardous materials mitigation and technical rescue. Airport rescue and Administration are also included in response.	1,060.00	109,999,482 1,079.00	112,557,741 1,097.00	114,898,748 1,095.00
Emergency Preparedness/Homeland Security (Community Safety)	Coordinates large-scale emergency situations in Charlotte and Mecklenburg County.	726,557 4.00	1,115,823 5.00	1,142,118 5.00	1,357,736 6.00
Fire Communications (Community Safety)	Provides 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department.	2,932,290 39.00	3,128,503 40.00	3,243,890 41.00	3,228,569 41.00
Fire Investigations (Community Safety)	Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson.	1,452,308 10.50	1,483,885 10.50	1,556,049 15.00	1,621,059 15.00
Fire Community Education/Involvement (Community Safety)	Provides prevention education and code enforcement 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.	2,964,968 40.50	3,225,230 40.50	3,620,699 38.00	3,703,895 38.00
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.	1,927,100 12.00	1,738,858 12.00	1,775,485 12.00	1,865,693 12.00
Total Budget		\$ 114,687,269	120,691,781	123,895,982	126,675,700
Total FTEs		1,166.00	1,187.00	1,208.00	1,207.00

Fire

FY 2019 Budget and Staffing Highlights

Decreases

	Amount
• Reduce Miscellaneous Capital Equipment budget to reflect identified efficiencies and cost reduction.	\$ 275,000
• Reduce various line item budgets to reflect identified efficiencies and cost reduction.	\$ 250,300
• Reduce Technology Services budget to reflect identified efficiencies and cost reduction.	\$ 225,000
• Reduce Motor Fuels and Lubricants budget to reflect identified efficiencies and cost reduction.	\$ 200,000
• Based on an assessment of internal services, the resulting service realignments produced the reduction of one FTE.	\$ 67,054

Increases

• Phase II of FY 2018 adjustments to the Public Safety Pay Plan, creating additional step for Engineers and associated market adjustments for Fire Captains	\$ 807,255
• Adjustment to Public Safety Pay Plan to restore parity between Police and Fire (Preliminary Votes)	\$ 585,965
• Additional funding for Special Operations certifications, funded by Aviation	\$ 117,280
• Additional funding for educational incentives	\$ 65,000
• Additional funding for military leave	\$ 56,310

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Fire Emergency Response			
Percent of alarms to which first-due fire companies will be on scene within six minutes	84.5%	≥ 90%	≥ 90%
Percent of women and minorities in firefighter applicant pool	33%	≥ 20%	≥ 20%
Emergency Preparedness/Homeland Security			
Number of All Hazards Incident Command System Training courses offered in Charlotte Urban Area Security Initiative Area	21	≥ 5	≥ 5
Fire Communications			
Percent of time telecommunicators answer calls within 10 seconds	99.5%	≥ 90%	≥ 90%
Fire Investigations			
Percent of arson cases cleared	45%	≥ 40%	≥ 40%
Fire Code Enforcement			
Percent of fire code inspections conducted within state-mandated frequencies	100%	≥ 95%	≥ 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	100%	≥ 95%	≥ 95%

Solid Waste Services

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	\$	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Personnel	\$	18,265,053	19,186,340	21,276,996	22,146,562	4.1 %
Operating		33,346,948	34,697,079	37,224,847	39,167,195	5.2
Department Charges		(532,420)	(606,608)	(1,287,095)	(1,638,481)	27.3
Total Expenditures	\$	51,079,581	53,276,811	57,214,748	59,675,276	4.3%
Total Revenues	\$	9,179,561	11,865,426	13,398,313	16,072,724	20.0%
Net Expenditures	\$	41,900,020	41,411,385	43,816,435	43,602,552	-0.5%
<hr/>						
<u>Staffing</u>						
Total FTEs		302.00	305.00	314.00	314.00	FTE Count Change

Solid Waste Services

Department Services (Focus Area)	FY 2016	FY 2017	FY 2018	FY 2019
	Actual/ FTEs	Actual/ FTEs	Revised/ FTEs	Budget / FTEs
Curbside Rollout Single-Stream Recycling Collection and Disposal (Environment)	\$ 7,752,186	8,153,029	8,584,772	8,991,627
Provides contracted bi-weekly curbside recycling collection and disposal to more than 218,000 curbside residential units.	11.50	11.50	11.50	11.50
Dumpster/Compactor Collection and Disposal (Environment)	6,845,102	7,523,477	8,422,744	9,346,849
Provides contracted weekly dumpster or compactor collection and disposal services to more than 126,000 multi-family residential units and 100 public facilities.	6.00	6.00	6.00	6.00
Residential Curbside Rollout Garbage Collection and Disposal (Environment)	18,185,655	18,600,209	20,058,965	20,478,536
Provides weekly curbside garbage collection and disposal to approximately 218,000 curbside residential units.	92.50	92.50	92.50	91.50
Residential Curbside Yard Waste Collection and Disposal (Environment)	9,047,054	9,250,868	10,008,868	10,271,488
Provides weekly curbside yard waste collection and disposal to more than 218,000 curbside residential units; provides storm debris removal and clean up during emergency events.	84.50	84.50	84.50	84.50
Curbside Bulky Collection and Disposal (Environment)	2,593,060	2,705,851	2,943,185	3,073,625
Provides scheduled curbside recyclable and non-recyclable bulky item collection and disposal to more than 218,000 curbside residential units; provides storm debris removal and clean up during emergency events.	26.50	26.50	26.50	26.50
Special Services - CATS* (Environment)	0	0	0	0
Provides daily collection and disposal of pebble stone receptacles, clean up and support of blue line light rail, and streetcar gold line support.	10.00	10.00	19.00	20.00
Special Services - Other (Environment)	6,656,524	7,043,376	7,196,214	7,513,151
Small business garbage collection and disposal, special event clean up and support, dead animal collection and disposal; police barricade delivery and retrieval, public receptacle collection and disposal, sidewalk scrubbing, holiday decorations, plaque and statue cleaning, graffiti removal, street sweeping, right-of-way cleaning, and litter picking.	71.00	74.00	74.00	74.00
Total Budget	\$ 51,079,581	53,276,811	57,214,748	59,675,276
Total FTEs	302.00	305.00	314.00	314.00

*The full cost is funded by Charlotte Area Transit System, with a net impact of \$0 to the General Fund

Solid Waste Services

FY 2019 Budget and Staffing Highlights

Decreases

	Amount
• Reduction in automotive maintenance and motor fuel budgets due to sustained lower fuel costs.	\$ 279,620
• Reduction in General Fund expenses due to reimbursement for services provided directly to Enterprise Funds.	\$ 237,619
• Reduction in various line item budgets based on historical spending trends.	\$ 152,612
• Based on an assessment of internal services, the resulting service realignments produced \$64,913 in budget reductions and the reallocation of one FTE.	\$ 64,913

Increases

• Contractual Increases in the cost of tipping fees at the landfill and Compost Central. This increase is offset by an increase of \$7.06 in the annual Solid Waste fee.	\$ 1,475,220
• Annual contract escalations and growth for residential recycling multi-family solid waste collection, and roll-out cart maintenance and replacement. This increase is offset by an increase of \$7.06 in the annual Solid Waste fee.	\$ 926,483
• Addition of one FTE to ensure cleanliness along both the South Corridor Light Rail and the newly serviced Blue Line Extension. The net impact to the General Fund is \$0, with 100 percent of the costs funded by Charlotte Area Transit System.	\$ 122,560

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Curbside Rollout Single-Stream Recycling Collection and Disposal			
Reduce number of pounds landfilled per curbside residential unit compared to prior year	1,789.4	<1,789.4	<1,789.4
Dumpster/Compactor Collection and Disposal			
Increase the percentage of new multi-family complexes coming into service that choose to include and participate in recycling	New Measure in FY 2018	>70%	>70%
Residential Curbside Rollout Garbage Collection and Disposal			
Maintain an average garbage cart collection rate of 125 carts per hour for residential garbage routes	131.9	≥125	≥125
Residential Curbside Yard Waste Collection and Disposal			
Maintain average number of yard waste collection complaints per 10,000 units at or below prior two year rate +5 percent	21.5	≤8.5*	≤7.8*
Curbside Bulky Collection and Disposal			
Maintain average number of bulky collection complaints per 10,000 units at or below prior two year rate + 5 percent	16.7	≤6.2*	≤6.1*
Special Services - Other			
Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is best)	1.6	≤ 2.0	≤ 2.0
Collect Recyclable waste during City-supported special events and from public receptacles in the Center City and South End in excess of the prior two-year average of tons collected	53.0	>66.5	>59.8

* FY2018 change in methodology to only include calls for missed collections, spills, damages, and other complaints. Measure no longer includes calls requesting citizen contact.

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 308 square miles and consists of 5,322 lane miles of streets, over 769 signalized intersections, 145,000 traffic control signs, and approximately 2,248 linear miles of sidewalk
-

Budget and Staffing Overview

<u>Budget</u>					Percent Change
	FY 2016	FY 2017	FY 2018	FY 2019	
Personnel	\$ 27,203,638	28,522,534	31,523,929	32,185,826	2.1 %
Operating	10,487,163	11,213,069	11,215,812	10,929,365	-2.6
Department Charges	(15,161,833)	(15,752,057)	(16,371,153)	(16,480,428)	0.7
Total Expenditures	\$ 22,528,968	23,983,545	26,368,588	26,634,763	1.0 %
Total Revenues	\$ 7,582,564	8,419,323	7,064,680	9,168,612	29.8 %
Net Expenditures	\$ 14,946,404	15,564,222	19,303,908	17,466,151	-9.5 %
<u>Staffing</u>					FTE Count Change
	Total FTEs	408.75	410.75	422.75	423.75

Transportation

Department Services (Focus Area)		FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Street Maintenance (Transportation and Planning)	\$ 8,603,474 223.75	9,185,305 223.75	9,098,439 223.75	9,366,108 223.75	
Provides services to repave streets and repair curbs and drainage structures to address street degradation issues. The majority of this service is achieved through annual resurfacing contracts.					
Engineering and Operations (Transportation and Planning)	7,473,106 109.50	7,938,570 109.50	9,062,980 112.50	9,053,761 112.50	
Provides services to enhance pedestrian and traffic safety by collecting and analyzing all the City's crash data, developing treatment alternatives for identified crash locations, conducting before and after studies on safety improvement projects.					
ParkIt and Public Service (Transportation and Planning)	2,668,020 14.25	2,871,660 14.25	3,020,350 14.25	3,077,930 14.25	
Administers the residential on-street parking permit program, which only allows parking on the street at specified hours with a vehicle decal.					
Development Services (Transportation and Planning)	2,307,803 25.75	2,424,170 25.75	3,564,881 32.75	3,576,949 33.75	
Reviews development plans for conformance with City ordinances.					
Planning and Design (Transportation and Planning)	1,476,565 33.75	1,563,840 35.75	1,621,938 37.75	1,560,015 37.75	
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares.					
Street Lighting (Community Safety)	0 1.75	0 1.75	0 1.75	0 1.75	0 1.75
Coordinates the installation of residential streetlights per citizen requests within City limits. CDOT pays all fees for the installation, maintenance, and electricity for all street lights, however it is budgeted as a City Non-departmental account.					
Total Budget	\$ 22,528,968	23,983,545	26,368,588	26,634,763	
Total FTEs	408.75	410.75	422.75	423.75	

Transportation

FY 2019 Budget and Staffing Highlights

Decreases

- Reduction in personnel expenses to reflect average vacancy rates \$ 850,365
- Reduction in temporary help fees due to reorganization and lower demand for temporary employees \$ 673,840
- Based on an assessment of internal services, the resulting service realignments produced the reduction of two FTEs \$ 150,295

Increases

- Addition of three positions to assist with land development permitting, 100 percent paid by user fees \$ 365,677
- Increase fleet maintenance budget for additional vehicle maintenance needs \$ 142,550
- Increase in internal services charges for workers compensation, CMGC rent, and insurance premiums \$ 113,398

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Street Maintenance			
Respond to pothole complaints involving safety and property damage within 24 hours 97 percent of the time	100.0 %	≥ 97.0 %	≥ 97.0 %
Improve the pavement condition survey rating (over 90.0)	82.3	≥ 90.0	≥ 90.0
Engineering and Operations			
Perform preventative maintenance on 100 percent of traffic signals every two years	100.0 %	100.0 %	100.0 %
Respond to all sign and signal emergencies within two hours 100 percent of the time	96.0 %	100.0 %	100.0 %
Development Services			
Complete 95 percent of plan reviews on time annually	96.7 %	≥ 95.0 %	≥ 95.0 %
Planning and Design			
Complete four major arterial road projects each year	4	≥ 4	≥ 4
Complete two major intersection projects each year	3	≥ 2	≥ 2
Complete 10 miles of new sidewalks annually	13.0	≥ 10.0	≥ 10.0
Complete 10 miles of new bikeways annually	3.0	≥ 10.0	≥ 10.0
Street Lights			
Increase public safety by keeping 95 percent of street lights operational city-wide	95.0 %	≥ 95.0 %	≥ 95.0 %

Housing and Neighborhood Services

Mission

Housing and Neighborhood Services strengthens and grows Charlotte's neighborhoods.

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
- Provide support for service area teams in neighborhoods and business corridors
- Conduct housing, property, and zoning inspections to communicate and enforce City codes
- Provide leadership for youth apprenticeship and intern programs throughout the City government
- Provide customer service to residents through CharMeck 311

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change FY 2018
	Actual	Actual	Revised	Budget	FY 2019
Personnel	\$ 15,277,588	16,060,378	17,399,041	17,895,285	2.9%
Operating	4,321,565	4,553,768	4,380,741	4,666,202	6.5
Department Charges	(1,752,346)	(2,054,968)	(2,771,601)	(2,796,449)	0.9
Total Expenditures	\$ 17,846,807	18,559,178	19,008,181	19,931,100	4.9%
Total Revenues	\$ 757,132	2,313,490	2,307,465	2,434,780	5.5%
Net Expenditures	\$ 17,089,675	16,245,688	16,700,716	17,496,320	4.8%
<u>Staffing</u>					FTE Count Change
	Total FTEs	233.75	237.25	234.75	235.75 1.00

Housing and Neighborhood Services

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Capacity Building (Housing and Neighborhood Development) Provides neighborhood training and leadership development training to help build neighborhood capacity, understanding of local government, and awareness of available community resources.	\$ 541,216 5.00	366,566 4.00	559,910 6.00	532,145 5.00
Neighborhood Problem Solving (Housing and Neighborhood Development) Provides support to neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and Service Area Teams. Assist neighborhoods in developing and implementing strategic plans during neighborhood board retreats, neighborhood matching grants and other partnerships. Explore improving neighborhood food access through farmers markets.	814,820 7.50	1,147,366 11.00	1,244,680 14.00	1,643,033 14.00
Community Youth Initiatives (Housing and Neighborhood Development) Provides quality out of school time for youth from low income families. Support youth connections to mentors, work and community by providing work experiences and summer internships through the Mayor's Youth Employment Program.	495,924 4.50	586,523 6.00	521,443 5.00	825,558 7.00
Quality of Life (Housing and Neighborhood Development) Provides access to neighborhood profile areas to enhance and develop programs in partnership with city departments, neighborhoods and community organizations.	81,193 1.00	124,503 1.00	195,458 2.00	172,096 2.00
Comprehensive Neighborhood Improvement Program (Housing and Neighborhood Development) Provides support to work with developers and property owners to advance projects in the CNIP areas.	144,362 1.50	100,188 1.00	154,880 1.00	125,183 1.00
Relocation (Housing and Neighborhood Development) Provides oversight for a contract to provide temporary relocation assistance for eligible households displaced through code enforcement	18,879 0.50	31,099 0.00	42,527 0.00	42,348 0.50
Housing Finance (Housing and Neighborhood Development) Provides oversight for a contract with the Charlotte Mecklenburg Housing Partnership to provide down payment assistance to low and moderate income households.	396,359 5.50	419,309 5.00	573,397 5.00	550,562 5.00

Housing and Neighborhood Services

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Rehabilitation (Housing and Neighborhood Development) Provides Housing Rehabilitation through low-interest loans and grants funded by federal grants to low to moderate-income homeowners to correct code violations and make general property improvements.	565,462 7.50	911,642 12.00	1,246,651 11.50	1,193,191 11.00
Housing Development (Housing and Neighborhood Development) Provides gap financing to develop affordable housing funded by voter approved housing bonds and federal grant funds. Funds are allocated for affordable housing to households earning 80 percent (\$56,550) and below the area median income.	144,100 2.00	139,419 2.00	190,653 2.00	185,899 2.00
Housing Support Services (Housing and Neighborhood Development) Provides oversight to contracts with housing support providers including Crisis Assistance Ministries and Community Link to provide energy, rental assistance and pre and post purchase home ownership counseling.	32,503 0.50	26,156 0.50	35,768 0.50	35,822 0.50
Strategic Plan to End and Prevent Homelessness (Housing and Neighborhood Development) Provides administration to end and prevent homelessness. Work is done in three committees including Affordable Housing, Continuum of Care and Research and Evaluation.	260,130 3.50	237,480 3.00	324,749 3.00	312,750 3.00
Code Enforcement (Housing and Neighborhood Development) Provides resources for Minimum Housing, Nuisance, Non-Residential Building, Graffiti, Noise, Boarded-up Structure and Parking on the Lawn City ordinance enforcement.	4,422,766 52.00	4,404,070 56.00	5,322,806 56.00	5,731,353 56.00
Zoning Code Enforcement (Housing and Neighborhood Development) Provides enforcement of the City's Zoning ordinance in regulation of land use. Conducts field investigations and administrative reviews for zoning compliance permits and researches for appropriate zoning uses/districts.	914,866 11.00	1,188,815 4.00	370,529 4.00	392,753 4.00
Neighborhood and Business Services Administration (Housing and Neighborhood Development) Administration including the Director and Support staff.	2,836,373 20.00	3,239,568 20.00	2,894,223 24.00	3,073,175 24.00
CharMeck 311 Provides the public with quick and easy access to City of Charlotte information and non-emergency services through agent assisted service.	7,930,200 111.75	7,691,442 111.75	8,102,108 100.75	7,911,681 100.75
Department Charges	(1,752,346)	(2,054,968)	(2,771,601)	(2,796,449)
Total Budget	\$ 17,846,807	18,559,178	19,008,181	19,931,100
Total FTEs	233.75	237.25	234.75	235.75

Housing and Neighborhood Services

FY 2019 Budget and Staffing Highlights

Decreases

- Reduction in personnel expenses to reflect average vacancy rates and position management
- | Amount |
|---------------|
| \$ 266,969 |

Increases

- Increase in personnel expenses primarily due to annual merit increases
 - Addition of one FTE to serve as the second leader of the Southeast Service Area Team
 - Addition of funding to support the Keep Charlotte Beautiful program manager position
 - Increase in nuisance abatement funding for code enforcement as a result of additional work created by the new team added in FY 2018
- | Amount |
|---------------|
| \$ 221,009 |
| \$ 83,031 |
| \$ 83,031 |
| \$ 38,000 |

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Housing Services			
Allocate Housing Trust Fund dollars to developments consistent with Housing Policies	Council approved nine housing developments	Council approved six housing developments	Six housing developments
Code Enforcement			
Create and preserve healthy, vibrant and distinct neighborhoods through holistic revitalization strategies and practices	Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 94%	Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 95%	Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 95%
Community Engagement			
Engage neighborhood organizations in setting and meeting neighborhood improvement goals through annual board retreats and the Service Area Teams	32 Neighborhoods	35 Neighborhoods	35 Neighborhoods
CharMeck 311			
Provide customer service so that 70 percent of all CharMeck 311 calls are answered within 30 seconds	87.5%	70.0%	70.0%

Economic Development

Mission

Strengthen and grow Charlotte's diverse businesses, affording economic opportunity for all

Responsibilities

- Provide services to build and sustain prosperity, retain jobs, increase the tax base
 - Support public/private partnerships, business attraction and retention, small business and entrepreneurial growth, corridor revitalization, and workforce development
-

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change FY 2018 FY 2019
	Actual	Actual	Revised	Budget	
Personnel	\$ 1,116,311	949,636	2,035,626	2,097,368	3.0%
Operating	3,186,263	2,153,014	3,762,785	3,782,246	0.5
Department Charges	(51,454)	0	(182,856)	(80,807)	-55.8
Total Expenditures	\$ 4,251,120	3,102,650	5,615,555	5,798,807	3.3%

<u>Staffing</u>	FTE Count Change				
	Total FTEs	12.00	14.00	18.00	19.00
					1.00

Economic Development

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Business Services (Economic Development) Supports public/private partnerships, business attraction and retention, small business growth and opportunity, workforce development, and transit corridor development.	3,473,816 4.50	2,213,801 5.00	4,341,105 6.00	4,256,944 6.00
Workforce Development (Economic Development) Provides oversight of workforce development services to local residents.	81,601 1.00	62,053 1.00	112,123 1.00	120,477 1.00
Targeted Area Economic Development (Economic Development) Provides funds and technical assistance for redevelopment projects in distressed areas through public private partnerships.	469,828 4.50	310,265 4.00	560,613 5.00	602,386 5.00
Economic Development Administration (Economic Development) Administration including Financial Services, Technology, and Communication.	277,329 2.00	217,185 2.00	392,429 4.00	421,670 4.00
Energy and Sustainability (Environment) Provides leadership to the City and the Community in environmental sustainability in the management of solid waste, energy, water, and air.	0 0.00	299,346 2.00	392,141 2.00	478,136 3.00
Departmental Charges	(51,454)	0	(182,856)	(80,807)
Total Budget	\$ 4,251,120	3,102,650	5,615,555	5,798,807
Total FTEs	12.00	14.00	18.00	19.00

*Note - Energy and Sustainability moved from the City Manager's Office to ED during FY 2017

Economic Development

FY2019 Budget and Staffing Highlights

Decreases

- | | Amount |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| • Based on an assessment of internal services, the resulting service realignments produced \$112,125 in budget reductions and the reduction of one FTE | \$ 112,125 |
| • Reduction in personnel expenses to reflect average vacancy rates | \$ 50,000 |

Increases

- | | |
|-----------------------------------------------------------------------------------------------------------------------|------------|
| • Addition of the Business Concierge position to implement Community Business Cafés and a business concierge program. | \$ 100,000 |
| • Addition of one Administrative Officer position to support sustainability programming | \$ 80,000 |

Performance Measure Highlights

Performance Achievement

	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Economic Development			
• Facilitate the growth of small businesses and high growth entrepreneurs in our community through increased utilization of the City's web portal CharlotteBusinessResources.com	12.68% increase over prior year	20% increase over prior year	20% increase over prior year
• Train 90 participants in highway construction, residential and commercial construction, and broadband and fiber optic cabling through community and corporate partnerships	New Measure in FY 2018	≥ 90	≥ 90

Engineering and Property Management

Mission

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

Responsibilities

- Design, construction, maintenance, and sustainability of public facilities and grounds
- Design and construction of City capital infrastructure projects
- Review services for private land development
- Acquisition of real estate
- Maintenance of City's tree canopy and landscaping, and environmental protection
- Provides safe, reliable, best-value, enterprise-wide fleet and operational equipment management and maintenance services to the City and County

Budget and Staffing Overview

<u>Budget</u>	FY 2016		FY 2017		FY 2018		Percent Change
	Actual		Actual	Revised	Budget	FY 2018	
Personnel	\$ 26,096,829		28,203,166	31,189,873	39,589,874	39,589,874	26.9%
Operating	10,977,581		10,319,972	12,133,619	19,079,455	19,079,455	57.2
Capital	204,413		299,778	30,000	164,000	164,000	446.7
Department Charges	(20,129,746)		(21,976,518)	(23,147,544)	(38,673,209)	(38,673,209)	67.1
Total Expenditures	\$ 17,149,077		16,846,398	20,205,948	20,160,120	20,160,120	-0.2%
Total Revenues	\$ 10,983,683		10,197,743	9,504,623	13,168,813	13,168,813	38.6%
Net Expenditures	\$ 6,165,394		6,648,655	10,701,325	6,991,307	6,991,307	-34.7%
<u>Staffing</u>							FTE Count Change
	Total FTEs	325.00	343.00	347.00	449.00	102.00	

Engineering and Property Management

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Cemeteries Operates and maintains seven public cemeteries. Activities include sale of grave spaces, grave digging, monument foundations installation, and infrastructure maintenance.	\$ 857,182 8.00	842,053 8.00	1,016,439 8.00	934,382 8.00
Contracting Services (Transportation and Planning) Provides contracting services for capital improvement projects; operating contracts and acquisition of capital equipment for general fund projects, operating, and enterprise funded projects.	946,305 19.00	929,603 19.00	1,122,121 19.00	1,031,531 19.00
Commercial and Subdivision Development Regulation (Economic Development) 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.	3,388,864 33.00	3,329,051 33.00	4,018,487 36.00	3,694,073 14.00
Department Management and Administration Provides direction and support for a department of 474 positions with six distinct businesses and 32 services/components. Provides administration, technology, financial services, communications, and general fund contracting support.	0 29.00	0 29.00	0 29.00	0 29.00
Environmental Services (Environment) Provides necessary environmental services for regulatory compliance and property stewardship.	29,692 3.00	29,168 3.00	35,209 3.00	32,366 3.00
Municipal Capital Project Design and Construction (Transportation and Planning) Provides planning, engineering, landscape design, construction inspection for transportation infrastructure, and municipal facility capital projects.	0 65.00	0 73.00	0 73.00	0 73.00
Municipal Facilities Maintenance Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities.	1,024,016 58.00	1,005,942 60.00	1,214,270 60.00	1,116,241 60.00

Engineering and Property Management

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Fleet Management (Environment) Provides full spectrum fleet management services including equipment specification, predictable preventative maintenance, and commissioning/decommissioning services.	0 0.00	0 0.00	0 0.00	1,466,559 124.00
Landscape Management (Environment) Provides landscape design, planning, management, and maintenance of most public rights-of-way, public buildings, City-owned cemeteries and other green spaces, medians, and park and ride lots, which are the City's responsibility.	\$ 3,592,297 25.00	3,528,893 25.00	4,130,429 25.00	3,915,827 25.00
Project Utility Coordination and Relocation (Transportation and Planning) Coordinates relocation of privately and publicly owned utilities as needed for the construction of Community Investment Plan projects.	465,159 5.00	456,949 6.00	551,582 6.00	507,052 6.00
Real Property Portfolio Acquisition and Management (Economic Development) Manages the City's real estate portfolio.	2,102,119 22.00	2,065,017 22.00	2,492,675 22.00	2,291,441 22.00
Survey/Mapping Services (Transportation and Planning) Provides survey, mapping, and GIS services for Capital Projects, Powell Bill, City streets inventory, and right of way and land acquisitions.	1,919,856 27.00	1,885,971 27.00	2,276,550 27.00	2,092,762 27.00
Transit Capital Project Planning, Design and Construction (Transportation and Planning) Plans, designs, manage, and inspects transit capital projects on behalf of CATS.	953,370 7.00	936,543 11.00	1,130,498 12.00	1,039,233 12.00
Tree Canopy Management (Environment) Provide stewardship and strategic planning, education, training, and planting of the City's tree canopy in partnership with TreesCharlotte.	1,870,217 24.00	1,837,208 27.00	2,217,688 27.00	2,038,653 27.00
Total Budget	\$ 17,149,077	16,846,398	20,205,948	20,160,120
Total FTEs	325.00	343.00	347.00	449.00

Engineering and Property Management

FY 2019 Budget and Staffing Highlights

	Amount
<u>Decreases</u>	
• Transfer of 22 FTEs from Engineering and Property Management Land Development to Planning Design and Development to form a citywide consolidated commercial and subdivision regulatory review team.	\$ 1,514,565
• Reduction in personnel expenses to reflect average vacancy rates.	\$ 393,050
• Based on an assessment of internal services, the resulting service realignments produced \$66,354 in budget reductions and the reduction of one FTE.	\$ 66,354
<u>Increases</u>	
• Based on an assessment of internal services, Fleet Management service has been realigned and the result has transferred \$12,140,609 and 124 FTEs from Management and Financial Services to Engineering and Property Management. This transfer has no effect on the overall General Fund.	\$ 12,140,609
• Addition of one Erosion Control Coordinator FTE. The impact to the General Fund is \$0; the position will be 100 percent funded by the enhanced plan review user fee program.	\$ 86,415

Engineering and Property Management

Performance Measure Highlights	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Cemeteries Develop and implement a new customer service survey for cemetery customers and visitors	New Measure in FY 2018	June 2018	June 2018
Environmental Services Meet 100 percent of NCDENR monitoring requirements on underground storage tanks	New Measure in FY 2018	100%	100%
Municipal Project Management Design and Construction Meet standard phase duration schedule on 85 percent of projects	New Measure in FY 2018	85%	85%
Land Development Regulation, Plan Review, and Inspection Complete all Land Development permitting submissions with an average of less than 2.5 reviews	1.95 Reviews	<2.5 Reviews	<2.5 Reviews
Municipal Facilities Maintenance Maintain energy use practices so that City facilities compare favorably with available Energy Use Index (EUI) benchmark information in the South Atlantic Region	63.3	Overall EUI <68	Overall EUI <68
Decrease the number of missed scheduled preventive maintenance (PM) on building systems by 10 percent per year until 100 percent of PMs are completed on time	New Measure in FY 2018	10% Reduction from FY 2017	10% Reduction from FY 2018
Landscape Management and Tree Canopy Management Achieve Arbor Foundation's "Tree City USA" status	Achieved June 2017	Achieve June 2018	Achieve June 2019
Plant at least 15,000 trees per year	15,322 trees planted	Achieve June 2018	Achieve June 2019
Real Property Portfolio Acquisition and Management Meet the acquisition schedule for 90 percent of parcels acquired	New Measure in FY 2018	90% on time	90% on time
Actively review 90 percent of leases six months prior to expiration for alternative occupancy methods	New Measure in FY 2018	90% of leases reviewed	90% of leases reviewed
Survey Mapping Services Benchmark the cost of in-house crews versus the cost of contract crews; Cost is 95 percent or less than contracted costs	New Measure in FY 2018	95%	95%

Planning Design and Development

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>		FY 2016	FY 2017	FY 2018	FY 2019	Percent Change
		Actual	Actual	Revised	Budget	FY 2019
Personnel	\$	4,979,798	5,415,325	6,668,388	9,982,735	49.7 %
Operating		1,074,853	1,136,185	1,136,075	1,427,296	25.6
Department Charges		(719,134)	(754,292)	(839,492)	(1,192,318)	42.0
Total Expenditures	\$	5,335,517	5,797,218	6,964,971	10,217,713	46.7 %
Total Revenues	\$	928,799	1,058,374	1,163,125	2,320,756	99.5 %
Net Expenditures	\$	4,406,718	4,738,844	5,801,846	7,896,957	36.1 %
<u>Staffing</u>						FTE Count Change
Total FTEs		56.00	59.00	67.00	99.00	32.00

Planning Design and Development

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Business/Executive Services (Transportation and Planning) Sets strategic direction for the Department and manages the overall operation and administration, including budgeting, training, coordinating with the City Manager's Office and support of the Planning Commission.	\$ 598,813 6.00	589,547 6.00	831,638 8.00	816,689 8.00
Development Services (Transportation and Planning) Manages regulatory processes for rezonings, zoning administration, subdivision administration, and historic district reviews to ensure quality and orderly growth consistent with the community's vision and provides Committee support to the Charlotte- Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission.	2,349,484 23.50	2,456,448 25.00	3,118,644 30.00	2,960,496 29.00
Strategic Planning Services (Transportation and Planning) Implement's Charlotte's community vision by providing: urban design services, strategic planning for developing and redeveloping areas, coordination of City annexation processes, and planning for high quality and transformative infrastructure investment.	902,319 8.50	884,321 9.00	935,593 9.00	918,775 9.00
Current Planning and Land Development* 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.	0 0.00	0 0.00	0 0.00	3,480,031 33.00
Long Range Planning Services (Transportation and Planning) Coordinates collaborative and comprehensive long-range planning services, which include: Community/Area Planning; Regional Transportation Planning; Research, Information and Technology; Communication/Public Outreach; and committee support for the Charlotte- Mecklenburg Planning Commission Planning Committee and the Charlotte Regional Transportation Planning Organization (CRTPO) Board.	1,484,901 18.00	1,866,902 19.00	2,079,096 20.00	2,041,722 20.00
Total Budget	\$ 5,335,517	5,797,218	6,964,971	10,217,713
Total FTEs	56.00	59.00	67.00	99.00

*Transfer of Land Development

Planning Design and Development

FY 2019 Budget and Staffing Highlights

Decreases

	Amount
• Reduction in department's internship program to reflect identified efficiencies and cost reductions	\$ 20,000
• Reduction in Technology Service line item to reflect identified efficiencies and cost reductions	\$ 10,000
• Reduction in Professional and Technical Services line item to reflect identified efficiencies and cost reductions	\$ 10,000

Increases

• Based on an assessment of internal services, the resulting services realignments produced \$1,514,565 in budget reallocation of 22 FTEs from Engineering and Property Management	\$ 1,514,565
• Addition of 8 FTEs to expand zoning and development services and to improve internal and external customer services	\$ 1,008,335
• Increase to Miscellaneous Contracted Services to support Unified Development Ordinance and CLT Powerhouse Civic Studio operations	\$ 324,430
• Addition of two FTEs dedicated to the Charlotte Regional Transportation Planning Organization (CRTPO). The impact to the General Fund is \$0, funded entirely by a Federal planning grant	\$ 207,846

Performance Measure Highlights

Performance Achievement

	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Development Services			
Update Development Ordinance to better address the City's land use needs and provide a more customer-friendly regulatory framework	Annotated outline for the Development Ordinance completed and reviewed by staff	Complete initial draft of the Development Ordinance	Complete initial draft of the Development Ordinance
Average number of subdivision and multi-family reviews on all submitted plans	1.78	≤2.5	≤2.0
Document and initiate regulatory and other strategic process improvements	Completed 5 process improvements	Initiate ≥3 major process improvements	Continue to identify and implement regulatory process efficiencies to improve customer service
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	Actively participated in two reinvestment initiatives	Participate in ≥2 reinvestment initiatives to include redevelopment of Eastland Mall	Participate in ≥2 reinvestment initiatives to include redevelopment of Eastland Mall and North End
Advance Community Investment Plan (CIP) goals by providing ongoing planning and design, program management, community engagement, and analytical support to capital projects and programs	Continued to support implementation of CIP projects and programs	Assist CIP efforts to develop investment strategies, identify new projects, and implement existing projects	Continue support for CIP planning efforts and implementation of projects and programs
Long Range Planning Services			
Complete CRTPO long range transportation planning milestones to address broader transportation needs in the Charlotte metro area	Completed 2045 Metropolitan Transportation Plan project ranking	Metropolitan Planning Organization adoption of 2045 Metropolitan Transportation Plan	Complete Transportation Improvement Plan (TIP) project prioritization
Implement identified strategies that enhance community dialogue and understanding of the City's transportation and land use goals	Completed the inaugural Community Planning Academy and launched the second academy	Complete the second community planning academy and begin planning process for the third academy	Complete the current community planning academy and begin planning process for the next academy
Initiate Area Plan and policy development processes to guide land use and transportation decision making	Public review of draft plan delayed after engagement process expanded scope	Complete initial draft of the Policy Manual	Complete full draft of the Place Types Policy Manual

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 of the Airport's complex facilities, infrastructure, technology, and fleet to support over 744 daily flights and over 45.1 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 sixth largest airport by operations

Budget and Staffing Overview

Budget¹	FY 2016		FY 2017		FY 2018		Percent Change
	Actual		Actual		Revised	Budget	
Personnel	\$ 32,668,973		38,123,499		44,046,508	50,285,336	14.2%
Operating	67,580,662		73,137,106		91,760,215	103,769,767	13.1
Capital	1,803,169		952,121		2,244,837	1,570,511	-30.0
Grants and Contributions	16,213,722		17,919,631		19,336,341	20,115,000	4.0
Department Charges	(1,654,060)		(1,963,156)		(2,686,752)	(3,687,498)	37.2
Total Expenditures	\$ 116,612,466		128,169,201		154,701,149	172,053,116	11.2%

	FTE Count Change				
Total FTEs	503.00		559.00		595.00

¹

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

Aviation

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Airport Operations (Transportation and Planning) Provides oversight of Airport operations, including security, airfield management, terminal management, and parking operations.	\$ 46,180,774 253.00	48,865,657 274.00	65,676,606 274.00	68,774,559 292.00
Airport Development (Transportation and Planning, Economic Development) Provides the oversight of design, planning, and construction of new aviation projects, as well as environmental and land planning activities.	2,236,202 26.00	1,958,015 34.00	1,425,885 33.00	2,766,580 42.00
Airport Facilities (Transportation and Planning) Provides maintenance of Airport facilities and non-technology systems.	47,038,898 155.00	41,061,131 169.00	61,447,901 182.00	68,189,002 199.00
Airport Technology (Transportation and Planning) Provides oversight of operations and maintenance for Aviation technology systems.	5,782,225 13.00	8,139,192 16.00	8,964,243 24.00	11,372,148 32.00
Airport Finance (Economic Development) Provides oversight of Aviation financial activities.	1,815,027 17.00	2,041,087 19.00	2,654,018 23.00	2,896,419 25.00
Airport Business and Revenue (Economic Development) Provides oversight of Airport revenue generating contracts.	416,745 13.00	1,557,093 13.00	2,554,990 20.00	3,643,870 21.00
Airport Administration (Economic Development) Provides general administration services, including human resources, legal public affairs, and economic affairs.	13,142,595 26.00	24,547,026 34.00	11,977,506 39.00	12,958,129 43.00
Airport Innovation and Experience (Economic Development) Provides oversight of the Airport passenger experience.	0 0.00	0 0.00	0 0.00	1,452,409 5.00
Total Budget	\$ 116,612,466	128,169,201	154,701,149	172,053,116
Total FTEs	503.00	559.00	595.00	659.00

Aviation

FY 2019 Budget and Staffing Highlights

	Amount
<u>Decreases</u>	
• None	\$ 0
<u>Increases</u>	
• Addition of 29 FTEs that support a proactive approach in maintaining equipment and Airport infrastructure, consisting of approximately 1.8 million square feet of facilities and runway, taxiways, and roadways infrastructure.	\$ 3,058,355
• Addition of 11 FTEs to support airfield and terminal safety enhancements	\$ 2,384,820
• Addition of seven FTEs to meet operational needs, specifically to expand the digital content management platform and in the area of parking operations to support more than 2.4 million parking customers annually.	\$ 2,050,526
• Addition of nine FTEs to support the continued expansion program Destination CLT with \$1.9 billion in capital investment over the next five years.	\$ 566,806
• Addition of five FTEs to support strengthening the relationships with business partners, through community engagement efforts and providing greater capacity to respond quickly to customer requests as well as focus on maximizing revenue generation.	\$ 408,468
• Addition of three FTEs to meet the operational needs of the Aviation Department, specifically in the area of support staff to ensure the human capital needs of Aviation employees are met in a department that is rapidly growing.	\$ 293,515

Aviation

Performance Measure Highlights	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Airport Business and Revenue Increase food/beverage/retail revenue per passenger by 1 percent	2.40%	1.00%	1.00%
Airport Operations Maintain low cost per enplaned passenger to airlines based on the national average of \$10.93	\$1.35/passenger	≤\$10.93/passenger	≤\$10.93/passenger
Airport Development Terminal and Airfield Facilities: Fourth Parallel Runway	The public and agency scoping for the study has been completed	Begin the Environmental Impact Study	Complete 50% of the Environmental Impact Study
Terminal and Airfield Facilities: Construction of Terminal Lobby Expansion project	New Measure in FY2019	New Measure in FY2019	Complete planning and design phase of project
Airport Finance Meet debt service coverage ratio in City's revenue bond order	3.50	Generate debt service coverage ratio of 1.25 or greater	Generate debt service coverage ratio of 1.25 or greater
Airport Facilities			
Maintain Part 139 Certification* (Part 139 Certification serves to ensure safety in air transportation. To obtain a certificate, airports must agree to adhere to certain operational and safety standards and provide for such things as firefighting and rescue equipment)	Maintained	Maintain	Maintain
Achieve a 75 percent or higher in-service rate for bus fleet to ensure reliable and consistent passenger experience	79%	≥75%	≥75%
Airport Administration Provide employees with an average of 10 hours of training	23 hours	10 hours	10 hours

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, streetcar and Americans with Disabilities Act (ADA) paratransit service.
- Provides regional transit service covering Concord, Gastonia, and Union County in North Carolina and York County in South Carolina. CATS services the community with a fleet of 318 buses, which includes 40 hybrid buses, 80 ADA equipped buses, 95 Vanpool vans, and 42 light rail cars.
- Implements 2030 Transit Corridor System Plan, including the opening of the LYNX Blue Line Extension, construction of CityLYNX Gold Line Phase 2, and the Charlotte Gateway Station.

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change
	Actual	Actual	Revised	Budget	FY 2018
Personnel	\$ 87,877,472	93,889,273	102,156,671	102,636,906	0.5%
Operating	47,790,411	41,147,857	58,415,666	54,643,010	-6.5
Department Charges	(13,253,805)	(13,674,704)	(12,333,585)	(2,879,018)	-76.7
Total Expenditures	\$ 122,414,078	121,362,425	148,238,752	154,400,898	4.2%

<u>Staffing</u>	FTE Count Change				
	Total FTEs	419.75	522.75	522.75	534.75

Charlotte Area Transit System

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Bus Services (Transportation and Planning) Provides day-to-day public transportation services across the Charlotte-Mecklenburg region.	\$ 82,385,555 12.00	81,662,125 13.00	84,912,399 13.00	82,470,896 15.00
Light Rail Service (Transportation and Planning) Provides daily light rail transportation service to Uptown Charlotte.	13,394,899 146.00	14,676,551 225.00	24,373,103 225.00	24,934,606 224.00
Transit Administration (Transportation and Planning) Provides administrative leadership, fiscal oversight, and compliance.	8,460,746 45.00	9,275,009 51.00	10,876,895 51.00	11,574,383 52.00
Transportation for People with Disabilities (Transportation and Planning) Provides on-demand door-to-door service for people with disabilities.	9,520,710 109.75	8,676,932 115.75	10,280,528 115.75	9,610,831 125.75
Transit Safety and Security (Community Safety) Provides safety and security for CATS covering passengers, employees and transit contractors.	6,203,750 12.00	5,841,335 17.00	8,711,645 17.00	8,843,272 17.00
Marketing and Technology (Transportation and Planning) Provides customer service, public relations, marketing, and technology support.	5,245,646 42.00	4,959,836 44.00	6,882,247 44.00	6,084,130 44.00
Transit Facilities (Transportation and Planning) Manages and Maintains light rail stations, Park and Ride Lot, parking decks, bus garages, light rail facilities, transit centers, and bus stops.	5,925,558 12.00	5,247,969 14.00	8,337,458 14.00	7,615,657 14.00
Transit Development (Transportation and Planning) Facilitates the development and long range planning of the regional rapid transit system.	2,780,865 25.00	2,969,167 25.00	3,313,401 25.00	3,739,875 24.00
CityLYNX GoldLine Operations (Transportation and Planning) Provides day-to-day streetcar services in Uptown Charlotte.	1,180,131 12.00	1,173,526 14.00	1,959,033 14.00	1,736,360 15.00
Vanpool (Transportation and Planning) Provides carpool matching service for commuters who live and work near each other.	570,023 4.00	554,679 4.00	925,628 4.00	669,906 4.00
Department Charges	(13,253,805)	(13,674,704)	(12,333,585)	(2,879,018)
Total Budget	\$ 122,414,078	121,362,425	148,238,752	154,400,898
Total FTEs	419.75	522.75	522.75	534.75

Charlotte Area Transit System

FY 2019 Budget and Staffing Highlights

Decreases

- Reduction of 22 contracted positions from the Bus Operations Division due to the scheduled elimination of the Airport route 590 and reduction of bus service hours to align with the Blue Line Extension service. \$ 2,381,566

Increases

- Conversion of eight part-time Special Transportation Services drivers to full-time and addition of eight new full-time drivers to meet customer service demands and Federal standards. \$ 484,631
- Addition of one FTE to better manage the utilization and replacement of non-revenue vehicles. \$ 85,000
- Addition of one FTE to support and monitor partner agencies of the Federal 5310 program for meeting the transportation needs of older adults and people with disabilities. \$ 85,000

Performance Measure Highlights

Performance Achievement

	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Bus Service			
Customers per Revenue Mile - Bus	New Measure in FY 2018	≥ 1.5%	≥ 1.5%
Overall Customer Satisfaction - Bus	New Measure in FY 2018	≥ 85.00%	≥ 85.00%
Operating Cost per revenue mile - Bus	New Measure in FY 2018	\$ 6.60	\$ 6.60
Light Rail Service			
Overall Customer Satisfaction - Rail	New Measure in FY 2018	≥ 88.00%	≥ 88.00%
Operating Cost per revenue mile - Rail	New Measure in FY 2018	\$ 29.75	\$ 29.75
Transportation for People with Disabilities			
Overall Customer Satisfaction - Paratransit	New Measure in FY 2018	≥ 90.00%	≥ 90.00%

Charlotte Water

Mission

Charlotte Water is committed to customer satisfaction and confidence by providing responsive services, reasonable rates, system capacity, and effective communication. Charlotte Water provides safe and sufficient drinking water by protecting, treating, and distributing drinking water. Charlotte Water protects the environment by collecting and treating wastewater, reusing residuals beneficially, and regulating system discharges.

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>	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change
					FY 2018 FY 2019
Personnel	\$ 57,518,205	61,637,141	71,635,090	77,060,682	7.6%
Operating	77,098,110	88,238,785	94,768,552	98,679,914	4.1
Department Charges	(15,175,609)	(15,699,142)	(17,853,687)	(17,191,671)	-3.7
Total Expenditures	\$ 119,440,706	134,176,784	148,549,955	158,548,925	6.7%

<u>Staffing</u>	Total FTEs	FTE Count Change			
		822.00	846.00	912.00	958.00
					46.00

Charlotte Water

Department Services (Focus Area)		FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Administration, Management and Support (Environment)	\$ 28,033,452	57.00	38,408,459	36,970,047	41,527,179
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.					
Customer Service (Environment)	6,308,761	101.00	6,990,748	8,787,678	8,964,895
Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and backflow prevention.					
Water and Sewer Capital Project Planning, Design and Construction (Environment)	9,973,941	119.00	9,700,427	11,715,769	12,595,816
Provides design and construction of Charlotte Water facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying.					
Laboratory Services (Environment)	4,484,299	42.00	4,901,207	5,530,479	5,960,273
Provides testing of water, wastewater, and industrial users for compliance and manages water quality issues relating to taste, color, and odor.					
Water Treatment (Environment)	13,015,688	67.00	13,257,833	16,628,790	15,910,281
Provides treatment and pumping of water to distribute drinking water to customers.					
Environmental Management (Environment)	32,873,671	117.00	32,454,363	38,179,242	39,298,028
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.					
Union County Operations (Environment)	3,201,542	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.					
Field Operations (Environment)	36,724,961	303.00	40,961,347	45,390,095	48,282,582
Maintains more than 8,000 miles of water and sewer pipe and more than 257,000 service connections.					
Department Charges	(15,175,609)		(15,699,142)	(17,853,687)	(17,191,671)
Total Budget	\$ 119,440,706		134,176,784	148,549,955	158,548,925
Total FTEs	822.00		846.00	912.00	958.00

Charlotte Water

FY 2019 Budget and Staffing Highlights

Decreases

- None

Amount

\$ 0

Increases

- 46 FTEs that respond to increased demand due to the improving economy:

	\$	3,103,869
--	----	-----------
- **Customer Satisfaction:** The addition of three Communication and Customer Service positions to maximize evolving communication technologies and respond to customer needs, including receiving timely customer feedback and communicating during emergencies.
- **Operational Efficiency and Compliance:** The addition of 28 Information Technology, Customer Service, Engineering, Water Treatment, Environmental Management, Field Operations, and Administrative positions. These positions will enhance the use of data from existing automated systems to improve efficiencies and environmental impact of daily operations.
- **Thriving Community:** The addition of 12 Engineering positions ensures Charlotte Water continues to identify, review and construct infrastructure improvements to support economic growth.
- **Workforce Development:** The addition of three Information Technology and Security positions to mitigate business risks related to natural disasters, system reliability and security. These positions also support Charlotte Water's business continuity efforts.

Charlotte Water

Performance Measure Highlights	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Administration, Management, and Support			
Reduce Sanitary Sewer Overflow	4.4 per 100 miles	<4.0 per 100 miles	<4.0 per 100 miles
Maintain ratio of Fund Balance to following year operating expenses + debt service	72.48 %	> 50 %	> 50 %
Customer Service			
Implementation of Apprenticeship Program	New Measure in FY 2018	Hire 6 apprentices	Hire 10 apprentices
Project Planning, Design, and Construction			
Water System - rehabilitation and replacement of aging pipe	46,491 feet	≥ 80,000 feet	≥ 80,000 feet
Sewer System - rehabilitation and replacement of aging pipe	83,184 feet	≥ 50,000 feet	≥ 70,000 feet
Water Treatment and Laboratory Services			
Meet all applicable requirements of the Safe Drinking Water Act and Clean Water Act	100 %	100 %	100 %
Environmental Management			
Reduce Sanitary Sewer Overflow	4.4 per 100 miles	<4.0 per 100 miles	<4.0 per 100 miles
Field Operations			
Repair Water Leaks	100% repaired in 7 calendar weeks	100% repaired in 7 calendar weeks	100% repaired in 7 calendar weeks

Storm Water Services

(Department of Engineering and Property Management)

Mission

Engineering and 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, construct, and maintain the City's stormwater infrastructure and provide Clean Water Act compliance and enforcement for the City's surface water

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change
	Actual	Actual	Revised	Budget	FY 2019
Personnel	\$ 9,465,189	10,937,982	13,405,781	14,660,512	9.4%
Operating	7,414,596	7,809,785	9,630,587	10,213,395	6.1
Department Charges	(7,132,117)	(8,625,369)	(7,545,052)	(9,497,750)	25.9
Total Expenditures	\$ 9,747,668	10,122,398	15,491,316	15,376,157	-0.7%

<u>Staffing</u>	FTE Count Change				
	Total FTEs	124.00	131.00	136.00	153.00
					17.00

Storm Water Services

(Department of Engineering and Property Management)

Department Services (Focus Area)	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
National Pollution Discharge Elimination Permit (Environment) Monitor, protect, and improve water quality of community creeks and streams ensuring the City meets all requirement standards of the Federal Clean Water Act.	\$ 1,976,623 10.00	2,236,931 10.00	2,818,306 10.00	2,759,214 10.00
Capital Project Planning, Design, and Construction (Environment) Design and construct projects that quickly drain stormwater from roads, reduce flood risks to homes, and protect and improve surface water quality of more than 3,000 miles of streams and their watersheds.	\$ 3,204,837 77.00	3,418,888 84.00	6,328,573 86.00	6,179,574 98.00
Post-Construction Stormwater Ordinance Mitigation (Environment) Control the adverse effects of increased post-construction stormwater runoff generated from development and redevelopment.	\$ 52,311 1.00	74,859 1.00	123,661 2.00	161,843 2.00
Umbrella Stream and Wetland Mitigation Bank (Environment) Develop and implement stream and wetland projects to improve surface water quality that offset City and County government impacts.	\$ 261,557 5.00	374,295 5.00	309,153 5.00	485,529 6.00
Storm Water Infrastructure Maintenance (Environment) Perform storm drainage maintenance in the right-of-way including debris and leaf removal from storm drains and infrastructure.	\$ 3,148,610 4.00	2,989,440 4.00	3,649,247 4.00	3,747,567 4.00
Storm Water Administrative Services (Environment) Directs and supports Storm Water activities through administration, asset management, communications, financial services, technology, and investigating citizen requests for storm water services.	\$ 1,103,730 27.00	1,027,985 27.00	2,262,376 29.00	2,042,430 33.00
Total Budget	\$ 9,747,668	10,122,398	15,491,316	15,376,157
Total FTEs	124.00	131.00	136.00	153.00

Storm Water Services

(Department of Engineering and Property Management)

FY 2019 Budget and Staffing Highlights

	Amount
Decreases	\$ 0

Increases

The FY 2019 budget contains a six percent rate increase to the storm water rate in order to pay for the pilot cost-share program for existing low priority 'C' requests and to fund 17 new full-time equivalents to help address service needs as outlined below:

- The addition of 17 new FTEs will work on capital construction, maintenance, and repair projects to address infrastructure failures and service needs. The total cost for the 17 positions is \$1,577,580; \$1,147,750 will be paid by the Storm Water Community Investment Plan.
- Additional miscellaneous contract services requested in anticipation of third and fourteenth floor office space renovations to meet the needs of new positions requested and the additional cost of ERP support center cost allocation \$ 630,000

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Storm Water Services			
Maintain AAA and Aa1 rating by balancing bond and pay-as-you-go funding	Maintained AAA and Aa1 rating	Maintain AAA and Aa1 rating	Maintain AAA and Aa1 rating
National Pollution Discharge Elimination Permit			
Maintain compliance with NPDES permit to protect creeks and streams	Achieved	Meet Target	Meet Target
Capital Project Planning, Design, and Construction			
Address and solve 500 citizen requests for service to resolve drainage problems	634	≥ 500	≥ 500
Inspect 700-1,000 Stormwater Control Measures (ponds, wetlands, detention basins) each year	997	≥ 1000	≥ 1000
Work performed to ensure large and medium neighborhood flood control projects are designed to be constructed efficiently and that contractors engaged to build these projects meet the City's quality, cost, and schedule requirements	Achieved	Meet Target	Meet Target
Post-Construction Stormwater Ordinance Mitigation			
Ensure new development and redevelopment complies to the Post-Construction Stormwater Ordinance	Achieved	Meet Target	Meet Target
Umbrella Stream and Wetland Mitigation Bank			
Meet mitigation requirements through local rather than state-level restoration efforts 100 percent of the time when streams are negatively impacted by City projects	Achieved	Meet Target	Meet Target
Storm Water Infrastructure Maintenance			
Clean 100,000 catch basins in the right-of-way	106,018	≥ 100,000	≥ 100,000
Vacuum 50,000 linear feet of pipe	45,995	≥ 50,000	≥ 50,000

Risk Management

(Department of Management and Financial Services)

Mission

Risk Management will provide a safe environment for our employees and residents and ensure the protection of financial assets by identifying, analyzing, and implementing risk prevention programs and developing effective channels of communication through excellent customer service.

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change
					FY 2018 FY 2019
Personnel	\$ 2,245,259	2,179,097	2,420,077	2,132,441	-11.9%
Operating	445,965	500,784	551,306	609,910	10.6%
Grants and Contributions	549,859	621,801	640,455	653,265	2.0%
Total Expenditures	\$ 3,241,083	3,301,682	3,611,838	3,395,616	-6.0%

<u>Staffing</u>	28.00	28.00	27.00	23.00	FTE Count Change
					-4.00
Total FTEs	28.00	28.00	27.00	23.00	-4.00

Risk Management

(Department of Management and Financial Services)

Department Services	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
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.	\$ 3,040,912 26.00	3,041,926 26.00	3,278,582 25.00	3,063,648 21.00
Defensive Driving Range Manages the Charlotte Vehicle Operations Center, a training facility which provides driver training for all departments of the City.	200,171 2.00	259,756 2.00	333,256 2.00	331,968 2.00
Total Budget	\$ 3,241,083	3,301,682	3,611,838	3,395,616
Total FTEs	28.00	28.00	27.00	23.00

FY 2019 Budget and Staffing Highlights

Decreases

- Elimination of four workmen's compensation claim processing FTEs which were outsourced during FY 2018.

Amount

\$ 343,168

Increases

- None

\$

0

Performance Measure Highlights

Performance Achievements

	FY 2017	FY 2018	FY 2019
	Actual	Target	Target

Risk Management

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

Mayor and City Council

Mission

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

Responsibilities

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

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

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change
	Actual	Actual	Revised	Budget	FY 2018
Personnel	\$ 1,266,317	1,308,184	557,701	556,633	-0.2%
Operating		248,943	249,799	183,817	185,736
Total Expenditures	\$ 1,515,260	1,557,983	741,518	742,369	0.1%

<u>Staffing</u>	FTE Count Change				
	Total FTEs	21.00	21.00	12.00	12.00
					0.00

Mayor and City Council

Department Services	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Mayor and City Council Provides leadership and strategic vision for the City of Charlotte.	\$ 677,057 12.00	699,438 12.00	741,518 12.00	742,369 12.00
Administrative Support Provides constituent services, administrative, and executive support for the Mayor and City Council.	838,204 9.00	858,545 9.00	0 0.00	0 0.00
Total Budget	\$ 1,515,260	1,557,983	741,518	742,369
Total FTEs	21.00	21.00	12.00	12.00

FY 2019 Budget and Staffing Highlights

Decreases

	Amount
• None	\$ 0

Increases

• Annual increase associated with the cost of telecommunications.	\$ 1,569
-------------------------------------------------------------------	----------

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, 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>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change
	Actual	Actual	Revised	Budget	FY 2018
Personnel	\$ 3,471,847	3,669,709	4,334,853	4,497,646	3.8%
Operating	408,990	402,411	399,049	374,265	-6.2
Department Charges	(963,067)	(710,847)	(2,075,831)	(2,166,833)	4.4
Total Expenditures	\$ 2,917,770	3,361,273	2,658,071	2,705,078	1.8%

<u>Staffing</u>	FTE Count	Change
Total FTEs	27.00	30.00

City Attorney

Department Services	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Legal Advice and Representation The City Attorney's Office provides the highest quality legal advice and representation to City officials and employees by assisting them in identifying the soundest options and solutions and understanding the potential legal ramifications of their decisions or actions.	\$ 3,104,670 21.50	3,242,614 21.50	3,866,020 24.50	3,897,529 24.00
Litigation The City Attorney's Office provides highly skilled defense of lawsuits against the City, its officials and employees, and enforcement of City ordinances, seeking resolution that is fair to all parties.	776,167 5.50	829,506 5.50	867,882 5.50	974,382 6.00
Department Charges	(963,067)	(710,847)	(2,075,831)	(2,166,833)
Total Budget	\$ 2,917,770	3,361,273	2,658,071	2,705,078
Total FTEs	27.00	27.00	30.00	30.00

FY 2019 Budget and Staffing Highlights	Amount
Decreases • Reduction of various line item budgets to reflect identified efficiencies and cost reductions	\$ 29,060
Increases • Increase in personnel expenses primarily due to annual merit increases	\$ 64,423

Performance Measure Highlights	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Legal Advice and Representation Ensure attorneys and paralegals maintain professional certifications	240 training hours	240 training hours	≥240 training hours
Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel	\$101.60 per hour	\$103.68 per hour	\$108.61 per hour
Ensure attorneys conduct client service interviews	100%	100%	100%
Review outside counsel bills for fairness and accuracy	100%	100%	100%

City Clerk

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change FY 2018
	Actual	Actual	Revised	Budget	FY 2019
Personnel	\$ 440,653	471,847	586,386	634,070	8.1%
Operating	123,893	142,585	138,838	137,469	-1.0
Total Expenditures	\$ 564,546	614,432	725,224	771,539	6.4%
Total Revenues	\$ 31,900	38,420	36,040	39,280	9.0%
Net Expenditures	\$ 532,646	576,012	689,184	732,259	6.3%

<u>Staffing</u>	FTE Count	Change
	FTEs	
Total FTEs	6.00	6.00

City Clerk

Department Services	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Boards and Commissions Administers the City Council-approved process for board appointments and maintains records for City Council's 33 Advisory Boards and Commissions. Serves as Clerk and Record Custodian to the Citizens' Review Board and Civil Service Board.	\$ 141,090 1.50	153,608 1.50	155,406 1.50	165,329 1.50
City Council Support Serves as the Clerk to the City Council. Certifies and posts all official actions by Council. Transcribes and archives minutes of all Council meetings. Manages the City's speakers' list process for those who wish to address City Council. Administers oaths of office. Maintains statements of economic interest for elected and appointed officials and members of designated boards.	\$ 258,665 2.75	281,615 2.75	284,909 2.75	303,105 2.75
Records Management and Maintenance Serves as the custodian of the corporate seal. Maintains and archives permanent records, including the City Charter and Code of Ordinances. Provides attestations, certifications and/or notarizations for contracts, deed and agreements. Publishes notices of public hearings and other legal ads. Coordinates the voluntary annexation application process. Administers the Citywide records request and management programs.	164,791 1.75	179,209 1.75	284,909 2.75	303,105 2.75
Total Budget	\$ 564,546	614,432	725,224	771,539
Total FTEs	6.00	6.00	7.00	7.00

City Clerk

FY 2019 Budget and Staffing Highlights

Decreases

- Reduction in various Line Items to reflect identified efficiencies and cost reduction

Amount

\$ 1,500

Increases

- Increase in personnel expenses primarily due to annual merit increases

\$ 8,425

Performance Measure Highlights

Performance Achievement

	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Boards and Commissions Administer process for 100 percent of Council's 33 Advisory Boards and Commissions	100%	100%	100%
City Council Support Complete Council business meeting minutes within 28 business days 98 percent of the time	100%	100%	100%
Records Management and Maintenance Execute, publish, and file 90 percent of official documents within seven business days; including posting official documents to the City Clerk's website	100%	100%	100%

City Manager

Mission

Provide high quality public service delivery and exceptional strategic leadership in the administration of Mayor and City Council policies that promote safety, trust, and accountability while improving the quality of life for all of Charlotte's citizens.

Responsibilities

- Provide professional expertise and support to Mayor and City Council.
 - Provide organization-wide leadership and strategic direction for City departments in the delivery of high quality public services.
 - Create an organizational vision that utilizes data driven strategies to invest in the City's future and institute a well managed government.
-

Budget and Staffing Overview

		FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Personnel	\$	2,206,009	2,610,229	2,264,993	2,393,943	5.7%
Operating		381,350	611,248	317,560	293,985	-7.4
Department Charges		(13,800)	-	(9,800)	(9,800)	0.0
Total Expenditures	\$	2,573,559	3,221,477	2,572,753	2,678,128	4.1%

<u>Staffing</u>					FTE Count Change
Total FTEs		12.00	12.00	12.00	11.00 -1.00

City Manager

Department Services	FY 2016	FY 2017	FY 2018	FY 2019
	Actual / FTEs	Actual/ FTEs	Revised/ FTEs	Budget/ FTEs
Executive Leadership	1,591,995	1,992,795	1,591,497	1,656,681
Provides executive leadership to City of Charlotte organization.	6.00	6.00	6.00	6.00
Executive Support	704,192	881,479	703,971	732,805
Administrative staff support to executive leadership and budgetary/financial support to all service areas.	5.00	5.00	5.00	4.00
Intergovernmental Relations	277,372	347,203	277,285	288,642
State government lobbying, managing contract with Federal Government lobbying firm, and other intergovernmental activities.	1.00	1.00	1.00	1.00
Total Budget	\$ 2,573,559	3,221,477	2,572,753	2,678,128
Total FTEs	12.00	12.00	12.00	11.00

FY 2019 Budget and Staffing Highlights

Decreases

- Elimination of one executive support FTE. **Amount** \$ 88,378

Increases

- Increase in personnel expenses primarily due to annualized compensation and merit increases. \$ 128,950

Strategy and Budget

Mission

The Office of Strategy and Budget is responsible for the preparation of a balanced annual budget that prioritizes community and organizational needs while supporting the goals of the City Council. Through economic research and long-range planning strategies the Office of Strategy and Budget provides detailed analysis that increase efficiencies across the City.

Responsibilities

- Develop and monitor the City's current fiscal year budget to ensure a balanced budget at year-end.
 - Plan for the current and future needs of the City through the utilization of a long-range capital investment program known as the five-year Community Investment Plan
 - Implement strategic initiatives and economic analysis that support operational efficiency and data-driven public service delivery
 - Coordinate the City Council's Business Agenda
 - Administer the organization's performance management and strategic planning processes
-

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change
	Actual	Actual	Revised	Budget	FY 2018 FY 2019
Personnel	\$ 1,440,348	1,569,947	2,115,304	2,354,082	11.3 %
Operating	138,294	231,561	201,671	203,057	0.7
Department Charges	(62,986)	(63,077)	(71,169)	(110,384)	55.1
Total Expenditures	\$ 1,515,656	1,738,431	2,245,806	2,446,755	8.9 %

<u>Staffing</u>	FTE Count Change				
	Total FTEs	14.00	15.00	18.00	18.00 0.00

Strategy and Budget

Department Services	FY 2016 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Operating Budget Provides the coordination, development and monitoring of annual operating budgets.	\$ 541,306 5.00	695,372 6.00	750,198 6.00	801,742 6.00
Capital Budget Provides the coordination, development and monitoring of annual five-year Community Investment Plan.	279,508 2.00	294,868 2.00	321,235 2.00	377,631 2.00
City Strategy and Performance Coordinates the City performance management program, including coordination of Council's Focus Area Plans and development of the City's Strategic Operating Plan.	270,653 2.50	289,739 2.50	437,615 3.50	467,683 3.50
Council Business Agenda Provides coordination the process for the City Council's business meeting agendas including document production and coordination.	270,653 2.50	289,739 2.50	312,582 2.50	334,059 2.50
Community Research and Data Analytics* Provides championship and coordination the use of data and information, to make decisions, improve services, and engage Charlotte residents to improve outcomes for the people who live and work in Charlotte.	216,522 2.00	231,791 2.00	0 0.00	0 0.00
Economic Research, Strategic Initiatives and Policy Analysis Conducts policy analysis, strategic initiatives, and economic research to inform and advise the City's executive leadership.	0 0.00	0 0.00	495,345 4.00	576,023 4.00
Departmental Charges	(62,986)	(63,077)	(71,169)	(110,384)
Total Budget	\$ 1,515,656	1,738,431	2,245,806	2,446,755
Total FTEs	14.00	15.00	18.00	18.00

*Note - Community Research and Data Analytics transferred to Strategy and Budget in FY 2016 and transferred to Engineering and Property Management in FY 2018.

Strategy and Budget

FY 2019 Budget and Staffing Highlights

Decreases

- Reduction in the expenses attributed to the General Fund for services provided to the Community Investment Plan. \$ 37,878

Increases

- Increase in personnel expenses primarily due to annualized compensation and merit increases. \$ 238,778

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Operating and Capital Budget			
One of three lowest property tax rates of the 10 largest cities in North Carolina	Fourth lowest	1 of 3 lowest	1 of 3 lowest
Percent of General Fund growth exclusive of property taxes	4.74%	≥ 5%	≥ 5
City Strategy and Performance Management			
Percent of City measures at or above School of Government Benchmarking Project averages	64.08%	≥ State% average	≥ State average
Council Business Agenda			
Minimize the number of Requests for Council Action pulled from Council meeting agenda by the City Manager or City Council due to inadequate, missing, or confusing information	0	< 3	< 3

Communications

Mission

To create and implement innovative public relations campaigns that foster a well-informed public and create an atmosphere of inclusion which generates community pride.

Responsibilities

- Partner with departments to develop and implement strategic communications for City departments and the citizens of Charlotte
 - Responsible for media inquiries, public record requests, press releases, crisis communications, and managing social media accounts
 - Provide marketing strategy, brand development and management, and manage the City website
-

Budget and Staffing Overview

<u>Budget</u>	FY 2016		FY 2017		FY 2018		FY 2019		Percent Change
		Actual		Actual		Revised		Budget	
Personnel	\$	1,587,893		1,833,436		3,301,919		3,472,245	5.2%
Operating		404,925		511,014		676,072		800,698	18.4
Department Charges		(40,000)		-		(40,000)		(94,164)	135.4
Total Expenditures	\$	1,952,818		2,344,450		3,937,991		4,178,779	6.1%

<u>Staffing</u>						FTE Count Change
	Total FTEs	19.00	20.00	34.00	34.00	

Communications

Department Services (Focus Area)	FY 2016	FY 2017	FY 2018	FY 2019
	Actual/ FTEs	Actual/ FTEs	Revised/ FTEs	Budget/ FTEs
Administrative Services	\$ 499,051 3.00	562,668 3.00	670,648 5.00	947,914 3.00
Provides leadership and strategic direction in five functional areas within Charlotte Communications and Marketing. Provides strategy and governance on citywide communications initiatives.				
Communication Services	464,348 5.00	574,390 5.00	634,036 6.00	770,326 7.00
Provides internal and external communications services; partners with departments to develop and implement strategies/ tactics for specific initiatives across a variety of channels.				
Video Services	512,584 6.00	597,835 6.00	693,938 6.00	623,775 6.00
Provides video support and programming for the GOV Channel including live City Council meetings and the City budget process; provides extended services of DVD creation, A/V support and Social Media.				
Marketing and Creative Services	269,151 3.00	417,217 4.00	426,654 4.00	340,945 4.00
Provides marketing and creative strategy and consultation on a variety of Citywide projects; provides brand development and management for print, web and video.				
Web Services	207,684 2.00	192,340 2.00	225,025 2.00	216,040 2.00
Provides management and oversight of charmeck.org and www.charlottenc.gov; provides and manages a city application for delivery of e-newsletters, web updates, and the City's social media presence.				
CIP Communications and Community Engagement	0 0.00	0 0.00	92,550 1.00	128,280 1.00
Provide strategic guidance for developing community engagement plans to educate the public on the city's Community Investment Plan (CIP); provide a resource for the CIP and Comprehensive Neighborhood Improvement Program (CNIP) teams to ensure communications are streamlined.				
Constituent Services	0 0.00	0 0.00	1,195,139 10.00	1,151,499 11.00
The Office of Constituent Services supports administrative, communications, and constituent needs for elected officials in the City of Charlotte.				
Total Budget	\$ 1,952,818	2,344,450	3,937,991	4,178,779
Total FTEs	19.00	20.00	34.00	34.00

Communications

FY 2019 Budget and Staffing Highlights

Decreases

- Based on an assessment of internal services, the resulting service realignments produced \$300,000 in budget reductions and the elimination of three FTEs.

Amount

\$ 300,000

Increases

- Based on an assessment of internal services, the resulting service realignments resulted in the reallocation of \$282,647 and three FTEs.
- Increased cost associated with closed captioning capabilities to ensure federal compliance.

\$ 282,647

\$ 87,000

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Administrative Services			
• Complete a new Corporate Communications and Marketing manual	50%	100%	100%
• Ensure employees are executing development plans	50%	100%	100%

Community Relations Committee

Mission

Promote community harmony, facilitate resolutions, and celebrate diversity.

Responsibilities

- Provide conflict management and diversity training
- Provide training on the Americans with Disabilities Act (ADA) to help promote accessibility across the City
- Investigate violations of the Fair Housing Ordinance

Budget and Staffing Overview

<u>Budget</u>	FY 2016		FY 2017		FY 2018		Percent Change
		Actual		Actual		Revised	FY 2018 FY 2019
Personnel	\$	936,119		916,369		1,113,103	1,193,575
Operating		27,627		97,298		78,522	83,700
Department Charges		0		0		(116,212)	(179,710)
Total Expenditures	\$	963,746		1,013,667		1,075,413	1,097,564
<u>Staffing</u>							FTE Count Change
	Total FTEs		10.00	10.00	10.00	10.00	0.00

Community Relations Committee

Department Services	FY 2016	FY 2017	FY 2018	FY 2019
	Actual/ FTEs	Actual/ FTEs	Revised/ FTEs	Budget/ FTEs
Community Harmony Training	\$ 265,030 2.75	278,758 2.75	295,739 2.75	301,830 2.75
Provides community dialogues and meetings to ensure access to public accommodations; assist in settling disputes; improve inter-racial, inter-ethnic and community relations; prevent discrimination.				
Conflict Management and Diversity Training	72,281 0.75	76,025 0.75	80,656 0.75	82,317 0.75
Provides conflict management and diversity training to neighborhood groups, civic organizations, schools, and other groups.				
ADA Compliance Training	48,187 0.50	50,683 0.50	53,771 0.50	54,878 0.50
Provides training and makes recommendations on ADA compliance.				
Fair Housing Ordinance Enforcement	240,937 2.50	253,417 2.50	268,853 2.50	274,391 2.50
Provides investigations to address allegations of housing discrimination.				
Mediation/Conciliation Services	240,936 2.50	253,417 2.50	268,853 2.50	274,391 2.50
Provides mediation and conciliation services to prevent personal and community disputes.				
Police-Community Relations	96,375 1.00	101,367 1.00	107,541 1.00	109,756 1.00
Provides voting responsibilities for chain of command hearings and hearings of the shooting board.				
Total Budget	\$ 963,746	1,013,667	1,075,413	1,097,564
Total FTEs	10.00	10.00	10.00	10.00

FY 2019 Budget and Staffing Highlights

<u>Decreases</u>	<u>Amount</u>
• Reduction of various line item budgets to reflect identified efficiencies and cost reduction	\$ 6,250

<u>Increases</u>	<u>Amount</u>
• Increases in personnel expenses primarily due to annualized compensation and merit increases.	\$ 55,887

Performance Measure Highlights	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Community Relations Committee (CRC)			
CRC client, customer, partner, member and staff satisfaction year-end survey (rating on 5.0 scale)	4.5	≥ 4.5	≥ 4.5

Internal Audit

Mission

To provide reasonable assurance that the City has an operating and effective system of internal controls.

Responsibilities

- Conduct independent reviews of the City's system of internal controls
- Assist management in evaluating the effectiveness of operations

Budget and Staffing Overview

<u>Budget</u>	FY 2016		FY 2017		FY 2018		FY 2019		<u>Percent Change</u> FY 2018 FY 2019
		<u>Actual</u>		<u>Actual</u>		<u>Revised</u>		<u>Budget</u>	
Personnel	\$	952,604		978,173		1,054,891		1,164,232	10.4%
Operating		152,134		382,214		218,520		121,017	-44.6
Total Expenditures	\$	1,104,738		1,360,387		1,273,411		1,285,249	0.9%

<u>Staffing</u>						<u>FTE Change Count</u>
	Total FTEs	9.00	9.00	10.00	10.00	

Internal Audit

Department Services	FY 2016	FY 2017	FY 2018	FY 2019
	Actual/ FTEs	Actual/ FTEs	Revised/ FTEs	Budget/ FTEs
Performance Audits	\$ 1,038,382 8.50	1,284,811 8.50	1,209,741 9.50	1,220,986 9.50
Provides objective assurance on the effectiveness of internal control processes and assesses risks associated with City operations.				
Agreed-Upon Procedures Audits	33,178 0.25	37,788 0.25	31,835 0.25	32,131 0.25
Provides requested assistance to a City department for certain agreed-upon audit procedures to be performed.				
Investigations	33,178 0.25	37,788 0.25	31,835 0.25	32,131 0.25
Provides audit assistance to the City Managers Office and department directors as requested to investigate instances of apparent non-compliance with approved policies, procedures and other requirements.				
Total Budget	\$ 1,104,738	1,360,387	1,273,411	1,285,249
Total FTEs	9.00	9.00	10.00	10.00

FY 2019 Budget and Staffing Highlights

Decreases

- Reduced line item budget to reflect identified efficiencies and cost reductions \$ 11,300

Increases

- Increase in personnel expenses primarily due to annualized compensation \$ 109,341

Performance Measure Highlights

Performance Achievement

	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Performance Audits			
Number of performance audits completed	10	12	12
Percentage of staff with at least one key certification (certified internal auditor (CIA), certified information systems auditor (CISA), or certified public accountant (CPA))	60%	70%	≥75%

Human Resources

Mission

Under the City Manager's authority, Human Resources oversees the development and operation of programs and services that support the City's efforts to be an employer of choice. We do this by creating great employee experiences that attract and retain qualified, productive and motivated employees who provide efficient and effective services to the citizens.

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 provides payroll and enterprise personnel record management services
 - Support the organization by managing change, designing and implementing organizational development efforts, fostering a positive and inclusive work environment, and recruiting/retaining a skilled and diverse workforce with competitive compensation and benefit plans
-

Budget and Staffing Overview

<u>Budget</u>	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change FY 2018
	Actual	Actual	Revised	Budget	FY 2019
Personnel	\$ 3,454,071	3,657,280	3,145,006	5,306,552	68.7%
Operating	1,016,456	1,092,853	1,879,597	1,313,158	-30.1
Department Charges	(244,757)	(118,226)	(115,183)	(1,027,594)	792.1
Total Expenditures	\$ 4,225,770	4,631,907	4,909,420	5,592,116	13.9%

<u>Staffing</u>	FTE Count Change				
	Total FTEs	36.00	36.00	40.00	46.00

Human Resources

Department Services	FY 2016	FY 2017	FY 2018	FY 2019
	Actual/ FTEs	Actual/ FTEs	Revised/ FTEs	Budget/ FTEs
Talent Acquisition and Management Provides a framework for talent acquisition and workforce planning across the organization using a structured process leveraging recruitment and hiring plan. Provides strategies for current and projected employee skills gaps, diminishing organizational knowledge and capacity.	\$ 0 0.00	30,961 1.00	122,844 3.00	488,247 4.25
Payroll, Job Applications, and Employee Records Provides management of the PeopleSoft system, and management of the job application system. Provides maintenance of employment records such as job data, time entry, pay, taxes, performance, benefit, and leave records.	1,056,443 9.00	1,077,381 9.00	1,071,547 10.00	1,211,306 10.00
Employment Compliance and Department Consulting Provides expertise in federal, state, and local employment and human resources matters; employee records management; and analyzes metrics to promote a positive, inclusive work environment. Provides workforce development initiatives, outreach to underserved populations, City internship coordination, and community engagement.	792,332 6.75	787,892 6.00	944,384 7.00	712,420 7.00
Benefits Provides development, implementation, administration, and evaluation of benefit and wellness programs. Provide ongoing education on best use of available benefits.	704,295 6.00	789,892 6.00	809,472 6.00	890,525 8.75
Organizational Development and Learning Provides expertise in organizational change readiness and performance improvement, performance problems diagnostics and optimization plans for a positive and engaged organizational culture. Provides employee learning, orientation, new supervisor, and technology training via onsite technology labs. Provides employee recognition programs.	1,056,442 9.00	1,283,056 9.00	1,286,611 9.00	1,577,197 9.00
Compensation Planning Provides compensation program administration, recommendations, analysis of City's market competitiveness, and annual pay recommendations. Manages the City's benchmark job classification system.	264,111 2.25	265,465 2.00	269,824 2.00	305,323 3.00
Administration Provides department leadership, budget, financial management and procurement and web services.	352,147 3.00	397,260 3.00	404,736 3.00	407,097 4.00
Total Budget	\$ 4,225,770	4,631,907	4,909,420	5,592,116
Total FTEs	36.00	36.00	40.00	46.00

Human Resources

FY 2019 Budget and Staffing Highlights

	Amount
Decreases	
• Reduction in Compensation Program services to reflect identified efficiencies and cost reductions.	\$ 20,000
• Reduce various line item budgets to reflect identified efficiencies and cost reductions.	\$ 12,800
• Reduction in Citywide Training Programs service to reflect identified efficiencies and cost reductions. The reduction in service has the following impact: reduces citywide training and development programs.	\$ 10,000
Increases	
• Based on an assessment of internal services, the resulting service realignments resulted in the reallocation of two FTEs.	\$ 205,968
• Addition of one FTE to support the City's Compensation Planning Program.	\$ 109,978
• Establish a fellowship program to help develop a pipeline of public servants.	\$ 100,000
• Addition of one FTE to support the citywide benefits, health insurance program, ensuring accurate budgeting and projections.	\$ 98,725
• Increase for Employee Engagement citywide.	\$ 25,000

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Grow the Apprenticeship Program	New Measure in FY 2018	Operationalize one apprenticeship program	Grow program by eight apprentices
Participation rate of City employees engaged in medical/wellness options	77%	≥65%	≥65%
Participation rate of Human Resources employees engaged in medical/wellness options	97%	≥80%	≥80%
Achieve departmental participation goal for Charlotte Business INClusion program.	27%	3%	3%

Innovation and Technology

Mission

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

Responsibilities

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

Budget and Staffing Overview

	FY 2016	FY 2017	FY 2018	FY 2019	Percent Change FY 2018
<u>Budget</u>	Actual	Actual	Revised	Budget	FY 2019
Personnel	\$ 12,932,200	14,282,954	16,375,388	17,309,718	5.7%
Operating	18,190,177	18,295,721	19,319,729	19,454,378	0.7
Department Charges	(5,020,193)	(6,467,086)	(7,229,360)	(7,626,499)	5.5
Total Expenditures	\$ 26,102,184	26,111,589	28,465,757	29,137,597	2.4%
Total Revenues	\$ 3,806,700	3,920,084	3,855,016	3,872,289	0.4%
Net Expenditures	\$ 22,295,484	22,191,505	24,610,741	25,265,308	2.7%

					FTE Count	Change
<u>Staffing</u>						
Total FTEs	130.00	138.00	144.00	145.00	1.00	

Innovation and Technology

Department Services	FY 2015 Actual/ FTEs	FY 2017 Actual/ FTEs	FY 2018 Revised/ FTEs	FY 2019 Budget/ FTEs
Administration Leads initiatives for Relationship Management, Process Improvement, Governance, Enterprise Architecture, and Financial Management services.	\$ 2,388,354 17.00	2,501,230 17.00	2,724,058 18.00	2,822,738 18.00
Enterprise Project Management Provides project management and resource management for all City projects that have an IT component.	769,024 4.00	860,825 4.00	1,686,649 7.00	1,504,819 7.00
Information Security Administers the Corporate Security Program and complete management and oversight for IT security operations.	1,670,632 4.00	2,355,381 6.00	2,805,142 7.00	3,149,550 8.00
Enterprise Application Builds, maintains, and operates the City's financial management, budgetary, and procurement platforms necessary for the City to conduct daily business.	6,666,414 44.00	6,559,217 46.00	8,530,647 45.00	9,231,398 45.00
Operations and Service Management Administers and maintains IT service management system which includes ordering, storage, configuration, and delivery of customer end user computing assets.	7,451,750 22.00	6,779,952 22.00	7,215,379 22.00	6,693,995 22.00
Network and Telecommunication Operations Provides City-wide support of Enterprise data networks used for computers, voice, video, and infrastructure support device.	3,925,401 7.00	4,845,021 7.00	4,587,421 9.00	5,351,458 9.00
Facilities and Data Services Provides hardware installation and management of Windows and Unix Servers, Storage Area Networks, and locally attached storage arrays.	1,990,783 12.00	2,708,061 12.00	2,870,847 12.00	2,439,183 12.00
Public Safety Communications Maintains the radio and data infrastructure for all public safety and public works agencies throughout the City, Mecklenburg County, and several surrounding counties and municipalities.	6,260,019 20.00	5,968,988 24.00	5,274,974 24.00	5,570,955 24.00
Department Charges	(5,020,193)	(6,467,086)	(7,229,360)	(7,626,499)
Total Budget	\$ 26,102,184	26,111,589	28,465,757	29,137,597
Total FTEs	130.00	138.00	144.00	145.00

Innovation and Technology

FY 2019 Budget and Staffing Highlights

Decreases

	Amount
• Reduced operating costs due to review of project funding requirements	\$ 482,801
• Reduced service levels related to GIS software updates and Aerial Imagery services.	\$ 300,000
• Reduced contractor expenses for IT project management based on current project plans.	\$ 300,000

Increases

• Increase due to ongoing software and maintenance requirements.	\$ 1,217,450
• Increase in personnel expenses primarily due to annual merit increases.	\$ 787,713
• Added one FTE for Security to further strengthen the City's Airport Tenant Network from security threats.	\$ 146,617

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Administration			
Develop and annually update the Technology Master Plan that corresponds with annual Community Investment Plan and Operating Budget requests	Completed	December 2017	December 2018
Information Security			
Tracks, reports, and manages potential threats on In-bound network traffic from top 10 non-US countries (hits from the world wide web related to Charlotte).	New Measure in FY 2018	497,000 hits per day	Maintain FY18 (MTTI)
Enterprise Applications			
Ensure system availability to end users. Create infrastructure, processes, and remedies to provide Enterprise Resource Planning system availability during normal financial business hours	99.00%	99.00%	99.00%
Operations and Service Management			
Maintain the City's core infrastructure at a very high level, with a goal of system availability at nearly 100 percent	99.99%	99.75%	99.75%
Network and Telecommunication Operations			
Over 6,000+ end-user devices need updates prior to End-of-Life in FY 2019. Deploy 1/3 of converted telecommunications devices during each fiscal year 2016-2018	1,835	2,000	tbd
Facilities and Data Services			
Maintain and monitor the City's Data Center, with a goal of achieving 100 percent up-time annually	100.00%	100.00%	99.75%
Public Safety Communications			
Maintain the Public Safety Communications Radio Network at a very high level, with a goal of system availability at nearly 100 percent	99.99%	99.99%	99.99%

Management and Financial Services

Mission

Management and Financial Services partners with customers to achieve their service goals in the community through sound management of finances

Responsibilities

- Provides strategic financial planning and accounting services to the City; manages 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 reasonable assurance that the City has an operating and effective system of internal controls.
- 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>	FY 2016		FY 2017		FY 2018		Percent Change FY 2018
	Actual		Actual		Revised	Budget	
Personnel	\$ 18,357,526		19,173,086		21,593,142	11,312,354	-47.6%
Operating	13,123,726		13,208,806		11,930,083	5,702,384	-52.2
Capital	57,885		85,891		85,500	0	-100.0
Grants and Contributions	84,212		83,048		200,000	0	-100.0
Department Charges	(13,099,959)		(14,561,327)		(14,417,882)	(167,841)	-98.8
Total Expenditures	\$ 18,523,390		17,989,504		19,390,843	16,846,897	-13.1%
Total Revenues	\$ 10,668,629		10,223,055		10,712,600	8,524,727	-20.4
Net Expenditures	\$ 7,854,761		7,766,449		8,678,243	8,322,170	-4.1

<u>Staffing</u>	FTE Count Change				
	Total FTEs	246.00	246.00	255.00	119.00 -136.00

Note: Internal Audit and Strategy and Budget were reorganized as separate Departments in FY 2017. Amounts have been adjusted for all Fiscal Years.

Management and Financial Services

Department Services	FY 2016	FY 2017	FY 2018	FY 2019
	Actual/ FTEs	Actual/ FTEs	Revised/ FTEs	Budget / FTEs
Departmental Support Services* Provides centralized administrative support, communications/marketing, business resource analysis, human resources, and budget/financial management services to the department.	\$ 2,146,388 14.00	2,187,228 14.00	2,513,936 15.00	0 0.00
Charlotte Business INclusion Provides registration and certification services to small businesses, local minority, and/or women-owned businesses; provides monitoring and reporting services.	799,496 11.00	817,377 11.00	1,068,426 11.00	1,016,418 10.00
Fleet Management* Provides full spectrum fleet management services including equipment specification, predictable preventative maintenance, and commissioning/decommissioning services.	2,448,580 119.00	1,423,323 119.00	1,900,033 124.00	0 0.00
Financial Management Partners with departments to develop financial plans and efficient financing methods for infrastructure improvements. Provides custodial services for all City financial assets.	1,762,189 11.00	2,125,715 11.00	2,004,771 12.00	3,461,675 16.00
Financial Reporting* Provides general accounting services such as: maintaining accounting records; preparing information for management; prepares financial reports and statements, and the Comprehensive Annual Financial Report.	2,671,136 38.00	2,626,505 38.00	3,455,325 39.00	1,728,144 17.00
Financial Services* Provides accounts payable services; invoice processing, accounts receivable billing and collection activities for City departments, employee reimbursements, and employee travel.	0 0.00	0 0.00	0 0.00	1,896,305 22.00
Revenue Management Provides collection and deposit services for the City, such as: billing and collections for animal licenses, transit passes, loans, parking violations, and utility billing.	5,688,036 30.00	5,828,770 30.00	5,588,732 30.00	5,830,058 30.00
Corporate Procurement Management Provides procurement and contracting of commodities, goods and services. Provides asset recovery and disposal services required to manage used, seized, and surplus assets. Provides services required for the administration and management of the City's Corporate Procurement Card Program.	3,007,565 23.00	2,980,586 23.00	2,859,620 24.00	2,914,297 24.00
Total Budget	\$ 18,523,390	17,989,504	19,390,843	16,846,897
Total FTEs	246.00	246.00	255.00	119.00

*Note - Departmental Support Services transition to corporate support model; Fleet Management transferred to Engineering and Property Management; and General Accounting was separated into separate service areas, Financial Reporting and Financial Services in FY 2019.

Management and Financial Services

FY 2019 Budget and Staffing Highlights

Decreases

- Transfer of Fleet Management to Engineering & Property Management Department. \$ 1,466,559
- Based on an assessment of internal services, the resulting service realignments produced \$628,406 in budget reductions and the reduction of seven FTEs. \$ 628,406
- Based on an assessment of internal services, the resulting service realignments resulted in the reallocation of \$488,315 and five FTEs. \$ 488,315
- Reduction in personnel expenses to reflect average vacancy rates. \$ 104,132
- Reduction in the expenses attributed to the General Fund for services provided to the Municipal Debt Service Fund. \$ 95,047

Increases

- None \$ 0

Performance Measure Highlights

	Performance Achievement		
	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Charlotte Business INclusion			
Increase direct spending with small, minority, and women-owned enterprises over previous Fiscal Year	12.82%	>14% direct spend over prior Fiscal Year	>16% direct spend over prior Fiscal Year
Fleet Management			
Achieve cost efficiency with the City's Motor Pool Program by operating at a lower cost than mileage reimbursement	New Measure in FY 2017	Operating and maintenance ≤\$0.535/mile	Operating and maintenance ≤\$0.535/mile
Financial Management			
Maintain AAA credit rating on the City's general credit	Achieved	Maintain AAA credit rating	Maintain AAA credit rating
General Accounting			
Ensure completion of the Comprehensive Annual Financial Report by the deadline	Achieved	September 30, 2017	October 31, 2018
Revenue Management			
Establishment of electronic payment options	New Measure in FY 2018	Achieve	Achieve
Corporate Procurement Management			
Review and revise City-wide procurement and payment policies and procedures in support of Procure to Pay Program initiative and to improve governance, compliance, and internal controls strategies and objectives	New Measure in FY 2018	Completion by June 30, 2018	Provide recommended revisions to policies and procedures

Other Operating Overview

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

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

Services Provided	FY 2016 Revised	FY 2017 Revised	FY 2018 Revised	FY 2019 Budget
FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES				
Arts and Science Council	\$ 2,940,823	2,940,823	3,190,823	3,190,823
Supports cultural and arts agencies in the City. FY 2018 included one-time \$250,000 increase to expand community/neighborhood-based Cultural Vision Grants. FY 2019 City Council approved a permanent \$250,000 increase for General Operating.				
Safe Alliance (formerly United Family Services)	333,977	333,977	333,977	382,977
Provides counseling and guidance for crime victims and their families. FY 2019 includes one-time funding to improve services for victims of domestic violence				
Community Building Initiative	50,000	50,000	50,000	50,000
Serves as community resource providing strategic assistance in promoting racial and ethnic inclusion and equity				
Library	2,500	2,500	2,500	2,500
Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements				
City Memberships and Subscriptions	579,590	630,844	670,315	654,850
Funds the City's participation in the following organizations:				
UNC Chapel Hill School of Government	92,737	96,407	100,246	103,253
NC League of Municipalities (NCLM)	98,964	109,760	111,084	113,306
Alliance for Innovation	0	8,250	8,250	8,250
US Conference of Mayors	26,216	26,216	26,216	26,216
National League of Cities	25,490	25,490	25,490	25,490
NC Metropolitan Coalition	19,633	20,026	20,415	20,823
Charlotte Regional Partnership	141,008	151,881	155,111	158,250
Centralina Council of Governments	175,542	192,814	223,503	199,262
Total Financial Partners and Other Community Agencies	\$ 3,906,890	3,958,144	4,247,615	4,281,150

Non-Departmental Accounts

Services Provided	FY 2016 Revised	FY 2017 Revised	FY 2018 Revised	FY 2019 Budget
COUNTY ADMINISTERED				
County Storm Water Provides for the City's payment of its County storm water fees	\$ 1,631,724	2,019,705	2,019,705	2,019,705
Elections Office Provides the City's share of the normal expenses of the County Elections Office, per the cost sharing formula in the City-County Interlocal Agreement. FY 2019 includes the 2018 Mid-term election.	2,185,795	1,715,677	2,316,078	2,040,998
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license. FY 2019 includes a one-time \$75,000 audit expense to assist with collections.	259,362	310,524	286,934	370,259
Total County Administered	\$ 4,076,881	4,045,906	4,622,717	4,430,962
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.	\$ 16,336,096	16,618,965	17,025,811	19,065,411
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial practice of transferring all interest earnings to support the Capital Program. This practice will be discontinued in FY 2019.	552,500	637,325	775,125	0
Street Resurfacing Provides supplemental funding to the Powell Bill street maintenance fund for increased level of street resurfacing.	4,261,000	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. This also includes a \$200,000 transfer to PAYGO to fund a recurring parking meter program.	16,539,822	18,223,596	20,027,328	20,919,558
Total Capital Investment	\$42,228,709	44,280,177	46,628,555	48,785,260

Non-Departmental Accounts

Services Provided	FY 2016 <u>Revised</u>	FY 2017 <u>Revised</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>
OTHER ACCOUNTS				
Street Lighting Represents electrical operating costs for the City's street lighting program	\$ 10,697,617	10,957,317	11,254,579	11,328,023
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA; annual amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events	4,721,222	5,242,572	5,484,823	5,752,992
Mecklenburg Towns' Tourism Subsidy Distributes a portion of the occupancy and prepared food and beverage taxes to Mecklenburg County's six towns; annual amount and distribution are determined per North Carolina State Statute	3,236,719	3,225,538	3,803,446	3,986,127
Retirement and Other Reserves Funding provides a compensation contingency for potential sworn officer and other retirement payouts.	1,300,000	1,300,000	414,171	1,000,000
YMCA Contributed one-time funding in FY 2018 to support the "Summer of Opportunity Partnership," pilot program between the Charlotte-Mecklenburg Police Department (CMPD) and the YMCA.	0	0	50,000	0
Transit passes for City Employees Provide all access transit passes to all City employees for nominal employee contribution of \$33 per employee	0	0	0	334,484
Jobs Collaborative Goodwill Industries, Charlotte-Mecklenburg Schools, and Central Piedmont Community College have teamed up to offer construction trade skill training and certifications to high school students and young adults through a training center called "The ROC" - Rebuilding Opportunities in Construction.	0	0	0	100,000
Historic West End Initiative Partner with Charlotte Center City Partners on the funding of west side municipal service district services to continue the work being done through an existing grant	0	0	0	125,000
Micro grants The JumpStart Community Safety Micro-Grant program was born out of the Community Empowerment Initiative and provides up to \$500 to community organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents.	0	0	0	100,000
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	0	200,000	200,000	200,000

Non-Departmental Accounts

<u>Services Provided</u>	FY 2016 <u>Revised</u>	FY 2017 <u>Revised</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>
OTHER ACCOUNTS (continued)				
Charlotte-Mecklenburg Government Center Parking \$ Provides funding for operation, utilities, and maintenance of the CMGC parking deck. The cost is 39.4 percent funded by Mecklenburg County, based on the ratio of the number of parking spaces.	358,479	369,443	419,740	562,811
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.	200,000	200,000	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. Per recommendation from Financial Reporting, for FY 2019 this will be included in the vehicle purchase cost.	200,000	200,000	200,000	0
CIAA Men's Basketball Tournament The City successfully won rights to host the CIAA Men's Basketball Tournament in FY 2006. 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.	300,000	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.	345,000	345,000	348,000	348,000
Charlotte-Mecklenburg Government Center Rent Funds building rent for unoccupied areas	80,236	77,961	15,084	0
Federal Program Representative Provides the General Fund share of the contract for local government liaison with the federal government. Includes \$12,840 for eCivis grant research subscription. CATS, Charlotte Water, and Aviation contribute the remaining funding for the program representative.	104,840	123,840	123,840	123,840
YMCA My Brother's Keeper Partnership with the YMCA for the My Brother's Keeper (MBK) initiative. The program was launched to address persistent opportunity gaps faced by boys and young men of color and to help ensure that all young people can reach their full potential.	0	0	0	50,000

Non-Departmental Accounts

<u>Services Provided</u>		FY 2016 <u>Revised</u>	FY 2017 <u>Revised</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>
OTHER ACCOUNTS (continued)					
Maintenance of Public Spaces	\$ 188,150	191,913	140,987	191,913	
Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments					
Annual Audit	67,980	70,019	72,120	74,283	
Represents the pro rata amount charged to the General Fund for the annual audit					
Citizens Review Board	20,000	40,000	60,000	80,000	
Funds operating expenses for the volunteer citizens committee, which reviews police-related incident complaints					
Synthetic Tax Increment Grant	1,291,230	1,291,024	1,291,024	1,291,024	
Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as previously approved by Council.					
City Burials	3,400	3,400	3,400	3,400	
Funds burials in City-owned cemeteries for indigent citizens					
International and Immigrant Community Outreach	0	0	0	50,000	
Partnership with the Office of International Relations and Char-Meck Library to increase the outreach and programming for international and immigrant communities					
Retiree Healthcare Savings Plan	0	0	0	600,000	
Establishment in 2019 of a defined contribution retirement healthcare investment account for Public Safety members (Sworn Officers and Firefighters) with an estimated \$1,040 annual employer contribution.					
Health Care Premium Relief Program	0	0	0	85,000	
Employees are given premium relief to ensure they are able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.5 percent of their weekly salary.					
Market Adjustment for Hourly Employees	0	0	0	175,000	
Increase hourly employee market adjustment from 1.5 percent to 2 percent in FY 2019. This is equal to the market adjustment in the Public Safety Pay Plan.					
Employee Incentive	0	0	0	500,000	
Employee incentive program tied to performance; to replace current employee incentive program.					
Undesignated Balance	0	0	0	60,000	
Total Other Accounts					
Total Non-Departmental Accounts	\$23,114,873	24,138,027	24,642,299	27,426,897	
	\$73,327,353	76,422,254	79,880,101	84,674,269	

Financial Partner Summary

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

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

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

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

Changes to Existing Financial Partners Funding

General Fund Discretionary

- All agencies, with the exception of Safe Alliance, Community Link, and Charlotte Regional Partnership are held flat at their FY 2018 funding levels.
- Safe Alliance has an increase of \$48,575. This increase will support the cost of the Domestic Violence Protective Order E-filing system.
- Community Link did not submit a request for Financial Partner funding for FY 2019.
- Charlotte Regional Partnership has an increase of \$3,139. This increase is consistent with a mutually agreed upon population per-capita formula and equals Mecklenburg County funding levels.

Dedicated Revenue Sources

- The two agencies providing services to the Municipal Service Districts #4 (Charlotte Center City Partners) and #5 (University City Partners) are budgeted at the revenue projection level provided by the County Tax Assessor's Office without any tax rate changes. Charlotte Center City Partners' FY 2019 budgets for Municipal Service Districts #1-3 includes increased tax rates to support an Ambassador Program to provide more tools to connect people in crisis with services needed.
- The Charlotte Regional Visitors Authority budget increases by approximately 2% over the FY 2018 base funding level, due to increased revenue projections for the Occupancy Tax and Food & Beverage Tax. FY 2018 funding included a one-time allocation of \$3.0 million to assist with marketing and outreach.

Federal Grant Funds

- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation
- All agencies are held flat at the FY 2018 level for the PAYGO portion of their funding.

PAYGO Funds

- Agencies that receive 100 percent PAYGO funding are held flat at the FY 2018 level.
- For agencies that receive a portion of PAYGO funds, this component is held flat at the FY 2018 level (the federal portion is allocated at the full eligible allocation).

Out of School Time Partners

- FY 2019 represents the second year of a bi-annual funding process for Out of School Time Partners.
- The total annual Out of School Time Partner funding of \$979,934 maximizes the eligible CDBG allocation of \$815,007. The remaining \$164,927 is funded by the PAYGO program.
- All current Out of School Time Partners are funded in FY 2019.

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

Financial Partner Summary

General Fund Discretionary	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Change
Arts & Science Council	\$ 2,940,823	2,940,823	3,190,823	3,190,823	0.0%
Charlotte Regional Partnership	141,008	151,881	155,111	158,250	2.0
Community Building Initiative	50,000	50,000	50,000	50,000	0.0
Safe Alliance	333,977	333,977	333,977	382,552	14.5
TOTAL	\$ 3,465,808	3,476,681	3,729,911	3,781,625	1.4%
Dedicated Revenue Sources	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Change
Charlotte Center City Partners	\$ 4,000,022	4,151,377	4,164,496	5,084,056*	22.1%
University City Partners	643,792	752,252	743,095	752,149	1.2
Charlotte Regional Visitors Authority	13,597,941	14,980,811	18,896,727	16,218,480**	-14.2
Charlotte Regional Visitors Authority - Film Commission	150,000	150,000	150,000	150,000	0.0
TOTAL	\$ 18,391,755	20,034,440	23,954,318	22,204,685	-7.3%
100% Federal Grant Funds	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Change
Carolinas Care Partnership	\$ 1,640,862	2,242,491	2,362,276	2,362,276	0.0%
Charlotte Family Housing	330,000	330,000	330,000	330,000	0.0
TOTAL	\$ 1,970,862	2,572,491	2,692,276	2,692,276	0.0%
100% PAYGO Funds	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Change
Community Link	\$ 450,000	450,000	450,000	0	-100.0%
Crisis Assistance Ministry	380,000	380,000	380,000	380,000	0.0
TOTAL	\$ 830,000	830,000	830,000	380,000	-54.2%
Federal & PAYGO Funds	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	\$ 1,960,000	1,960,000	1,860,000	1,860,000	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	2,091,000	2,091,000	0.0%
Out of School Time Partners	FY 2016 Actual	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Change
Greater Enrichment Program	200,000	200,000	200,000	200,000	0.0%
YWCA	200,000	200,000	200,000	200,000	0.0
Arts & Science Council Studio 345	0	0	95,700	200,000***	0.0
Police Activities League	200,000	200,000	53,275	156,000***	0.0
Above and Beyond Students	0	0	157,934	157,934	0.0
Behailu Academy	66,000	66,000	66,000	66,000	0.0
Citizen Schools	\$ 200,000	200,000	0	0	0.0
Bethlehem Center	113,934	113,934	0	0	0.0
TOTAL	\$ 979,934	979,934	772,909	979,934	26.8%

* FY 2019 CCCP budget includes increased tax rates to support an Ambassador Program.

** FY 2018 CRVA budget included an additional \$3.0 million to assist with expanded marketing and outreach.

*** FY 2018 Revised allocations of \$95,700 and \$53,275 respectively for Arts & Science Council Studio 345 and Police Activities League reflect a funding proration from the original budgets due to program constraints.



This page intentionally left blank.

Summary Statistics and Schedules

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

Listing of Schedules

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

Summary Statistics and Schedules

Fund Descriptions – Major Governmental Funds

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

The City uses three types of funds:

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

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

Major Governmental Funds include:

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

Major Enterprise Funds include:

- 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.
- Storm Water - This fund accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
- Water and Sewer - This fund accounts for the operation of the Charlotte Water Department, provider of water and wastewater services.

Summary Statistics and Schedules

- Internal service funds are used to report activities that provide supplies and services for the City's other programs and activities. Internal service activities predominately benefit governmental rather than business-type activities. These funds account for:
 - The general insurance program of the City, as well as risk management services provided, on a cost-reimbursement basis, to other governmental units and agencies in Mecklenburg County, and
 - Funds contributed by the City and its employees for health and life benefits.
- 3. Fiduciary Funds – The City is the trustee, or fiduciary, for the Firefighters' Retirement System and the Employee Benefit Trust. The City is responsible for ensuring that the assets reported in these funds are used for their intended purposes. The City cannot use these assets to finance its operations. These funds account for:
 - Resources accumulated for the provision of benefit payments to the Charlotte Firefighters' Retirement System members and their beneficiaries; and
 - Resources accumulated for the provision of other postemployment benefit payments for retirees and their beneficiaries.

Summary Statistics and Schedules

Fund Descriptions – Non-Major Governmental Funds

Special Revenue Funds

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

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

Permanent Fund

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

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

Summary Statistics and Schedules

Debt Service Fund

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

Capital Projects Fund

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

Enterprise Funds

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

- 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.
- Storm Water Fund. Accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
- Water and Sewer Fund – Accounts for the operation of Charlotte Water, provider of water and wastewater 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.

- Employee Health and Life Fund – Accounts for funds contributed by the City and employees for health and life benefits.
- 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.

Citywide Summary of Tax Levies

	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>
<u>Citywide Assessed Valuation</u>			
Assessed Property Value	\$ 93,830,455,252	96,617,272,663	98,847,293,588
<u>Citywide Tax Rate Per \$100 Valuation</u>			
<u>Fund</u>			
General	0.3741	0.3741	0.3816
Municipal	0.0926	0.0926	0.0951
Pay-As-You-Go	0.0120	0.0120	0.0120
Total City-wide Tax Rate	0.4787	0.4787	0.4887
<u>Collection Rate</u>			
All Funds	0.9810	0.9875	0.9900
<u>Citywide Tax Levy*</u>			
<u>Fund</u>			
General	\$ 339,536,504	354,527,152	373,429,260
Municipal Debt Service	84,802,816	87,915,917	93,063,738
Pay-As-You-Go	10,930,156	11,369,147	11,743,058
Total Citywide Tax Levy	\$ 435,269,476	453,812,216	478,236,056
* Levy excludes estimated rebates			
<u>Municipal Service Districts</u>			
<u>Rates Per \$100 in Valuation</u>			
District 1 - Center City	0.0168	0.0168	0.0208
District 2 - Center City	0.0233	0.0233	0.0293
District 3 - Center City	0.0358	0.0358	0.0418
District 4 - South End	0.0668	0.0668	0.0668
District 5 - University City	0.0279	0.0279	0.0279
<u>Municipal Service Districts</u>			
<u>Assessed Valuation</u>			
District 1 - Center City	\$ 7,730,251,721	7,885,841,558	8,183,546,653
District 2 - Center City	3,280,575,709	3,284,759,497	3,483,647,721
District 3 - Center City	3,320,707,059	3,358,293,703	3,436,932,487
District 4 - South End	1,291,857,493	1,384,388,551	1,460,907,143
District 5 - University City	2,740,786,581	2,697,136,682	2,723,105,506

Summary of Full-time Equivalent Allocation by Fund

Departments	FY 2018 Revised Total FTEs	FY 2019 Budget Total FTEs	FY 2019 FTE Count Change
Police	2,497.50	2,504.50	7.00
Fire	1,208.00	1,207.00	(1.00)
Solid Waste Services	314.00	314.00	0.00
Transportation	422.75	423.75	1.00
Housing and Neighborhood Services	134.00	135.00	1.00
CharMeck 311	100.75	100.75	0.00
Economic Development	18.00	19.00	1.00
Engineering and Property Management	347.00	325.00	(22.00)
Fleet Management	0.00	124.00	124.00
Planning	67.00	99.00	32.00
Mayor and City Council	12.00	12.00	0.00
City Attorney	30.00	30.00	0.00
City Clerk	7.00	7.00	0.00
City Manager's Office	12.00	11.00	(1.00)
Strategy and Budget	18.00	18.00	0.00
Communications	34.00	34.00	0.00
Community Relations Committee	10.00	10.00	0.00
Internal Audit	10.00	10.00	0.00
Human Resources	40.00	46.00	6.00
Innovation and Technology	144.00	145.00	1.00
Management and Financial Services	255.00	119.00	(136.00)
Total General Fund	5,681.00	5,694.00	13.00
Charlotte Water	912.00	958.00	46.00
Aviation	595.00	659.00	64.00
Storm Water	136.00	153.00	17.00
Charlotte Area Transit System	522.75	534.75	12.00
Risk Management	27.00	23.00	(4.00)
Total Enterprise Fund	2,192.75	2,327.75	135.00
Total All Funds	7,873.75	8,021.75	148.00

Summary of Expenditures

(Net of Transfers)

FY 2019

Fund / Activity	Operating	Percent Change From FY 2018	Capital	Percent Change From FY 2018	Total	Percent Change From FY 2018
General	\$ 601,296,748	3.4%	0	0.0%	601,296,748	3.4%
Aviation	172,053,116	11.2	454,057,618	5.7	626,110,734	7.1
Charlotte Water	158,548,925	7.2	241,779,521	23.7	400,328,446	16.6
Charlotte Area Transit System	154,400,898	4.2	60,166,325	-63.2	214,567,223	-31.2
Storm Water Utility	15,376,157	-0.7	52,000,000	-35.4	67,376,157	-29.8
Debt Service	251,369,407	8.2	0	0.0	251,369,407	8.2
Powell Bill	22,611,605	0.0	0	0.0	22,611,605	0.0
Convention Center	24,882,488	1.7	0	0.0	24,882,488	1.7
NASCAR Hall of Fame	5,400,000	45.9	0	0.0	5,400,000	45.9
Public Safety and Other Grants	13,577,464	11.9	0	0.0	13,577,464	11.9
Public Safety 911 Services	3,305,691	-15.0	0	0.0	3,305,691	-15.0
Housing and Neighborhood Svcs Grants	11,108,077	-5.0	0	0.0	11,108,077	-5.0
Municipal Service Districts	5,836,205	18.9	0	0.0	5,836,205	18.9
Risk Management	1,456,357	-5.6	0	0.0	1,456,357	-5.6
Tourism Operating	6,640,782	10.6	0	0.0	6,640,782	10.6
Pay-As-You-Go (General)	36,908	-89.0	0	0.0	36,908	-89.0
General Community Investment Plan	0	0.0	364,411,418	147.7	364,411,418	147.7
Total Budget	\$ 1,447,900,828	5.2%	1,172,414,882	15.4%	2,620,315,710	9.5%

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 FY 2019 by the Fire Department, which totals \$6,215,852 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 FY 2019, the total budget included in the above Operating Fund is:

Risk and Loss at \$21,300,432; Workforce Group Insurance at \$77,418,496; Totaling to \$98,718,928

Summary of Expenditures

General Fund (Gross Expenditures)

Department	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Police	\$ 250,075,726	261,687,379	272,691,156	4.2%
Fire	120,691,781	123,895,982	126,675,700	2.2
Solid Waste Services	53,276,811	57,214,748	59,675,276	4.3
Transportation	23,983,545	26,368,588	26,634,763	1.0
Housing and Neighborhood Services ¹	18,559,178	19,008,181	19,931,100	4.9
Economic Development ¹	3,102,650	5,615,555	5,798,807	3.3
Engineering & Property Management ²	16,846,398	20,205,948	20,160,120	-0.2
Planning Design and Development ¹	5,797,218	6,964,971	10,217,713	46.7
Mayor & City Council ³	1,557,983	741,518	742,369	0.1
City Attorney	3,361,273	2,658,071	2,705,078	1.8
City Clerk	614,432	725,224	771,539	6.4
City Manager's Office ¹	3,221,477	2,572,753	2,678,128	4.1
Strategy and Budget ⁴	1,738,431	2,245,806	2,446,755	8.9
Communications ^{3,5}	2,344,450	3,937,991	4,178,779	6.1
Community Relations Committee ⁵	1,013,667	1,075,413	1,097,564	2.1
Internal Audit ³	1,360,387	1,273,411	1,285,249	0.9
Human Resources	4,631,907	4,909,420	5,592,116	13.9
Innovation & Technology	26,111,589	28,465,757	29,137,597	2.4
Management & Financial Services ^{2,4}	17,989,504	19,390,843	16,846,897	-13.1
Non-Departmentals	103,473,981	79,880,101	85,119,269	6.6
Total General Fund Expenditures	\$ 659,752,388	668,837,660	694,385,975	3.8%

¹ The Housing and Neighborhood Services and Economic Development Departments were created in FY 2017 using existing resources. The two Departments are the result of the separation of the Neighborhood & Business Services Department to better provide streamlined services. Part of this realignment includes eight zoning positions in Housing and Neighborhood Services being transferred to the Planning Department for FY 2018. CharMeck 311, previously a division of the City Manager's Office is now a division of Housing and Neighborhood Services.

² The Fleet Management division was realigned to Engineering & Property Management from Management & Financial Services beginning in Fiscal Year 2019.

³ Mayor and City Council support staff were realigned to the Office of Constituent Services in Communications for FY 2018.

⁴ The Strategy & Budget and Internal Audit Departments were previously offices in the Management & Financial Services Department. As of FY 2018 they are shown as separate departments.

⁵ Communications and Community Relations Committee were previously divisions of the City Manager's Office. As of FY 2018 they are shown as separate departments.

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 FY 2019. 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 FY 2019 totals \$694,385,975. There is a revenue increase of \$25.5 million (or 3.8%) over the FY 2018 Budget. The increase in revenues for the City's General Fund budget is the result of a projected growth of 4.6% in property tax collections. The City's general fund tax rate of 38.16¢ per \$100 valuation reflects a 0.75¢ increase to provide funding to enhance Police pay and benefits, vehicles, and equipment. For FY 2019, revenue estimates are compiled 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 38.16¢ per \$100 valuation. This will yield \$377.9 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.00 percent. This represents a \$16.5 million revenue increase over FY 2018. The tax base used in this budget preparation represents a total property valuation of \$98.8 billion (including motor vehicles). One cent on the City's tax rate produces \$9.8 million in revenue, after the 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 \$110.8 million in sales tax revenue in FY 2019, a \$4.8 million (or 4.5 percent) increase over FY 2018. Local sales taxes levied by the City and County comprise 2.50 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the State took over ¼-cent of the Article 44 local option sales tax. The City will be completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects the sales taxes and distributes them to the local units.

Utility Franchise Sales Tax: As of July 1, 1999, each city's share of the utility franchise fee was based on actual receipts from companies that provide electricity. The State levied a 3.22 percent franchise tax on the total gross receipts of all businesses within the state that provide electricity. An amount equal to 3.09 percent 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 Fee. This revenue source is projected to be \$53.0 million in FY 2019, which represents a decrease of \$2.7 million (or 4.8 percent) under FY 2018.

Solid Waste Services Fee: The City collects a single family residential solid waste fee of \$46 and a multi-family fee of \$46 to offset the cost of the solid waste system. The annual single family and multi-family residential fees are increased by \$7.06, from FY 2018. This revenue source is projected to be \$16.3 million in FY 2019, which represents an increase of \$2.7 million (or 20.0 percent) above FY 2018.

Summary of Revenues

General Fund

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

	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
PROPERTY TAX				
Property Tax - Current Year Base	\$ 351,064,307	354,513,298	371,015,406	4.7%
Property Tax - Synthetic TIG Properties	0	2,413,854	2,413,854	0.0
Prior Year	0	4,800,000	4,800,000	0.0
Rebates	0	(2,400,000)	(2,400,000)	0.0
Penalties	501,182	590,000	590,000	0.0
Interest	1,484,908	1,500,000	1,500,000	0.0
Rebates of Listing Penalties		(8,000)	(8,000)	0.0
Total	\$ 353,050,397	361,409,152	377,911,260	4.6%
SALES TAX				
Sales - Article 39 (1.0%) & Article 42 (0.5%)	\$ 99,298,836	106,022,525	110,793,539	4.5%
Total	\$ 99,298,836	106,022,525	110,793,539	4.5%
UTILITIES FRANCHISE TAX				
Utility Franchise	\$ 52,627,396	55,692,000	53,000,000	-4.8%
Total	\$ 52,627,396	55,692,000	53,000,000	-4.8%
POLICE SERVICES				
Law Enforcement Services - County	\$ 16,509,793	17,994,060	14,560,000	-19.1%
Small Town Service Fees	269,471	337,403	180,000	-46.7
School Resource Officers - School Board	4,519,495	4,902,720	5,344,514	9.0
Total	\$ 21,298,759	23,234,183	20,084,514	-13.6%
TAX REIMBURSEMENTS				
Beer & Wine Tax	\$ 3,704,577	3,994,617	4,074,510	2.0%
State Waste Disposal Tax	416,447	515,000	568,050	10.3
Total	\$ 4,121,024	4,509,617	4,642,560	2.9%
SOLID WASTE FEE				
Refuse Disposal Fees	\$ 11,255,110	13,278,313	15,932,724	20.0%
Total	\$ 11,255,110	13,278,313	15,932,724	20.0%
BUSINESS PRIVILEGE LICENSES				
Business Privilege Licenses	\$ 26,175	0	0	0.0%
Total	\$ 26,175	0	0	0.0%
OTHER REVENUES				
Licenses and Permits				
Motor Vehicle Licenses	\$ 3,041,255	3,193,000	3,193,000	0.0%
Motor Vehicle Licenses - Rebates	(63,333)	(48,000)	(48,000)	0.0
Animal Licenses - Fertile	160,047	177,900	160,000	-10.1
Animal Licenses - Spay/Neuter	471,842	525,300	450,000	-14.3
Fire Plan Review Fees	1,731,621	2,186,910	1,912,685	-12.5
Vehicle Licenses - City Billed	19,095	15,450	20,000	29.4
Fire Permits	1,498,000	1,854,365	2,010,705	8.4
Security Dog Licenses	-	100	100	0.0
Vehicle for Hire Fees and Permits	285,884	320,000	281,660	-12.0
Carrier Franchise Fees	82,760	100,000	100,000	0.0
Video Programming (Cable Franchise) Fees	7,767,543	7,959,632	7,847,617	-1.4
Development Plan Review Fees	5,934,458	5,500,000	6,033,447	9.7
Sexually Oriented Businesses Licenses	88,275	109,716	109,716	0.0
Parking and Parade Permits	99,521	100,000	108,516	8.5
Total	\$ 21,116,968	21,994,373	22,179,446	0.8%

Summary of Revenues

General Fund

	<u>FY 2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	Percent Change FY 2018 FY 2019
Fines, Forfeits and Penalties				
Vehicle for Hire Penalties	\$ 39,889	30,000	30,000	0.0%
Housing Code Violations	165,010	135,983	155,726	14.5
Parking Citations	763,044	789,665	819,780	3.8
Parking Citation Penalties	71,611	90,000	74,401	-17.3
Security Alarm Fines	643,398	620,000	650,000	4.8
Fire Citation Fines	87,471	80,000	84,500	5.6
Zoning Enforcement Fines	91,503	70,527	134,209	90.3
Court Assessment Crime Lab	112,703	150,000	115,000	-23.3
Privilege License Penalties	3,036	0	0	0.0
Animal License Penalties	53,259	40,000	40,000	0.0
Animal Citation Penalties	19,890	10,000	10,000	0.0
Court Costs - Superior	103,325	115,000	115,000	0.0
Court Awards - Vice & Narcotics	225	50	50	0.0
Animal License Late Fees	74,748	76,500	76,500	0.0
Total	\$ 2,229,112	2,207,725	2,305,166	4.4%
Interlocal Grants and Agreements				
Wireless Communications	\$ 3,715,477	3,663,066	3,680,339	0.5%
Fleet Maintenance	1,379,572	1,600,000	1,485,387	-7.2
Webhosting - County	91,950	91,950	91,950	0.0
First Responder	484,500	484,500	484,500	0.0
Procurement Services	125,940	200,000	115,328	-42.3
Customer Services - CharMeck 311	1,235,935	1,411,560	1,287,932	-8.8
CMGC Occupancy	791,800	786,729	795,378	1.1
Recycling Program Proceeds	193,868	120,000	140,000	16.7
Corporate Communications Services	11,761	12,000	12,000	0.0
CMGC Phone Costs - County	29,897	0	0	0.0
County Grant Income	16,104	0	0	0.0
Total	\$ 8,076,804	8,369,805	8,092,814	-3.3%
Federal and State Shared Revenues				
ABC Stores Revenue	\$ 4,004,760	5,339,680	5,446,474	2.0%
Total	\$ 4,004,760	5,339,680	5,446,474	2.0%
General Government				
Enhanced User Fees	\$ 0	0	807,383	100.0%
Utility Right-of-Way Ordinance Fees	1,171,351	135,000	0	-100.0
County Plan Review	848,400	919,558	0	-100.0
Zoning Petition Filing Fees	1,809,370	1,500,000	3,291,457	119.4
Annexation Fees	800	400	400	0.0
Subdivision Services	496,094	543,745	588,525	8.2
Zoning Admin Fees	46,700	53,810	994,349	1,747.9
Historic District Fee	46,910	48,100	44,250	-8.0
Equipment Mgmt Svcs - Fleet	71,760	40,000	72,171	80.4
Procurement Professional Services	340,436	335,000	400,000	19.4
Procurement CCPA	214,664	180,000	300,000	66.7
Tree Planting	84,288	0	0	0.0
Park It! Program Fees	7,562	5,000	7,000	40.0
Parking Garage Fees	1,008,629	1,350,000	1,160,232	-14.1
Parking Meter Revenue	1,125,028	1,100,000	1,190,417	8.2
Rent Revenue - Misc	652,438	1,151,184	1,652,122	43.5
Total	\$ 7,924,430	7,361,797	10,508,306	42.7%

Summary of Revenues

General Fund

	<u>FY 2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	Percent Change FY 2018 FY 2019
Public Safety				
State Reimb for Services Provided - Police - Fingerprint Reports	\$ 1,448,052	1,445,537	1,474,448	2.0%
Underbrush and Debris Removal	25,258	20,000	20,000	0.0
Demolition - Clearing	460,803	481,344	492,354	2.3
Sale of Animals	260,924	119,995	271,751	126.5
Utility Street Cuts	36,015	35,000	35,000	0.0
Spay/Neuter Fees	2,683,701	2,850,000	2,850,000	0.0
Vehicle Towing and Storage	68,224	80,000	80,000	0.0
Animal Reclaim Fees	99,315	88,056	92,808	5.4
Total	\$ 5,180,107	5,229,932	5,411,361	3.5%
Cemeteries				
Sale of Cemetery Lots	\$ 263,000	202,000	292,400	44.8%
Grave Digging	313,333	344,620	401,100	16.4
Duplicate Deeds and Transfer Fees	500	400	1,000	150.0
Monument Foundation	70,806	64,679	109,410	69.2
Perpetual Care	35,800	30,000	69,100	130.3
Total	\$ 683,439	641,699	873,010	36.0%
Use of Money and Property				
Interest on Liens	\$ 177,641	150,000	224,758	49.8%
Damage to City-Owned Equipment	534,573	350,000	550,667	57.3
Reimbursement for City Car Use	94,987	106,090	106,090	0.0
Total	\$ 807,201	606,090	881,515	45.4%
Sale of Salvage and Land				
Sale of Land	217,800	100,000	100,000	0.0%
Sale of Salvage	\$ 128,550	60,000	130,000	116.7%
Sale of Used Autos	783,297	850,000	750,000	-11.8
Total	\$ 1,129,647	1,010,000	980,000	-3.0%
Other				
Miscellaneous Grants and Contributions	\$ 51,838	0	0	0.0%
Newspaper Rack Revenue	7,300	11,400	7,500	-34.2
Reimb City Svcs - SWS Spec Svcs	58,514	105,000	118,000	12.4
Telecom Review/Modifications	8,000	20,000	20,000	0.0
Other Revenue	583,246	1,100,000	612,000	-44.4
Total	\$ 708,898	1,236,400	757,500	-38.7%
Total Other Revenues	\$ 51,861,368	53,997,502	57,435,591	6.4%
TRANSFERS AND FUND BALANCE				
Transferred Revenues				
Appropriated Fund Balance for COPS Grant Match	\$ 0	463,175	0	4.9%
Occupancy Taxes - CRVA	5,484,623	5,484,823	5,752,992	25.0
Heavy Equipment Tax	713,009	600,000	750,000	244.0
Tree Mitigation Fees	1,314,782	250,000	860,000	0.0
Municipal Debt Service	111,824	119,989	122,859	35.6
Convention Center Tax - Towns' Tourism Subsidy	3,697,278	3,803,446	3,986,127	-100.0
Convention Center Tax - Stadium Traffic Control	0	250,000	250,000	0.0
PAYGO - One-time Funding	0	325,000	0	0.0
Interest on Investments - Debt Svc	706,859	775,125	1,050,725	-44.4
Total	\$ 12,028,375	12,071,558	12,772,703	5.8%

Summary of Revenues

General Fund

	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Intragovernmental Revenues				
Cost Allocation - Storm Water	\$ 1,067,847	1,214,122	1,239,224	2.1%
Cost Allocation - Charlotte Water	8,759,560	8,947,389	9,275,863	3.7
Cost Allocation - Aviation	3,085,320	3,581,903	4,092,739	14.3
Fire Control Services - Aviation	5,465,254	5,947,953	6,215,852	4.5
Account Services - Storm Water	1,788,546	1,949,416	2,017,200	3.5
Account Services - Charlotte Water	5,172,490	5,398,184	5,692,199	5.4
Cost Allocation - CATS	3,539,549	4,131,673	4,880,357	18.1
Cost Allocation - Risk Management	621,801	613,032	632,731	3.2
Police Services - Airport	6,903,765	6,743,138	8,530,919	26.5
Total	\$ 36,404,132	38,526,810	42,577,084	10.5%
Transfers from Other Funds				
Cemetery Trust	\$ 17,985	96,000	96,000	0.0%
Transfer from Capital Reserves for Police Foundation Study	379,504	0	0	0.0
OPEB Refund	1,102,775	0	0	0.0
Total	\$ 1,500,264	96,000	96,000	0.0%
Total Transfers and Fund Balance	\$ 49,932,771	50,694,368	54,585,787	7.7%
Total General Fund Revenues	\$ 643,471,836	668,837,660	694,385,975	3.8%

Summary of Fund Balances

		<u>Actual as of 6/30/2016</u>	<u>Change in FY 2017</u>	<u>Actual as of 6/30/2017</u>	<u>Percent Change FY 2016 FY 2017</u>
General Fund	\$	191,006,000	(10,592,000)	180,414,000	(5.5)%
Debt Service Fund		286,138,000	(11,606,000)	274,532,000	(4.1)
Total Governmental Fund Balance	\$	477,144,000	(22,198,000)	454,946,000	-4.7%
Enterprise Fund Total Net Position					
Aviation Net Assets	\$	1,583,128,000	74,709,000	1,657,837,000	4.7%
Charlotte Area Transit System		1,057,655,000	286,226,000	1,343,881,000	27.1
Charlotte Water		1,917,729,000	166,553,000	2,084,282,000	8.7
Storm Water		513,103,000	53,224,000	566,327,000	10.4

The City of Charlotte has two major governmental funds - General Fund and Debt Service Fund

The **General Fund** is the chief operating fund of the City. At the end of FY 2016 the total fund balance for the General Fund reached \$191.0 million. On June 30, 2017 the General Fund total fund balance totaled \$180.4 million, a decrease of approximately 5.5 percent.

The **Debt Service Fund** had a total fund balance of \$286.1 million for FY 2016 and \$274.5 million on June 30, 2017. This reflects a decrease of approximately 4.1 percent.

Aviation Operating Funds

Summary of Revenues and Expenditures

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

	<u>FY2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	<u>Percent Change</u>
	<u>FY 2018 FY 2019</u>			
<u>Operating Revenues</u>				
Terminal Rents and Fees	47,386,079	29,390,372	42,434,166	44.4
Airfield	\$ 27,218,600	25,609,918	29,177,460	13.9%
Concessions	45,830,338	45,394,000	48,501,589	6.8
Rental Cars	14,886,706	14,865,300	16,101,460	8.3
Parking	59,322,925	59,000,000	64,163,676	8.8
Fixed Based Operator Fees	14,456,159	16,918,000	18,942,914	12.0
Other	8,596,037	31,548,671	35,440,105	12.3
Total Operating Revenues	\$ 217,696,844	222,726,261	254,761,370	14.4%
Passenger Facility Charge Fund	\$ 58,854,860	33,085,096	27,923,609	-15.6%
Customer Facility Charge Fund	\$ 12,898,163	7,796,686	7,776,507	-0.3%
Total Revenues	\$ 289,449,867	263,608,043	290,461,486	10.2%
<u>Operating Expenditures</u>				
Airport Operations	\$ 48,865,657	65,676,606	68,774,559	4.7%
Airport Facilities	41,061,131	61,447,901	68,189,002	11.0
Airport Development	1,958,015	1,425,885	2,766,582	94.0
Airport Technology	8,139,192	8,964,243	11,372,148	26.9
Airport Finance	2,041,087	2,654,018	2,896,419	9.1
Airport Business and Revenue	1,557,093	2,554,990	3,643,870	42.6
Airport Administration	24,547,026	11,977,506	12,958,129	8.2
Airport Innovation and Experience	0	0	1,452,407	0.0
Total Operating	\$ 128,169,201	154,701,149	172,053,116	11.2%
Discretionary and Debt Support*	161,280,666	108,906,894	118,408,370	8.7%
Total Expenditures	\$ 289,449,867	263,608,043	290,461,486	10.2%

*Passenger Facility Charge and Customer 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.

	<u>FY 2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	Percent Change
	<u>FY 2018 FY 2019</u>			
<u>Revenues</u>				
Contribution from Aviation Operating	\$ 43,032,513	54,167,005	51,724,616	-4.5%
Contribution from Rental Car Facilities	4,470,135	4,494,502	4,465,324	-0.6
Proceeds from Sale of Debt	230,000,000	154,845,536	0	-100.0
Premium from Sale of Debt	1,500,000	1,500,000	0	-100.0
Interest on Investments	10,000	10,000	10,000	0.0
Total Revenues	\$ 279,012,648	215,017,043	56,199,940	-73.9%
<u>Expenditures</u>				
Retirement of Debt	\$ 18,309,999	16,440,000	19,975,000	21.5%
Interest on Debt	28,574,136	39,847,790	36,051,290	-9.5
Cost of Bond Sale	1,500,000	1,500,000	0	-100.0
Fees and Other Charges	628,513	449,631	163,650	-63.6
Payment to Refunding Escrow Agent	230,000,000	133,118,961	0	-100.0
Debt Service Reserve Deposit	0	21,726,575	0	100.0
Transfers to Operating Fund	0	1,934,086	10,000	100.0
Total Expenditures	\$ 279,012,648	215,017,043	56,199,940	-73.9%

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.

		FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
<u>Operating Revenues</u>					
Variable and Fixed Rate Revenues	\$	354,615,494	353,333,677	371,792,994	5.2%
Connection and System Development Fees		33,944,938	20,900,000	22,250,000	6.5
Industrial Waste Surcharge		5,501,054	5,370,000	5,404,500	0.6
Service Charges		4,711,539	4,948,400	4,805,000	-2.9
Other		6,417,692	3,640,149	3,005,000	-17.4
Union County Operations		2,879,872	3,201,542	3,201,542	0.0
User Fees		883,050	2,110,109	962,000	-54.4
Interest on Investments		1,307,938	1,500,000	2,053,834	36.9
Total Revenues	\$	410,261,577	395,003,877	413,474,870	4.7%
Fund Balance	\$	0	5,300,110	56,156,580	959.5%
Balance	\$	410,261,577	400,303,987	469,631,450	17.3%
<u>Operating Expenditures</u>					
Administration, Management and Support	\$	38,408,459	36,970,047	41,527,179	12.3%
Customer Service		6,990,748	8,787,678	8,964,895	2.0
Water and Sewer Capital Project Planning		9,700,427	11,715,769	12,595,816	7.5
Laboratory Services		4,901,207	5,530,479	5,960,273	7.8
Water Treatment		13,257,833	16,628,790	15,910,281	-4.3
Environmental Management		32,454,363	38,179,242	39,298,028	2.9
Field Operations		40,961,347	45,390,095	48,282,582	6.4
Union County Operations		3,201,542	3,201,542	3,201,542	0.0
Department Charges		(15,699,142)	(17,853,687)	(17,191,671)	-3.7
Total Operating Expenditures	\$	134,176,784	148,549,955	158,548,925	6.7%
Debt Service/Community Investment Plan Support		240,134,999	251,754,032	311,082,525	23.6%
Total Expenditures	\$	374,311,783	400,303,987	469,631,450	17.3%
Reserved for Future Years	\$	35,949,794	0	0	0.0%

Consolidated Water and Sewer Debt Service Funds

Summary of Revenues and Expenditures

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

		<u>FY 2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
<u>Operating Revenues</u>					
Contribution from W/S Operating Fund	\$ 151,772,324	154,700,120	153,238,898		-0.9%
Premium from Sale of Bonds	0	50,000	50,000		0.0
Interest Transferred from other Funds:					
Water and Sewer Operating	1,626,022	1,326,627	1,798,316		35.6
Community Investment Plan					
and Other	47,990	188,497	255,518		35.6
Total Revenue	\$ 153,446,337	156,265,244	155,342,732		-0.6%
<u>Operating Expenditures</u>					
Bond Retirement	\$ 76,487,662	79,676,922	83,524,238		4.8%
Interest on Bonds	69,460,931	69,521,396	64,771,083		-6.8
Bank Charges	746,132	1,116,500	834,000		-25.3
Cost of Bond Sales	0	50,000	50,000		0.0
Equipment Lease - Purchase Principal	4,399,979	5,305,760	5,377,276		1.3
Equipment Lease - Purchase Interest	470,095	594,666	786,135		32.2
Total Expenditures	\$ 151,564,800	156,265,244	155,342,732		-0.6%
Reserved for Future Years	\$ 1,881,537	0	0		0.0%

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>		FY 2017	FY 2018	FY 2019	Percent Change
		<u>Actuals</u>	<u>Revised</u>	<u>Budget</u>	<u>FY 2018 FY 2019</u>
Half-Percent Sales Tax	\$ 92,601,412	95,074,483	98,211,941	3.3%	
Fares and Service Reimbursements	\$ 29,740,399	40,952,793	33,086,391	-19.2	
Maintenance of Effort - Charlotte	\$ 20,709,362	21,330,643	21,970,562	3.0	
Maintenance of Effort - Mecklenburg	\$ 192,942	192,942	192,942	0.0	
Maintenance of Effort - Huntersville	\$ 18,566	18,566	18,566	0.0	
Operating Assistance	\$ 1,321,849	17,201,206	6,063,665	-64.7	
Other (Advertising, Misc.)	\$ 2,728,384	2,907,468	3,231,211	11.1	
Non-Operating Revenue	\$ 12,053,293	0	18,802,780	-	
CATS Control Account	\$ 0	0	2,000,000	-	
Total Operating Revenues	\$ 159,366,207	177,678,101	183,578,058	3.3%	
<u>Operating Expenditures</u>					
Transportation Services	\$ 120,787,533	143,455,301	139,404,875	-2.8%	
Transit Development	\$ 2,969,167	3,313,401	3,739,876	12.9	
Marketing and Communications	\$ 3,433,428	4,680,859	4,145,939	-11.4	
Executive and Administration	\$ 7,847,001	9,122,776	9,989,226	9.5	
Sub-total Operating	\$ 135,037,129	160,572,337	157,279,916	-2.1%	
Transfers to Eligible Community Investment Plan Projects	\$ (13,674,704)	(12,333,585)	(2,879,018)	-76.7	
Total Net Operating	\$ 121,362,425	148,238,752	154,400,898	4.2%	
Local Contribution to Capital Program	\$ 9,241,562	3,407,537	239,981 *	-93.0	
Transfer to Debt Service Funds	\$ 15,134,210	15,661,328	18,224,238	16.4	
Total Expenditures	\$ 145,738,197	167,307,617	172,865,117	3.3%	
Reserved for Future Years		13,628,010	10,370,484	10,712,941	3.3

*Local contribution to the CIP will be supplemented by Fund balance reserves from prior year once actuals have been audited to determine precise reserve capacity

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.

	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change
				FY 2018 <u>FY 2019</u>
<u>Revenues</u>				
Transfers from CATS Operating Funds *	\$ 15,134,210	15,661,328	18,224,238	16.4%
Formula Grant Contribution	1,440,000	2,909,000	2,930,075	0.7
Blue Line Extension Debt Proceeds	3,512,189	2,770,500	104,791,150	3682.4
Interest on Investments	31,960	0	0	0.0
Total Revenues	\$ 20,118,359	21,340,828	125,945,463	490.2%
<u>Expenditures</u>				
Debt Retirement	\$ 4,755,000	4,825,000	108,805,857	2155.0%
Interest on Debt	13,018,571	16,072,856	17,025,606	5.9
Fees	818,543	442,972	114,000	-74.3
Total Expenditures	\$ 18,592,114	21,340,828	125,945,463	490.2%
Reserved for Future Years	\$ 1,526,245	0	0	0.0%

* Transfer from CATS Operating is less any transfers to revenue reserve.

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>FY 2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
<u>Operating Revenues</u>					
Impervious Fee- City	\$	5,676,562	5,676,562	5,676,562	0.0 %
Impervious Fee- Other		62,127,676	62,446,279	66,193,058	6.0
Interest on Investments		39,268	0	0	0.0
StW Bad Debt		(575,223)	(700,000)	(700,000)	0.0
Other - Miscellaneous		461	0	0	0.0
Total Revenues	\$	67,268,744	67,422,841	71,169,620	5.6 %
Fund Balance	\$	0	0	4,499,679	
Total Revenues and Fund Balance	\$	67,268,744	67,422,841	75,669,299	12.2 %
<u>Operating Expenditures</u>					
Operating Budget	\$	10,122,398	15,491,316	15,376,157	-0.7 %
Transfer to Other Funds:					
Storm Water Capital Project Fund		43,000,000	39,000,000	47,000,000	20.5
Storm Water Debt Service Fund		12,544,230	12,931,525	13,293,142	2.8
Total Expenditures	\$	65,666,628	67,422,841	75,669,299	12.2 %
Reserved for Future Years	\$	1,602,116	0	0	

Storm Water Debt Service Fund

Summary of Revenues and Expenditures

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

		<u>FY2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	Percent Change FY 2018 FY 2019
<u>Revenues</u>					
Contribution from Storm Water Operating	\$	12,544,230	12,931,525	13,293,142	2.8%
Premium on Sale of Debt		0	550,000	0	0.0
Proceeds from Sale of Bonds		0	40,000,000	0	0.0
Total Revenues	\$	12,544,230	53,481,525	13,293,142	-75.1%
Fund Balance	\$	2,788	0	0	0 %
Total Revenues and Fund Balance	\$	12,547,018	53,481,525	13,293,142	-75.1%
<u>Expenditures</u>					
Bond Retirement	\$	6,016,337	6,255,269	6,347,294	1.5%
Interest on Bonds		6,521,848	6,646,256	6,733,580	1.3
Cost of Bond Sale		0	40,550,000	0	0.0
Fees		8,833	30,000	212,268	607.6
Total Expenditures	\$	12,547,018	53,481,525	13,293,142	-75.1%

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.

	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY 2018 FY 2019
Revenues				
Property Tax	\$ 87,107,281	88,561,003	93,147,269	5.2%
Property Tax - Synthetic TIG Appreciation	0	816,675	863,225	5.7
Sales Tax	19,085,977	19,827,328	20,521,284	3.5
Interest on Investments	1,220,282	1,379,915	2,298,882	66.6
Interest Transferred from Other Funds				
General	948,343	775,125	0	-100.0
Contribution from Other Funds				
General Fund - Equip	14,932,215	15,839,861	17,381,211	9.7
General Fund - Public Safety Communications	1,686,750	1,685,950	1,684,200	-0.1
Powell Bill Fund	1,652,678	1,762,118	2,131,697	21.0
County Share				
Proceeds from Lease Purchases	0	750,000	750,000	0.0
Other	1,573,350	1,447,207	1,638,637	13.2
Total Revenues	\$ 128,206,876	132,845,182	140,416,405	5.7%
Expenditures				
Payment to Developer	\$ 183,973	267,388	267,388	0.0%
Bonds				
Principal	39,846,001	46,806,105	48,457,183	3.5
Interest	27,389,375	29,527,775	32,535,527	10.2
Debt Issue Expense				
Principal	694,313	750,000	750,000	0.0
Interest	21,658,094	27,430,102	19,456,875	-29.1
Bond Anticipation Note Interest				
Interest	7,382,524	6,112,585	10,247,474	67.6
Bank Charges and Other				
Bank Charges	0	647,500	2,032,800	213.9
Other	536,181	1,760,000	1,760,000	0.0
Contribution to				
General Fund	0	119,989	122,859	2.4
Cultural Facilities Operating Fund	0	319,564	319,564	0.0
Total Expenditures	\$ 97,690,461	113,741,008	115,949,670	1.9%
Restricted for Future Years	\$ 30,516,415	19,104,174	24,466,735	28.1%

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, 2017, the City's legal debt limit was \$7,472,667. The outstanding debt subject to this limit was \$2,365,043, leaving a net legal debt margin of \$5,107,624.

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>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>Percent Change</u>
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>FY 2018</u>
<u>Revenues</u>				
Taxes				
Occupancy	\$ 21,173,705	21,661,106	22,136,050	2.2 %
Prepared Food	31,508,676	32,473,122	32,940,754	1.4
Total Taxes	\$ 52,682,381	54,134,228	55,076,804	1.7 %
Lease of City Funded Bank of America Stadium Improvements	1,000,000	1,000,000	1,000,000	0.0
Interest on Investments	347,464	378,382	378,382	0.0
I-277 Land Sale Proceeds	0	0	0	100.0
Fund Balance		2,985,653	6,136,184	105.5 %
Total Revenues and Fund Balance	\$ 54,029,845	58,498,263	62,591,370	7.0 %
<u>Expenditures</u>				
Promotion and Marketing	\$ 7,626,759	11,120,134*	8,261,521	-25.7 %
Business Development	2,076,480	2,138,774	2,203,967	3.0
Administration	75,000	147,000	149,000	1.4
Contributions for Convention Center:				
Operating Allocation	7,608,800	7,979,240	8,368,000	4.9
Capital Items	1,992,000	1,191,000	2,500,000	109.9
Bank of America Stadium Maintenance Contribution	1,000,000	1,000,000	1,000,000	0.0
Maintenance of City Funded Bank of America Stadium Improvements	900,000	900,000	900,000	0.0
2019 NBA All-Star Game	0	0	1,500,000	100.0
Transfer to Other Funds:				
Convention Center Debt Service	26,990,540	29,968,669	33,472,755	11.7
General Fund-General Tourism	3,697,278	3,803,446	3,986,127	4.8
General Fund-Stadium Traffic Control	0	250,000	250,000	0.0
Total Expenditures	\$ 51,966,857	58,498,263	62,591,370	7.0 %
Reserved for Future Years	\$ 2,062,988	0	0	0.0 %

*FY 2018 Recommended Promotion and Marketing includes additional one-time allocation of \$3.0 million to assist with expanded marketing and outreach

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.

		FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change FY 2018 <u>FY 2019</u>
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$	26,990,540	29,968,669	33,472,755	11.7%
Proceeds from Sale of Debt - COPs		0	0	500,000	0.0
Total Revenues	\$	26,990,540	29,968,669	33,972,755	13.4%
<u>Expenditures</u>					
Bond Retirement	\$	21,818,426	25,204,464	26,133,083	3.7%
Interest on Bonds		5,148,567	4,704,455	7,269,422	54.5
Fees		23,547	59,750	570,250	854.4
Total Expenditures	\$	26,990,540	29,968,669	33,972,755	13.4%

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.

	<u>FY2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	<u>Percent Change FY 2018 FY 2019</u>
<u>Revenues</u>				
Occupancy Tax	\$ 14,107,346	14,399,791	14,427,566	0.2%
Interest on Investments	117,923	113,639	113,639	0.0
Total Revenues	\$ 14,225,269	14,513,430	14,541,205	0.2%
Fund Balance	\$ 0	0	313,429	0.0%
Total Revenues and Fund Balance	\$ 14,225,269	14,513,430	14,854,634	2.4%
<u>Expenditures</u>				
Transfer to Debt Service	\$ 9,238,390	9,479,258	9,454,634	-0.3%
Contributions:				
Maintenance & Repair Allocation	1,465,764	3,200,000	4,900,000	53.1
Maintenance & Repair Reserve Deposit	500,000	500,000	500,000	0.0
Total Expenditures	\$ 11,204,154	13,179,258	14,854,634	12.7%
Reserved for Future Years	\$ 3,021,115	1,334,172	0	0.0

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.

		FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change FY 2018 FY 2019
<u>Revenues</u>					
Hall of Fame Tax Fund	\$	9,238,390	9,479,258	9,454,634	-0.3%
Contributions from Private Sources					
Total Revenues	\$	9,238,390	9,479,258	9,454,634	-0.3%
Fund Balance		131,294	0	0	
Total Revenue and Fund Balance		9,369,684	9,479,258	9,454,634	
<u>Expenditures</u>					
Debt Retirement	\$	2,795,000	2,955,000	3,115,000	5.4%
Interest on Debt		6,017,450	5,799,258	5,659,634	-2.4
Bank Charges and Other		557,234	725,000	680,000	-6.2
Total Expenditures	\$	9,369,684	9,479,258	9,454,634	-0.3%

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.

	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
Revenues				
Occupancy Tax	\$ 11,152,226	11,386,500	11,659,095	2.4%
Rental Car Tax	3,605,511	3,777,434	3,714,488	-1.7
Interest on Investments	333,826	331,935	331,935	0.0
Mint Museum Energy Repayment	0	0	87,000	0.0
Contribution from Charlotte Hornets	1,007,224	1,027,585	1,048,964	2.1
Contribution from Center City Partners	50,694	50,694	50,694	0.0
Transfers from General Capital PAYGO	9,121,084	9,257,341	9,235,176	-0.2
Transfers for Synthetic TIF Agreements:				
General Fund	1,291,024	1,291,024	1,291,024	0.0
Municipal Debt Service	319,564	319,564	319,564	0.0
PAYGO	0	41,412	41,412	0.0
Contribution from Mecklenburg County	2,948,040	2,948,040	2,948,040	0.0
Total Revenues	\$ 29,829,193	30,431,529	30,727,392	1.0%
Fund Balance	\$ 0	2,025,609	3,682,705	81.8%
Total Revenues and Fund Balance	\$ 29,829,193	32,457,138	34,410,097	6.0%
Expenditures				
Tourism Public Safety for PGA Championship	0	332,000	0	0.0%
Contributions to Tourism Capital:				
Baseball Stadium - City Share	\$ 632,088	632,088	632,088	0.0%
Baseball Stadium - Center City Partners Share	50,694	50,694	50,694	0.0
Arena Maintenance Reserve	2,014,447	2,055,170	2,099,000	2.1
Ovens/Bojangles Maintenance	400,000	400,000	400,000	0.0
Cultural Facilities Maintenance	1,960,010	2,063,000	2,385,000	15.6%
Ovens Auditorium Special Projects	0	0	1,000,000	0.0%
Contributions to Debt Service:				
Bojangles Capital				-100.0
Tourism Debt Service Fund	14,752,806	16,219,173	18,579,902	14.6
Cultural Facilities Debt Service Fund	9,177,614	10,633,013	9,189,413	-13.6
Contractual Services		72,000	74,000	
Total Expenditures	\$ 28,987,659	32,457,138	34,410,097	6.0%
Reserved for Future Years	\$ 841,534	0	0	-100%

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

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.

	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
<u>Revenues</u>				
Contribution from Other Funds				
Tourism Operating Fund	\$ 14,752,806	16,219,173	18,579,902	14.6%
Debt Proceeds from Sale of Bonds	0	0	200,000	0.0
Interest on Investments	48,870	78,594	78,595	0.0
Total Revenues	\$ 14,801,676	16,297,767	18,858,497	15.7%
<u>Expenditures</u>				
Debt Retirement	\$ 7,918,505	9,169,168	11,211,355	22.3%
Interest on Debt	6,137,099	6,157,771	6,652,142	8.0
Cost of Sale	0	0	200,000	
Bank Charges and Other	696,877	970,828	795,000	-18.1
Total Expenditures	\$ 14,752,481	16,297,767	18,858,497	15.7%

Cultural Facilities Debt Service Fund

Summary of Revenues and Expenditures

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

	<u>FY 2017 Actual</u>	<u>FY 2018 Revised</u>	<u>FY 2019 Budget</u>	<u>Percent Change</u> <u>FY 2018 FY 2019</u>
<u>Revenues</u>				
Tourism Operating Fund	\$ 9,177,614	10,633,013	9,189,413	-13.6%
Debt Proceeds	0	0	25,000	
Total Revenues	\$ 9,177,614	10,633,013	9,214,413	-13.3%
<u>Expenditures</u>				
Debt Retirement	\$ 3,155,000	3,913,000	3,395,000	-13.2%
Interest on Debt	6,015,362	6,700,013	5,774,413	-13.8
Cost of Sale	0	0	25,000	0.0
Bank Charges and Other	7,252	20,000	20,000	0.0
Total Expenditures	\$ 9,177,614	10,633,013	9,214,413	-13.3%

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.

		FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change
<u>Revenues</u>					
State Gas Tax Refund	\$	20,394,270	20,399,633	20,503,333	0.5%
Transfer from General Fund		4,261,000	4,261,000	4,261,000	0.0
Interest on Investments		70,853	80,000	80,000	0.0
Street Degradation Fee		752,124	765,000	0	-100.0
Other		141,973	0	0	0.0
Sale of Used Vehicles		141,300	0	0	0.0
Sale of Salvage		4,418	0	0	0.0
Total Revenues	\$	25,765,938	25,505,633	24,844,333	-2.6%
Fund Balance	\$	3,658,670	24,097	666,663	0.0
Total Revenues & Fund Balance	\$	29,424,608	25,529,730	25,510,996	-0.1%
<u>Expenditures</u>					
Contracted Resurfacing	\$	13,653,999	10,319,405	10,308,115	-0.1%
Repairs by City Forces		8,764,434	9,312,001	9,304,887	-0.1
Equipment Rent/Purchase		1,132,074	1,153,512	1,151,957	-0.1
Street Drainage Maintenance		44,000	160,860	160,860	0.0
Traffic Control Improvements		581,786	623,786	623,786	0.0
Snow Removal		135,100	154,138	150,000	-2.7
Physical Inventory of Streets		0	12,000	12,000	0.0
Pavement Management System		235,624	400,000	400,000	0.0
Wheel Chair Ramps		303,841	494,637	500,000	1.1
Annexation		1,783,785	0	0	0.0
Storm Water Program Fees		1,137,273	1,137,273	1,137,273	0.0
Lease Purchase Contribution		1,652,692	1,762,118	1,762,118	0.0
Total Expenditures	\$	29,424,608	25,529,730	25,510,996	-0.1%

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.

	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change
				FY 2018 <u>FY 2019</u>
Revenues				
Federal Grants	\$ 7,077,483	8,868,416	9,057,096	2.1%
State Grants	605,600	359,600	739,600	105.7
Contributions	400,000	853,217	1,405,943	64.8
Assets Forfeiture	1,540,000	1,400,000	2,010,000	43.6
Contribution from General Fund	345,000	649,638	364,825	-43.8
Total Revenues	\$ 9,968,083	12,130,871	13,577,464	11.9%
Expenditures				
Police				
Assets Forfeiture Staffing	\$ 160,000	169,000	0	-100.0%
Diversion Projects	0	0	245,000	100.0
DUI/Salaries	0	30,000	200,000	566.7
Forensics and Analysis	378,000	725,000	15,000	-97.9
Hiring Grants Salaries and Benefits	0	0	1,874,924	100.0
Police Equipment and Overtime	1,722,000	1,705,049	0	-100.0
Federal Task Force	0	0	135,000	100.0
Federal Initiatives	0	0	109,500	100.0
JAG Grants	0	0	500,000	100.0
Youth/Community Initiatives	135,000	177,000	1,000,000	465.0
AF Equipment and Services	0	1,058,000	2,010,000	90.0
AF Homicide Support Group	64,450	0	0	0.0
AF Body Worn Cameras	1,250,550	880,000	0	-100.0
Fire				
Emergency Management	126,000	120,000	126,000	5.0
Emergency Response	69,000	1,001,400	1,106,200	10.5
Medical Response	80,000	80,000	80,000	0.0
Urban Area Security Initiative	2,400,000	2,400,000	2,400,000	0.0
Charlotte Department of Transportation				
Unified Planning Work Program	2,637,434	2,741,152	2,703,254	-1.4
Transportation Planning Assistance	589,859	556,000	556,000	0.0
Miscellaneous from Contributions	141,790	113,270	141,586	25.0
Community Relations				
Fair Housing	102,000	100,000	100,000	0.0
Dispute Settlement	100,000	170,000	170,000	0.0
Private Contributions	12,000	105,000	105,000	0.0
Total Expenditures	\$ 9,968,083	12,130,871	13,577,464	11.9%

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>	FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change
				FY 2018 FY 2019
NC 911 Fund Distributions	\$ 3,907,887	3,872,149	3,290,691	-15.8%
Interest on Investments	15,000	15,000	15,000	0.0
Total Revenues	\$ 3,922,887	3,887,149	3,305,691	-15.0%

Operating Expenditures

Consolidated 911 Services	\$ 3,907,887	3,872,149	3,290,691	-15.0%
Reserved for Future Projects	15,000	15,000	15,000	0.0
Total Expenditures	\$ 3,922,887	3,887,149	3,305,691	-15.0%

Housing and Neighborhood Services - Consolidated Grant Funds

Summary of Revenues and Expenditures

Housing and Neighborhood Services 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.

		FY 2017 Actual	FY 2018 Revised	FY 2019 Budget	Percent Change FY2018 FY2019
<u>Operating Revenues</u>					
Federal Grants:					
Workforce Investment Act (WIA) Adult	\$	2,176,008	1,962,622	2,097,468	6.9%
WIA Administration		603,916	687,506	713,377	3.8
WIA Youth		1,846,141	2,155,438	2,252,750	4.5
WIA Dislocated Worker		1,417,553	2,065,200	2,070,181	0.2
WIA Incentive		610,362	0	0	0.0
Housing Opportunities for People with AIDS (HOPWA) Program		2,165,860	2,362,276	2,529,408	7.1
Emergency Shelter Program		466,608	845,593	482,968	-42.9
Continuum of Care		111,617	117,106	117,106	0.0
Double Oaks Loan Repayment		705,108	1,379,719	722,119	-47.7
Other Grants:					
Bank of America Youth Grant		145,300	122,700	122,700	0.0
Total Operating Revenues	\$	10,248,473	11,698,160	11,108,077	-5.0%
<u>Capital Revenues (Federal Grants)</u>					
Community Development Block Grant (CDBG)	\$	5,351,235	5,364,974	5,977,893	11.4%
Housing Grant (HOME)		2,311,846	2,330,231	3,297,679	41.5
Total Federal Capital Grants	\$	7,663,081	7,695,205	9,275,572	20.5%
Total Operating and Capital Grant Revenues	\$	17,911,554	19,393,365	20,383,649	5.1%
<u>Operating Expenditures</u>					
Education and Training Courses	\$	2,786,370	1,962,622	2,097,468	6.9%
Contribution to Workforce Development Board and Subgrantee Administration		603,916	687,506	713,377	3.8
Summer and Year Round Youth Program		1,846,141	2,155,438	2,252,750	4.5
Dislocated Worker Contract		1,417,553	2,065,200	2,070,181	0.2
Housing Opportunities for People with AIDS (HOPWA) Program		2,165,860	2,362,276	2,529,408	7.1
Emergency Shelter Program		466,608	845,593	482,968	-42.9
Continuum of Care		111,617	117,106	117,106	0.0
Double Oaks Loan Repayment		705,108	1,379,719	722,119	-47.7
Bank of America Youth Grant		145,300	122,700	122,700	0.0
Total Operating Expenditures	\$	10,248,473	11,698,160	11,108,077	-5.0%
<u>Capital Expenditures</u>					
Community Development and Housing Programs	\$	7,663,081	7,695,205	9,275,572	20.5%
Total Capital Expenditures	\$	7,663,081	7,695,205	9,275,572	20.5%
Total Operating and Capital Grant Expenditures	\$	17,911,554	19,393,365	20,383,649	5.1%

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.

	2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
<u>Revenues</u>				
City of Charlotte - Department Transfers	\$ 1,848,638	2,061,112	1,939,259	-5.9%
Mecklenburg County	827,499	889,389	837,587	-5.8
Board of Education	577,999	628,312	584,470	-7.0
Other Agencies	47,348	33,025	34,300	3.9
Total Revenues	\$ 3,301,485	3,611,838	3,395,616	-6.0%
<u>Expenditures</u>				
Operating Budget	\$ 3,301,682	3,611,838	3,395,616	-6.0%
Total Expenditures	\$ 3,301,682	3,611,838	3,395,616	-6.0%

Consolidated Municipal Service Districts

Summary of Revenues and Expenditures

The FY 2019 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.

		FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>	Percent Change <u>FY 2018 FY 2019</u>
<u>Operating Revenues</u>					
Property Taxes	\$	4,903,629	4,907,591	5,836,205	*
Total Revenues	\$	4,903,629	4,907,591	5,836,205	18.9%
<u>Operating Expenditures</u>					
Contractual Services	\$	4,875,114	4,878,221	5,805,954	19.0%
City Services		28,515	29,370	30,251	3.0
Total Expenditures	\$	4,903,629	4,907,591	5,836,205	18.9%

*FY 2019 budget includes increased tax rates to support an Ambassador Program.

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 FY 2019 is \$8,183,546,653. The budget includes an MSD tax rate increase from 1.68¢ to 2.08¢ per \$100 assessed valuation, an increase of 0.4¢.

<u>Budget Summary</u>	FY 2016	FY 2017	FY 2018	FY 2019
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Revenues				
Property Taxes	\$ 1,257,608	\$ 1,307,066	\$ 1,308,261	\$ 1,685,156
Total Municipal Service District 1 Revenues \$ 1,257,608 \$ 1,307,066 \$ 1,308,261 \$ 1,685,156				
Expenditures				
Contractual Services	1,257,608	1,307,066	1,308,261	1,685,156
Total Municipal Service District 1 Expenditures \$ 1,257,608 \$ 1,307,066 \$ 1,308,261 \$ 1,685,156				

District 2 (Center City)

Assessed value for FY 2019 is \$3,483,647,721. The budget includes an MSD tax rate increase from 2.33¢ to 2.93¢ per \$100 assessed valuation, an increase of 0.6¢.

<u>Budget Summary</u>	FY 2016	FY 2017	FY 2018	FY 2019
	<u>Actual</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Revenues				
Property Taxes	\$ 750,059	\$ 754,504	\$ 755,782	\$ 1,010,502
Total Municipal Service District 2 Revenues \$ 750,059 \$ 754,504 \$ 755,782 \$ 1,010,502				
Expenditures				
Contractual Services	750,059	754,504	755,782	1,010,502
Total Municipal Service District 2 Expenditures \$ 750,059 \$ 754,504 \$ 755,782 \$ 1,010,502				

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2019 is \$3,436,932,487. The budget includes an MSD tax rate increase from 3.58¢ to 4.18¢ per \$100 assessed valuation, an increase of 0.6¢.

<u>Budget Summary</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>
Revenues				
Property Taxes	\$ 1,197,654	\$ 1,225,021	\$ 1,187,241	\$ 1,422,271
Total Municipal Service District 3 Revenues	\$ 1,197,654	\$ 1,225,021	\$ 1,187,241	\$ 1,422,271
Expenditures				
Contractual Services	1,169,970	1,196,506	1,157,871	1,392,020
City Services	27,684	28,515	29,370	30,251
Total Municipal Service District 3 Expenditures	\$ 1,197,654	\$ 1,225,021	\$ 1,187,241	\$ 1,422,271

District 4 (South End)

Assessed value for FY 2019 is \$1,460,907,143. The budget continues the current MSD tax rate of 6.68¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>
Revenues				
Property Taxes	\$ 794,701	\$ 864,786	\$ 913,212	\$ 966,127
Total Municipal Service District 4 Revenues	\$ 794,701	\$ 864,786	\$ 913,212	\$ 966,127
Expenditures				
Contractual Services	794,701	864,786	913,212	966,127
Total Municipal Service District 4 Expenditures	\$ 794,701	\$ 864,786	\$ 913,212	\$ 966,127

District 5 (University City)

Assessed value for FY 2019 is \$2,723,105,506. The budget continues the current MSD tax rate of 2.79¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Actual</u>	FY 2018 <u>Revised</u>	FY 2019 <u>Budget</u>
Revenues				
Property Taxes	\$ 643,792	\$ 752,252	\$ 743,095	\$ 752,149
Total Municipal Service District 5 Revenues	\$ 643,792	\$ 752,252	\$ 743,095	\$ 752,149
Expenditures				
Contractual Services	643,792	752,252	743,095	752,149
Total Municipal Service District 5 Expenditures	\$ 643,792	\$ 752,252	\$ 743,095	\$ 752,149

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

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

City Council Approved Projects

The Levine Center for the Arts (Cultural Facilities)

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	1,835,556	1,835,556	1,835,556	1,835,556	1,835,556	9,177,780
Est. STIG Payment	1,652,000	1,652,000	1,652,000	1,652,000	1,652,000	8,260,000

Wesley Village (Bryant Park)

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	134,925	134,925	134,925	134,925	134,925	674,625
Est. STIG Payment	121,433	121,433	121,433	121,433	121,433	607,165

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. 268 homes have been completed in Brightwalk.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	70%	80%	100%	100%	100%	
Est. property tax increment	160,000	210,000	250,000	250,000	250,000	1,120,000
Est. STIG Payment	144,000	189,000	225,000	225,000	225,000	1,008,000

Ballantyne Area Infrastructure

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	40%	50%	50%	70%	70%	
Est. property tax increment	1,500,000	1,650,000	1,650,000	1,950,000	1,950,000	8,700,000
Est. STIG Payment	675,000	742,500	742,500	877,500	877,500	3,915,000

Synthetic Tax Increment Grants

Ikea/City Boulevard

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	40%	50%	50%	60%	60%	
Est. property tax increment	350,000	375,000	375,000	450,000	450,000	2,000,000
Est. STIG Payment	315,000	337,500	337,500	405,000	405,000	1,800,000

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 Seaboard Street and workforce apartments triggers payment. Apartments are 90% complete.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	25%	25%	30%	30%	50%	
Est. property tax increment	0	125,000	140,000	140,000	160,000	565,000
Est. STIG Payment	0	112,500	126,000	126,000	144,000	508,500

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 Park STIG has been triggered and paid for in 2016.

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.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	30%	40%	50%	0%	0%	
Est. property tax increment	200,000	250,000	300,000	0	0	750,000
Est. STIG Payment	90,000	112,500	135,000	0	0	337,500

Charlotte Premium Outlets

Project provides up to \$6.15 million for construction of roadway improvements supporting a 445,000 sq. ft. retail Outlet Center at Steele Creek Road and I-485. Project includes additional retail and a 120-room hotel. The \$6.15 million TIG will be repaid through 45% of incremental City and County property taxes from a designated area over 10 years. Anticipated total private investment equals \$100 million. Payment is triggered by voluntary annexation of the property into the City of Charlotte, estimated in 2018.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. % of investment completed	50%	70%	80%	80%	100%	
Est. property tax increment	282,000	350,000	400,000	400,000	600,000	2,032,000
Est. STIG Payment	126,900	157,500	180,000	180,000	270,000	914,400

Synthetic Tax Increment Grants

STIG Projects Combined Total

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
Est. property tax increment	4,462,481	4,930,481	5,085,481	5,160,481	5,380,481	25,019,405
Est. TOTAL STIG Payment	3,124,332	3,424,933	3,519,433	3,586,932	3,694,932	17,350,562

Est. Total STIG Payment by Fund

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Yr. Total
General Fund	2,441,639	2,676,556	2,750,407	2,803,157	2,887,558	13,559,317
Municipal Debt Service	604,373	662,521	680,801	693,858	714,750	3,356,303
Pay-As-You-Go	78,320	85,856	88,225	89,917	92,624	434,942
Total	3,124,332	3,424,933	3,519,433	3,586,932	3,694,932	17,350,562

FY 2019-2023 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 FY 2019-2023 Community Investment Plan totals **\$4.9 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 FY 2019-2023 Community Investment Plan and are organized into the following subsections:

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

FY 2019-2023 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 six primary goals focused on investing in projects that generate the most community benefit, improve the overall quality of life in Charlotte, and support the strategic foundation elements of the **Letter to the Community**.



The FY 2019-2023 General Community Investment Plan (CIP) totals **\$826.4 million**, including:

- **\$477.2 million** in debt-funded projects designed to keep Charlotte growing.
 - \$399.8 million in Street, Neighborhood, and Housing bonds over two General Obligation bond referenda in November of 2018 and 2020.
 - \$77.4 million in Certificates of Participation (COPs) to construct new Police stations, an Infill Fire station, one vehicle equipment maintenance facility, and general City operations facilities.
- **\$191.6 million** in General Pay-As-You-Go (PAYGO) funding, including property and sales taxes, grants, program income, and non-recurring revenues.
- **\$157.6 million** in Transit Investment PAYGO funding, including vehicle rental tax, motor vehicle license revenue, sales taxes, and CityLYNX Gold Line fare revenue.

Included in the totals above are \$155.7 million in additional debt-funded capital investments ⁽¹⁾ and \$9.4 million in additional Pay-As-You-Go investments, totaling \$165.1 million in additions to the FY 2019 – 2023 General Community Investment Plan.

⁽¹⁾ The \$155.7 million is allocated to new bond and COPs capital projects and existing capital projects requiring additional funding, and is funded using the following debt capacity:

- \$113.1 million in new debt capacity available in FY 2019
- \$22.6 million reprogrammed debt capacity from the Sweden Road Fleet Maintenance Facility
- \$20.0 million reprogrammed debt capacity from the Animal Care & Control Facility

FY 2019-2023 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

9.51¢ of the property tax rate is dedicated to general government debt in FY 2019, an increase of 0.25¢ over the current year.

The Adopted General Community Investment Plan provides \$884.5 million in debt-funded projects, including \$235.3 million in Certificates of Participation (COPs)-funded facility projects and \$649.2 million in General Obligation bond-funded housing, neighborhood, and transportation projects over four bond referenda in 2014, 2016, 2018, and 2020. Voters approved \$146.0 million of these bonds in November 2014, and another \$218.4 million in November 2016.

The FY 2019-2023 General Community Investment Plan continues the previously approved capital program for the remaining two bond cycles in 2018 and 2020 totaling \$339.6 million in currently programmed bonds and COPs, **plus the following net adjustments and additions totaling \$155.7 million**, a 17.6 percent increase over the \$884.5 million approved debt-funded general capital program.

The 0.25¢ property tax rate increase enables the City to increase its investment in Affordable Housing while continuing to invest in the neighborhood improvements, transportation safety infrastructure, and public safety facilities needed for a rapidly growing city.

Additions to the General Community Investment Plan

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

- **\$45.0 million for Affordable Housing.** \$15.0 million is currently programmed in each of the next two Bond Referenda in 2018 and 2020 for the Affordable Housing. This additional \$45.0 million will bring the total Affordable Housing Program funding to \$50.0 million on the 2018 Bond Referendum and \$25.0 million on the 2020 Bond Referendum. These increases will allow the City to enhance its current partnerships with both the non-profit and private sector development community to expand the supply of housing for households earning 80% and below the area median income, offering a range of housing affordability options.
- **\$20.4 million for Police Stations.** \$60.9 million is currently funded to construct six new Police Division Stations. Four of these facilities will replace temporary and leased facilities currently being used. Two will provide station facilities within newly-created divisions in the south and northwest. The first of these six stations, in the Westover Division, is complete and in operation. Another four stations in the Hickory Grove, South, Independence, and University City Divisions are in various phases of development including land acquisition and design. The sixth station is planned for a new Northwest Division. In order to complete the remaining five stations an additional \$20.4 million is needed due to land and construction cost escalation. With this increase, a total of \$46.1 million will be appropriated in FY 2019 to complete all of the remaining five stations.
- **\$20.0 million for Bryant Farms Road Extension.** The Bryant Farms Road extension from Elm Lane and Rea Road will provide a much needed east-west connection in the rapidly-growing Ballantyne area. This extension will serve as a parallel route to Ardrey Kell Road, and will include pedestrian and bicycle facilities. Additionally, this project will rebuild the intersection of Bryant Farms Road, Elm Lane, and Blakeney Heath Road. Initial project funding of \$2.0 million is programmed in FY 2019, with an additional \$18.0 million programmed in FY 2021, for an FY 2019 – FY 2023 General CIP total of \$20.0 million.
- **\$15.0 million for Sidewalk and Pedestrian Safety.** \$15.0 million is currently programmed in the 2018 Bond Referendum for the Sidewalk and Pedestrian Safety Program. This additional \$15.0 million will bring the total funding for this program to \$30.0 million on the 2018 Bond Referendum. The program provides funding to implement Charlotte WALKS. Charlotte WALKS is the city's pedestrian plan, adopted by City Council in 2017. This program includes new sidewalk construction, as well as pedestrian projects that provide safe crossings at intersections, midblock locations, and in school zones. The program focuses on constructing 10 to 12 miles of new sidewalks and 15 pedestrian crossings annually.

FY 2019-2023 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

- **\$9.7 million for North I-85 Bridge.** \$15.5 million is currently funded for the I-85 North Bridge from 2014 and 2016 Bonds. The additional \$9.7 million will bring total City funding to complete the bridge to \$25.2 million. The project will enhance connectivity and relieve congestion at I-85 interchanges by connecting University Research Park and retail services with a multi-modal bridge over I-85. The additional funds are needed due to construction cost escalation and the addition of infrastructure including a roundabout, realignment of the adjacent intersection, and protected bike lanes.
- **\$6.0 million for New Infill Fire Station.** Funding for additional fire stations in various locations within Charlotte has become a top priority. Locations have been identified as areas in need of infill stations after canalizing call load, street connectivity, resource availability and response times. In these identified areas, the Fire Department has had difficulty responding within established response time benchmarks. The Fire Departments' benchmark for the first arriving unit is 6 minutes or less at least 90 percent of the time. One infill fire station is recommended in this five-year capital plan to alleviate the highest priority response time deficiencies. A site for this infill station will be determined following a review of the Fire Department's long-range facilities plan by the new Fire Chief. CFD currently has a funding pool for land acquisitions for new infill stations. This \$6.0 million will fund design and construction of the new infill station. The new Station will house one Engine Company requiring the addition of 18 Firefighters. Operating costs associated with the new Company include \$700,223 in one-time expenses for a Fire Truck and equipment and \$2.1 million in on-going annual expenses for salary, benefits, and operating supplies.
- **\$5.0 million for SouthPark CNIP.** \$5.0 million was approved by voters in the 2016 Bond Referendum to support the development of the SouthPark CNIP. An additional \$5.0 million is currently programmed for the 2018 Bond Referendum to bring the total approved funding for this program to \$10.0 million. This \$5.0 million in additional funding will increase total funding for SouthPark CNIP to \$15.0 million. This CNIP focuses on the SouthPark Mall area and neighborhoods immediately adjacent. Funding will support road and intersection improvements, the creation of bicycle and pedestrian trails, and access to greenspace. Together, these projects help ensure the mixed-use activity center of SouthPark will remain not only a critical economic generator for the City of Charlotte, but also a place where people can comfortably live, work, and play.
- **\$5.0 million for Neighborhood Reinvestment Program.** This new Neighborhood Reinvestment Program is dedicated to enhancing the livability of our established neighborhoods through the addition of amenities like streets, sidewalks, and street lights. In FY 2019, the \$5.0 million investment will be focused on creating improvements in South Charlotte.
- **\$5.0 million for Northeast Equipment Maintenance Facility.** This project provides for construction of a vehicle maintenance facility off of Orr Road in northeast Charlotte. This will be the City's first combination (heavy and light vehicles) maintenance facility. The City-owned site is located between two City operational yards - Street Maintenance and Charlotte Water. This area has been identified as the most efficient location for a maintenance facility to reduce windshield drive time to get equipment serviced. The facility will reduce operational costs associated with transporting equipment to the Central or Sweden Road Yards resulting in less crew downtime. \$8.6 million is currently funded and programmed for this project. The additional \$5.0 million in FY 2019 will increase total project funding to \$13.6 million to cover increased construction cost estimates and to add HVAC systems to the new facility to provide heated and cooled maintenance bays.
- **\$4.0 million for Bicycle Travel.** New funding of \$4.0 million for bicycle travel will be used to implement projects and initiatives identified in the City Council-adopted Charlotte BIKES Plan. This work will address the six essential elements for building a bicycle-friendly city including engineering, education, encouragement, enforcement, evaluation and planning, and equity. This program will also focus on adding at least 10 miles of new bikeways each year.

FY 2019-2023 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

- **\$4.0 million for Animal Care & Control (AC&C) Facility Renovations.** In FY 2018, City Council approved \$21.0 million for a new Animal Care & Control Facility with the understanding that the current facility located on Airport property off Byrum Drive would need to be vacated by 2022 to make way for the construction of the fourth parallel runway at the Airport. After reviewing alternatives, the Airport determined that a fourth parallel runway would not require cancellation of the lease with AC&C to accommodate runway construction. As a result, the \$21.0 million set aside for the AC&C relocation is being reallocated in the FY 2019 – 2023 CIP to other capital infrastructure needs, and an additional \$4.0 million is funded in FY 2019 to conduct upgrades to the current facility to extend the life of the facility and to maintain its status as an approved animal welfare facility. Needed improvements include sealing flooring cracks throughout the building that attract moisture, addition of an exterior fence, HVAC replacement, and additional pest control measures.
- **\$4.0 million for Sweden Road Complex Repaving.** This project will provide \$4.0 million in FY 2021 to remedy the progressing pavement degradation of Sweden Road Fleet Maintenance Facility as well as the contiguous area utilized jointly by Fleet Management and CDOT. The project will also address functionality concerns and necessary lot modifications to support improved utilization of parking and Fleet Maintenance Facility equipment repair staging, and will aid in remediation of Storm Water concerns.
- **\$2.5 million for Idlewild Road/Monroe Road Intersection.** This project will improve capacity, relieve congestion and improve mobility for pedestrians and bicyclists at the intersection of Idlewild Road and Monroe Road by adding pedestrian refuge islands, wider sidewalks and bicycle lanes. These improvements will enhance conditions for all users including vehicles, pedestrians, bicyclists, and transit users, and will complement NCDOT's improvements to Independence Boulevard and Idlewild Road. \$6.1 million is currently funded for this project. The additional \$2.5 million will increase total funding to \$8.6 million to cover increased Right-of-Way acquisition and construction cost estimates and to add buffered bike lanes at the intersection.
- **\$2.5 million for Innovation & Technology (I&T) Relocation.** This project provides funding for the purchase and renovation of 5516 Central Avenue to consolidate the majority of I&T staff into one facility. The current multiple-facility operations are impacting the ability to improve departmental performance. Approximately 160 full-time employees are currently located at three different locations: Charlotte Mecklenburg Government Center, Spratt Street, and Myers Street. Consolidating the majority of I&T staff into one facility will improve communication and coordination among teams, lead to a better overall customer experience for clients, and foster a high performance, 'One Team' operational culture within I&T. The costs include: building purchase, roof replacement, exterior improvements, HVAC and electrical upgrades and interior renovations and upfit. A portion of the lobby of this facility will be used temporarily for community engagement activities. In FY 2018, \$5.5 million was funded for this project. This additional \$2.5 million will increase the total project funding to \$8.0 million to cover increased cost estimates for interior building renovations.
- **\$2.0 million for Transportation Safety (Vision Zero).** This program provides funding for projects that enhance the safety of our City's transportation network. A key element of this program is to implement the Vision Zero philosophy that is founded on the belief that no loss of life on our roadways is acceptable. This program focuses on engineering, education, enforcement, and evaluation through a lens of equity and community engagement. Strategies and projects are selected using a data-driven approach that identifies the most critical locations. This program also engages with key stakeholders including the Charlotte-Mecklenburg Police Department, Mecklenburg County's Safe Routes to Schools program, and health care agencies.

FY 2019-2023 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

- **\$2.0 million for Circular Economy Innovation Barn.** With a goal to become the national thought leaders in the Circular Economy, the City of Charlotte has teamed up with Envision Charlotte to create a community space where public private plus partnerships can flourish. The Circular Economy is an alternative to the traditional linear economy (make, use, dispose) in which resources are kept in use for as long as possible, extracting the maximum value possible, and then recovering and regenerating products and materials at end of each service life. This public collaboration space will focus on the utilization of data to better inform decision making around community initiatives. To create a physical space for this innovative work, the city has allocated \$2.0 million in FY 2019 for the renovation of the "Old Horse Barn", a city-owned warehouse in the Belmont Neighborhood that once housed horses for the Charlotte Fire Department.
- **\$1.5 million for Dixie Berryhill Roads.** The project will improve the road system in the area west of the airport by leveraging its funding with private development efforts. Improvements will be made to major roads like Dixie River and Garrison and West Boulevard will be extended. The project will support and promote economic development and job growth around the Airport Intermodal Facility as well as provide needed access and improvements to underdeveloped land west of the Airport and I-485. \$16.2 million was approved by City Council in FY 2017 and by Charlotte voters in the November 2016 Bond Referendum and is being used to construct the West Blvd Extension in conjunction with a developer reimbursement agreement with River District developers. An additional \$28.5 million is programmed for the 2018 Bond Referendum (\$8.5 million) and the 2020 Bond Referendum (\$20.0 million) to fund continued construction of road systems in the area. This additional \$1.5 million will increase the 2020 bond (FY 2021) amount to \$21.5 million to account for expected escalation of construction costs. The total project funding will now be \$46.2 million.
- **\$1.3 million for Infill Fire Station – I-77 & Clanton.** \$5.8 million is currently funded for the design and construction of the new infill station at 435 Clanton Road. This additional \$1.3 million will increase total project funding to \$7.1 million to account for increased construction cost estimates.
- **\$0.8 million for McKee Road/Providence Road Intersection.** This project will improve capacity and relieve congestion to the intersection of McKee Road, Ballantyne Commons Parkway, and Providence Road by constructing a second southbound left turn lane, widening McKee Road to Alderbrook Lane, and adding pedestrian refuge islands, wider sidewalks, and bicycle lanes. \$8.1 million is currently funded for this project. The additional \$800,000 will increase total funding to \$8.9 million to cover increased construction cost estimates.

The next page provides a summary listing of the General Obligation Bond and Certificates of Participation funded projects included in the FY 2019 – 2023 General Community Investment Plan for the next two bond referenda in 2018 and 2020.

FY 2019-2023 Community Investment Plan

**City Council Approved Allocation of Bonds and Certificates of Participation
For General Community Investment Plan
Additions and Adjustments for FY2019 - 2023**

	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>Total</u>
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)					
Airport/West Corridor					
Dixie Berryhill Area Roads		16,200,000	8,520,000	21,480,000	46,200,000
East/Southeast Corridor					
Land Acquisition and Street Connections	12,500,000	7,500,000		2,000,000	22,000,000
Monroe Road Streetscape		2,080,000	1,000,000	10,320,000	13,400,000
Public/Private Redevelopment Opportunities (Independence Corridor/Central Eastland Corridor)		10,000,000	10,000,000		20,000,000
Idlewild Road/Monroe Road Intersection		6,100,000		2,500,000	8,600,000
Sidewalk and Bikeway Improvements		2,000,000	4,000,000	2,000,000	8,000,000
Northeast Corridor					
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	3,000,000	12,480,000	9,700,000		25,180,000
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000				15,080,000
Northeast Corridor Infrastructure (NECI)	16,640,000	35,360,000	27,300,000	27,300,000	106,600,000
Applied Innovation Corridor	12,480,000	2,720,000	13,760,000		28,960,000
Road/Infrastructure Projects					
Neighborhood Transportation Programs	5,200,000	5,000,000			10,200,000
Eastern Circumferential	12,064,000				12,064,000
Park South Drive Extension		4,000,000		4,632,000	8,632,000
Southend Pedestrian/Bicycle Connector		2,000,000			2,000,000
Cross Charlotte Multi-Use Trail	5,000,000	25,000,000	5,000,000		35,000,000
Cross Charlotte Trail - South Charlotte Connector		3,000,000			3,000,000
Sidewalks and Pedestrian Safety	15,000,000	15,000,000	30,000,000	15,000,000	75,000,000
Bryant Farms Road Extension (Elm Lane to Rea Road)			2,000,000	18,000,000	20,000,000
Bicycle Travel			4,000,000		4,000,000
Transportation Safety (Vision Zero)			2,000,000		2,000,000
McKee Road/Providence Road Intersection			800,000		800,000
Traffic Control and Bridges					
Upgrade Traffic Signal System Coordination	3,000,000	3,000,000	3,000,000	6,000,000	15,000,000
Upgrade Traffic Control devices	7,000,000	4,000,000	4,000,000	4,000,000	19,000,000
Repair and Replace Bridges	4,000,000	3,000,000	3,000,000	4,000,000	14,000,000
Housing					
Affordable Housing	15,000,000	15,000,000	50,000,000	25,000,000	105,000,000
Neighborhood Improvements					
Comprehensive Neighborhood Improvement Program (CNIP)	20,000,000	40,000,000	30,000,000	30,000,000	120,000,000
SouthPark CNIP		5,000,000	10,000,000		15,000,000
Neighborhood Reinvestment Program			5,000,000		5,000,000
Total General Obligation Bonds	\$ 145,964,000	\$ 218,440,000	\$ 223,080,000	\$ 172,232,000	\$ 759,716,000
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)					
East/Southeast Corridor					
Bojangles/Ovens Area Redevelopment	25,000,000				25,000,000
Public Safety Facilities					
Joint Communications Center	68,000,000	8,300,000			76,300,000
6 Police Division Stations	10,500,000	24,750,000	46,100,000	4,000,000	81,350,000
Animal Care & Control - Upgrades to Current Facility					4,000,000
Land Purchase for Future Fire Stations		4,000,000			4,000,000
Infill Fire Station I-77 & Clanton Road Additional Funding			1,300,000		1,300,000
Infill Fire Station New				6,000,000	6,000,000
Maintenance Facilities/Customer Service					
Northeast Equipment Maintenance Facility		2,080,000	11,500,000		13,580,000
Sweden Road Complex Repaving				4,000,000	4,000,000
Innovation & Technology Relocation			2,500,000		2,500,000
Circular Economy Innovation Barn			2,000,000		2,000,000
Hold for Charlotte Gateway Station and Other Contingencies		37,865,000			37,865,000
Total Certificates of Participation	\$ 103,500,000	\$ 76,995,000	\$ 67,400,000	\$ 10,000,000	\$ 257,895,000
FY 2019 Adopted Total All Projects	\$ 249,464,000	\$ 295,435,000	\$ 290,480,000	\$ 182,232,000	\$ 1,017,611,000
FY 2018 Adopted Total All Projects	\$ 249,464,000	\$ 295,435,000	\$ 219,752,000	\$ 119,850,000	\$ 884,501,000
	\$ Change	\$ -	\$ 70,728,000	\$ 62,382,000	\$ 133,110,000

Note: The \$133.1 million in net additions includes \$155.7 million in new project funding and the reduction of \$22.6 million from eliminating the Sweden Road Fleet Maintenance Facility.

FY 2019-2023 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 FY 2019, no change from the current year.

The PAYGO fund provides cash investments for relatively small or one-time 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 FY 2016, the PAYGO Fund was divided into two distinct programs to separate the Pay-As-You-Go funding supporting the City's contribution to transit from other Pay-As-You-Go funding supporting the General Community Investment Plan. The Transit Investment PAYGO Program was established to manage all transit-related activities funded through general City revenues.

General Pay-As-You-Go Program - includes \$38.3 million in FY 2019 revenues, a \$23.8 million decrease from FY 2018 reflecting the reduction in use of additional Capital Reserves to fund several one-time projects in FY 2018.

Major programs and projects funded by PAYGO in FY 2019:

- \$9.2 million for Contribution to Cultural Facilities
- \$7.4 million for Facilities Maintenance & Renovation
- \$7.2 million for Innovative Housing and other Housing and Community Building programs
- \$1.8 million for Transportation Infrastructure
- \$4.6 million for Environmental Services and the Tree Management Program
- \$2.6 million for Technology Services
- \$1.5 million for Economic Development and Neighborhoods Grants
- \$2.7 million for Rental Assistance Endowment (A Way Home)
- \$1.0 million for Community Investment Contingencies
- \$0.3 million for the Placemaking Program

Additions to the Five-Year FY 2019 – 2023 General PAYGO Program:

- **\$2.0 million for Housing and Community Building.** The FY 2019 – 2023 CIP currently includes \$1.0 million per year Adopted in FY 2018 to provide additional support to the Affordable Housing Program to increase the supply of affordable and workforce housing through innovative, public-private partnerships. This additional \$2.0 million reflects \$500,000 per year for four years beginning in FY 2020 to promote housing and community building as a cornerstone of strong neighborhoods.
- **\$2.0 million for A Way Home Rental Assistance Program.** The A Way Home Rental Assistance Endowment (formerly Rental Assistance endowment) is a fund that provides rental subsidies and support services. In 2013 the City committed a total of \$10.0 million to the Endowment and began programming funding in FY 2014 over several years through the Community Investment Plan Pay-As-You-Go Fund. Through FY 2018, \$7.3 million has been appropriated toward the City's \$10.0 million commitment. Seven Hundred Thousand dollars is currently programmed for FY 2019, and this additional \$2.0 million will complete the appropriation of the City's full \$10.0 million commitment. In addition to the \$10.0 million commitment from the city, a \$10.0 million match is being leveraged from the private sector (through the Foundation for The Carolinas), and \$1.4 million has been committed by Mecklenburg County.
- **\$1.5 million for Police Equipment.** Funding of \$4.1 million is currently programmed in FY 2019 through FY 2022 to replace various capital and technology equipment that has reached the end of its service life and is critical to effective police operations. An additional \$1.5 million is added in FY 2023 to continue equipment and technology replacements.

FY 2019-2023 Community Investment Plan

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

Additions to the Five-Year FY 2019 – 2023 General PAYGO Program:

- **\$1.2 million for increased HOME Grant Match.** Federal HOME Grant awards require a 25% City match. Beginning in FY 2019, the estimated HOME Grant award is expected to increase by \$967,448 annually, requiring an additional \$241,862 annually in City Matching funds.
- **\$1.0 million for Community Investment Contingencies.** This program is being established to provide contingency funding for unforeseen critical needs or other capital investment opportunities that may arise.
- **\$0.6 million for Local Initiatives Support Corporation (LISC).** The city will partner with the Foundation for the Carolinas, Bank of America, and Wells Fargo to engage the Local Initiatives Support Corporation, (LISC). LISC is a national organization with a grassroots focus. They are one of the largest organizations supporting projects to revitalize communities and bring greater economic opportunity to residents. These projects include more affordable housing, better schools, safer streets, growing businesses and programs that improve the financial outlook of people. The city will contribute \$200,000 per year for three years to leverage the resources and capital available through LISC and our community partners.
- **\$750,000 for Aging in Place Pilot Program.** The city has developed an Aging in Place program to help support homeowners who want to stay in their homes but cannot afford the additional tax burden caused by revaluation. A large tax bill increase for those with limited means or on fixed incomes can create a financial burden that may lead to displacement, in fact, approximately 16 percent of homeowners who already receive assistance under the county-administered low-income homestead program still face the prospect of being forced from their homes due to tax delinquency. City Council approved an additional \$250,000 to be added to the \$500,000 for this new program to provide a total of \$750,000 in City funds in FY 2019 to focus on providing assistance to those remaining at-risk homeowners to help them retain ownership. The commitment of the additional \$250,000 from the City will be used to raise an additional \$250,000 from the private sector.
- **\$250,000 for Placemaking Program.** \$250,000 in FY 2019 is provided for the Placemaking program to target neighborhoods and activity centers by funding projects that create active and inviting public spaces, through activating leftover and/or underutilized public spaces, implementing enhanced streetscapes, and demonstrating how public spaces can help transform neighborhoods by creating vibrant gathering places. The projects selected will be citywide and will range from a variety of demonstration infrastructure projects such as streetscapes, plazas, and pocket parks.
- **\$100,000 for TreesCharlotte.** Established in 2012, TreesCharlotte is a nonprofit collaboration that works to grow and diversify Charlotte's urban forest through promoting stewardship and education about trees. The city partners with TreesCharlotte to facilitate tree planting events in an effort to achieve City Council's 2011 goal of creating 50 percent tree canopy by 2050. Currently, TreesCharlotte plants about 6,000 trees a year. An additional \$100,000 is funded in FY 2019 for community building activities designed to plant an additional 2,500 trees.

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

FY 2019-2023 Community Investment Plan

3. PAY-AS-YOU-GO PROGRAM SCHEDULE

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
REVENUES						
Property Tax (1.20¢)	\$ 11,820,171	12,052,904	12,224,909	12,402,765	12,585,522	61,086,271
Property Tax - Synthetic TIG	78,320	85,856	88,225	89,917	92,624	434,942
PAYGO Fund - Interest Income	905,589	905,589	905,589	905,589	905,589	4,527,945
Sales Tax	20,719,558	21,444,645	20,964,424	21,424,188	21,896,816	106,449,631
Parking Meter Revenue	200,000	200,000	200,000	200,000	200,000	1,000,000
Enterprise Contributions for ERP/P2P	513,630	705,536	1,007,901	747,792	0	2,974,859
Capital Fund Balance & Reserves	2,700,000	0	0	0	0	2,700,000
Anticipated Recovery	1,000,000	0	0	0	0	1,000,000
PAYGO Project Savings	359,165	0	0	0	0	359,165
TOTAL REVENUES	\$ 38,296,433	35,394,530	35,391,048	35,770,251	35,680,551	180,532,813
EXPENDITURES						
Contributions to Others						
Cultural Facilities ^(a)	9,235,176	9,373,704	9,514,310	9,657,024	9,801,880	47,582,094
Economic Development & Neighborhoods						
Business Corridor Revitalization	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Neighborhood Grants	400,000	400,000	400,000	400,000	400,000	2,000,000
Synthetic TIG Cultural Projects	41,412	41,412	41,412	41,412	41,412	207,060
Synthetic TIG Contractual Payments	36,908	44,444	46,813	48,505	51,212	227,882
Environmental Services						
Environmental Services Program	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	8,500,000
Tree Replacement Program	900,000	900,000	900,000	900,000	900,000	4,500,000
Tree Trimming and Removal Program	1,625,000	1,625,000	1,625,000	1,625,000	1,625,000	8,125,000
TreesCharlotte Endowment	250,000	250,000	0	0	0	500,000
TreesCharlotte Contribution	100,000	0	0	0	0	100,000
Facilities Maintenance & Renovation						
Building Maintenance	4,047,236	4,169,455	3,999,722	4,119,198	4,242,258	20,577,869
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Government Center and Plaza	700,000	700,000	700,000	700,000	700,000	3,500,000
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
CMGC Parking Deck Maintenance	200,000	200,000	200,000	200,000	200,000	1,000,000
Housing Program						
Housing and Community Building	1,200,000	1,700,000	1,700,000	1,500,000	1,500,000	7,600,000
Aging in Place ^(c)	750,000	0	0	0	0	750,000
HOME Grant Match	824,420	824,420	824,420	824,420	824,420	4,122,100
Innovative Housing	3,805,107	3,805,107	3,805,107	3,805,107	3,805,107	19,025,535
In Rem Remedy - Residential	655,000	655,000	655,000	655,000	655,000	3,275,000
A Way Home Rental Assistance Endowment ^(b)	2,700,000	0	0	0	0	2,700,000
Technology Services						
Technology Investments	500,000	500,000	500,000	500,000	500,000	2,500,000
Enterprise Resource Planning (ERP)	1,125,403	2,099,906	2,466,405	1,978,286	0	7,670,000
Police Equipment	1,000,000	1,000,000	1,000,000	1,148,624	1,500,000	5,648,624
Transportation Infrastructure						
Road Planning/Design/ROW	1,050,771	1,001,787	1,000,000	1,000,000	1,000,000	5,052,558
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Parking Meter Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Other One-Time Needs						
Placemaking	250,000	0	0	0	0	250,000
Community Investment Contingency	1,000,000	0	0	0	0	1,000,000
Undesignated Balance	0	204,295	112,859	767,675	2,034,262	3,119,091
TOTAL EXPENDITURES	\$ 38,296,433	35,394,530	35,391,048	35,770,251	35,680,551	180,532,813

(a) Contribution to Cultural Facilities supported by Sales Tax

(b) The allocation of \$2,700,000 in FY 2019 to A Way Home Rental Assistance Endowment brings total funds committed by the City to \$10.0 million.

(c) City Council approved an additional \$250,000 to be added to the \$500,000 for this new program to provide a total of \$750,000. The commitment of the additional \$250,000 from the City will be used to raise an additional \$250,000 match from the private sector.

FY 2019-2023 Community Investment Plan

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

FY 2016 was the first full year of CityLYNX Gold Line Phase 1 operations, and federal funds to construct Phase 2 of the Gold Line were approved by Congress in FY 2016. In order to accept these federal funds and proceed with Phase 2 of the Gold Line, the City established the Transit Investment Pay-As-You-Go Fund to isolate the dedicated funding sources to support the current Phase 1 operations and future Phase 2 operations of the CityLYNX Gold Line.

Dedicated revenues totaling \$157.6 million over five years to support the Transit Investment Pay-As-You-Go Fund include vehicle rental tax and motor vehicle license revenue, a portion of the City's sales taxes, and Gold Line fare revenue upon commencement of Phase 2 operations. Surplus revenue from vehicle rental tax and motor vehicle license in FY 2019 and FY 2020 is placed in a reserve for future needs associated with CityLYNX Gold Line Phase 3.

All but one of the revenue sources dedicated to the Transit Investment Pay-As-You-Go Fund are from existing revenue streams transferred from the General Pay-As-You-Go Fund. Future Gold Line fare revenue is the only new revenue programmed into this fund. Sales tax revenue supporting the Transit Investment Fund in FY 2021 through FY 2023 is from a partial transfer from the General PAYGO sales tax allocation, not from General Fund operating sales tax or from the dedicated Transit Sales Tax. There is no use of property taxes, General Fund operating funds, or other new fees and taxes to support the City's funding of the CityLYNX Gold Line or other transit-related expenses, such as the CATS Maintenance of Effort.

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

TRANSIT INVESTMENT PAY-AS-YOU-GO PROGRAM SCHEDULE						
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
REVENUES						
Vehicle Rental Tax	\$ 12,270,356	\$ 12,454,412	\$ 12,641,228	\$ 12,830,846	\$ 13,023,309	\$ 63,220,151
Motor Vehicle License	16,374,233	16,701,717	17,035,752	17,376,467	17,723,996	85,212,165
CityLYNX Gold Line Fares	0	0	1,500,000	1,500,000	1,500,000	3,000,000
Sales Tax-Partial Transfer from PAYGO	0	0	1,230,784	1,547,852	1,879,245	4,657,881
TOTAL	\$28,644,589	\$29,156,129	\$32,407,764	\$33,255,165	\$34,126,550	\$157,590,197
EXPENDITURES						
CATS MOE	\$ 21,970,562	\$ 22,629,679	\$ 23,308,569	\$ 24,007,827	\$ 24,728,062	\$ 116,644,699
Transit Contribution to County & Towns	726,386	737,282	748,341	759,566	770,960	3,742,535
CityLYNX Gold Line Phase 1	1,959,008	1,998,189	2,038,152	2,078,915	2,120,493	10,194,757
CityLYNX Gold Line Phase 2	0	0	4,812,702	4,908,857	5,007,035	14,728,594
CityLYNX Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
CityLYNX Gold Line Phase 3 Reserve	2,488,633	2,290,979	0	0	0	4,779,612
TOTAL	\$28,644,589	\$29,156,129	\$32,407,764	\$33,255,165	\$34,126,550	\$157,590,197

FY 2019-2023 Community Investment Plan

5. PROGRAM EXPENDITURE SUMMARY

<u>Program Category</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022⁽¹⁾</u>	<u>FY 2023⁽¹⁾</u>	<u>FY 2019-2023 CIP</u>
HOUSING & NEIGHBORHOOD DEVELOPMENT						
Housing Neighborhoods	\$ 71,260,099 75,650,000	18,310,099 400,000	43,310,099 45,400,000	18,110,099 400,000	18,110,099 400,000	169,100,495 122,250,000
Total Housing and Neighborhood Development	\$ 146,910,099	18,710,099	88,710,099	18,510,099	18,510,099	291,350,495
TRANSPORTATION & PLANNING						
Roads	\$ 79,620,771	1,751,787	91,662,000	1,750,000	1,750,000	176,534,558
City Transit Investment	28,644,589	29,156,129	32,407,764	33,255,165	34,126,550	157,590,197
Charlotte Area Transit	60,166,325	22,998,974	16,540,926	17,306,230	16,810,471	133,822,926
Total Transportation & Planning	\$ 168,431,685	53,906,890	140,610,690	52,311,395	52,687,021	467,947,681
ECONOMIC DEVELOPMENT						
Economic Development	\$ 26,238,320	1,485,856	13,808,225	1,489,917	1,492,624	44,514,942
Aviation	454,057,618	359,776,522	514,101,242	435,219,310	240,723,448	2,003,878,140
Total Economic Development	\$ 480,295,938	361,262,378	527,909,467	436,709,227	242,216,072	2,048,393,082
ENVIRONMENT						
Environmental Services	\$ 4,575,000	4,475,000	4,225,000	4,225,000	4,225,000	21,725,000
Storm Water	52,000,000	47,000,000	129,000,000	117,000,000	117,000,000	462,000,000
Charlotte Water	241,779,521	280,826,417	305,430,217	332,640,448	299,894,326	1,460,570,929
Total Environment	\$ 298,354,521	332,301,417	438,655,217	453,865,448	421,119,326	1,944,295,929
FACILITY INVESTMENTS						
Facilities	\$ 78,422,639	11,323,656	21,428,986	11,863,783	11,626,520	134,665,584
TOTAL PROGRAM	\$ 1,172,414,882	777,504,440	1,217,314,459	973,259,952	746,159,038	4,886,652,771

⁽¹⁾FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPS projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

5. GENERAL GOVERNMENT REVENUES SUMMARY

	FY 2019	FY 2020	FY 2021	FY 2022⁽¹⁾	FY 2023⁽¹⁾	TOTAL
BONDS						
Prior Street Bonds	\$ 4,500,000	0	0	0	0	4,500,000
Housing Bonds TBA (2018, 2020)	50,000,000	0	25,000,000	0	0	75,000,000
Neighborhood Bonds TBA (2018, 2020)	55,000,000	0	30,000,000	0	0	85,000,000
Street Bonds TBA (2018, 2020)	118,080,000	0	117,232,000	0	0	235,312,000
Total Bonds	227,580,000	0	172,232,000	0	0	399,812,000
CERTIFICATES OF PARTICIPATION (COPs)						
Police Station Construction Program (2018)	46,100,000	0	0	0	0	46,100,000
NE Equipment Maintenance Facility (2018)	11,500,000	0	0	0	0	11,500,000
CMPD Facilities Replacement/Renovation (2018)	4,000,000	0	0	0	0	4,000,000
Fire Facilities (2018, 2020)	1,300,000	0	6,000,000	0	0	7,300,000
General City Facilities (2018, 2020)	4,500,000	0	4,000,000	0	0	8,500,000
Total Certificates of Participation	\$ 67,400,000	0	10,000,000	0	0	77,400,000
TOTAL BONDS AND COPs	\$ 294,980,000	0	182,232,000	0	0	477,212,000
TAXES						
Property Tax	\$ 11,820,171	12,052,904	12,224,909	12,402,765	12,585,522	61,086,271
Property Tax - Synthetic TIG	78,320	85,856	88,225	89,917	92,624	434,942
Interest Income	905,589	905,589	905,589	905,589	905,589	4,527,945
Sales Tax	11,484,382	12,070,941	12,680,898	13,315,016	13,974,181	63,525,418
Vehicle Rental Tax	12,270,356	12,454,412	12,641,228	12,830,846	13,023,309	63,220,151
Motor Vehicle License	16,374,233	16,701,717	17,035,752	17,376,467	17,723,996	85,212,165
Total Taxes	\$ 52,933,051	54,271,419	55,576,601	56,920,600	58,305,221	278,006,892
GRANTS						
Community Dev Block Grant	\$ 5,977,893	5,977,893	5,977,893	5,977,893	5,977,893	29,889,465
Community Dev HOME Grant	3,297,679	3,297,679	3,297,679	3,297,679	3,297,679	16,488,395
Total Grants	\$ 9,275,572	9,275,572	9,275,572	9,275,572	9,275,572	46,377,860
FUND BALANCES, LOAN REPAYMENTS, AND OTHER						
Innovative Housing Income	\$ 400,000	400,000	400,000	400,000	400,000	2,000,000
CDBG Program Income	300,000	300,000	300,000	300,000	300,000	1,500,000
HOME Program Income	600,000	600,000	600,000	600,000	600,000	3,000,000
Affordable Housing Income	750,000	750,000	750,000	750,000	750,000	3,750,000
Business Grant Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
PAYGO Project Savings	359,165	0	0	0	0	359,165
Parking Meter Revenue	200,000	200,000	200,000	200,000	200,000	1,000,000
CityLYNX Gold Line Fares	0	0	1,500,000	1,500,000	1,500,000	4,500,000
Enterprise Fund Contributions for ERP/P2P	513,630	705,536	1,007,901	747,792	0	2,974,859
PAYGO Capital Reserve	2,700,000	0	0	0	0	2,700,000
Anticipated Recovery	1,000,000	0	0	0	0	1,000,000
Total Fund Balances, Loan Repayments, and Other	\$ 7,222,795	3,355,536	5,157,901	4,897,792	4,150,000	24,784,024
TOTAL GENERAL GOVERNMENT REVENUES	\$ 364,411,418	66,902,527	252,242,074	71,093,964	71,730,793	826,380,776

5. GENERAL GOVERNMENT EXPENDITURE SUMMARY

HOUSING & NEIGHBORHOOD DEVELOPMENT	\$ 146,910,099	18,710,099	88,710,099	18,510,099	18,510,099	291,350,495
TRANSPORTATION	108,265,360	30,907,916	124,069,764	35,005,165	35,876,550	334,124,755
ECONOMIC DEVELOPMENT	26,238,320	1,485,856	13,808,225	1,489,917	1,492,624	44,514,942
ENVIRONMENT	4,575,000	4,475,000	4,225,000	4,225,000	4,225,000	21,725,000
FACILITY INVESTMENTS	78,422,639	11,323,656	21,428,986	11,863,783	11,626,520	134,665,584
TOTAL GENERAL GOVERNMENT EXPENDITURES	\$ 364,411,418	66,902,527	252,242,074	71,093,964	71,730,793	826,380,776

⁽¹⁾ FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPs projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

6. ENTERPRISE COMMUNITY INVESTMENT PLAN SUMMARY

Storm Water (\$462.0 million)

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. Storm Water totals \$462.0 million, a 31.8 percent increase over the prior year's five-year program, and is funded by \$242.0 million in cash and \$220.0 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:

- \$146.0 million for minor storm water projects
- \$141.3 million for flood control projects in neighborhood water basins
- \$119.4 million for major storm water projects
- \$26.1 million for stream restoration/mitigation
- \$12.2 million for pollution control projects
- \$9.0 million for Post Construction Control
- \$5.0 million for C-Cost Share projects
- \$3.0 million for projects supporting Comprehensive Neighborhood Improvement Program

Charlotte Area Transit System (CATS) (\$133.8 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 \$133.8 million, a 71.2 percent 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:

- \$67.0 million for bus and special transportation vehicle replacement
- \$38.7 million for the LYNX Blue Line Extension
- \$14.1 million for transit corridor development
- \$10.9 million for transit maintenance and equipment
- \$2.3 million for Transit Support and Technology
- \$0.8 million for Transit facility improvements

Water and Sewer (\$1.5 billion)

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 \$1.5 billion, a 54.7 percent increase, and is funded by \$625.8 million in cash and \$834.8 million in revenue bonds.

The Water and Sewer capital program includes the following major programs:

- \$533.2 million for Rehabilitation and Replacement of existing water and sewer systems
- \$908.5 million to support water and sewer system capacity growth and development
- \$18.9 million to support other Utilities operations

Aviation (\$2.0 billion)

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. Aviation totals \$2.0 billion, a 30.6 percent increase over the prior year's five-year program, and is funded by \$1.2 billion in revenue bonds, \$302.9 million in federal grants, and \$524.2 million in passenger facility charges and other cash. The Aviation capital program includes, among others, the following major projects and programs:

- \$398.8 million for Terminal Lobby expansion
- \$339.1 million for the Fourth Parallel Runway
- \$282.3 million for Concourse A expansion
- \$275.4 million for Taxiway F Extension and Deice Pad
- \$190.2 million for North End Around Taxiway
- \$62.0 million for Terminal rehabilitation

FY 2019-2023 Community Investment Plan

6. ENTERPRISE FUNDS REVENUE SUMMARY

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>TOTAL</u>
STORM WATER						
Storm Water Revenue Bonds	\$ 0	0	80,000,000	70,000,000	70,000,000	220,000,000
Storm Water Pay-As-You-Go	47,000,000	46,000,000	48,000,000	46,000,000	46,000,000	233,000,000
Storm Water Program Income	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000
Total Storm Water	\$ 52,000,000	47,000,000	129,000,000	117,000,000	117,000,000	462,000,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	\$ 39,513,998	17,879,179	13,232,740	13,844,984	13,448,378	97,919,279
NCDOT Transit Grants	2,327,212	0	0	0	0	2,327,212
CATS Local Contribution	13,811,698	5,119,795	3,308,186	3,461,246	3,362,093	29,063,018
Prior Project Savings	4,513,417	0	0	0	0	4,513,417
Total CATS	\$ 60,166,325	22,998,974	16,540,926	17,306,230	16,810,471	133,822,926
WATER AND SEWER						
Water Revenue Bonds	\$ 15,000,000	35,160,000	17,200,000	21,000,000	26,891,500	115,251,500
Sewer Revenue Bonds	70,784,209	116,383,587	171,782,965	199,688,196	160,890,574	719,529,531
Water/Sewer Operating Fund	155,995,312	129,282,830	116,447,252	111,952,252	112,112,252	625,789,898
Total Water and Sewer	\$ 241,779,521	280,826,417	305,430,217	332,640,448	299,894,326	1,460,570,929
AVIATION						
Revenue Bonds	\$ 217,062,964	265,960,355	344,386,770	180,993,163	168,335,322	1,176,738,574
Federal Grants	27,344,688	24,229,407	56,719,602	129,715,335	64,922,898	302,931,930
Passenger Facility Charges	41,311,362	31,410,644	35,558,387	41,803,535	4,967,638	155,051,566
Customer Facility Charges	22,500,000	0	0	0	0	22,500,000
Aviation Discretionary Pay-As-You-Go	141,376,410	21,082,143	10,023,412	24,202,410	2,497,590	199,181,965
Other Funding	4,462,194	17,093,973	67,413,071	58,504,867	0	147,474,105
Total Aviation	\$ 454,057,618	359,776,522	514,101,242	435,219,310	240,723,448	2,003,878,140
TOTAL ENTERPRISE FUND REVENUES	\$ 808,003,464	710,601,913	965,072,385	902,165,988	674,428,245	4,060,271,995

6. ENTERPRISE FUNDS EXPENDITURE SUMMARY

STORM WATER	\$ 52,000,000	47,000,000	129,000,000	117,000,000	117,000,000	462,000,000
CHARLOTTE AREA TRANSIT	60,166,325	22,998,974	16,540,926	17,306,230	16,810,471	133,822,926
WATER AND SEWER	241,779,521	280,826,417	305,430,217	332,640,448	299,894,326	1,460,570,929
AVIATION	454,057,618	359,776,522	514,101,242	435,219,310	240,723,448	2,003,878,140
TOTAL ENTERPRISE FUNDS EXPENDITURES	\$ 808,003,464	710,601,913	965,072,385	902,165,988	674,428,245	4,060,271,995

FY 2019-2023 Community Investment Plan

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

7.A HOUSING AND NEIGHBORHOODS PROGRAM

PROJECT TITLE		FY 2019	FY 2020	FY 2021	FY 2022⁽¹⁾	FY 2023⁽¹⁾	TOTAL
<u>HOUSING</u>							
Affordable Housing							
Housing Diversity Program	\$	50,750,000	750,000	25,750,000	750,000	750,000	78,750,000
Housing and Community Building		1,200,000	1,700,000	1,700,000	1,500,000	1,500,000	7,600,000
Aging in Place		750,000					750,000
Housing Grant Programs							
Community Dev BLOCK Grant		6,277,893	6,277,893	6,277,893	6,277,893	6,277,893	31,389,465
Community Dev HOME Grant		4,722,099	4,722,099	4,722,099	4,722,099	4,722,099	23,610,495
Innovative Housing							
Innovative Housing Program		4,205,107	4,205,107	4,205,107	4,205,107	4,205,107	21,025,535
In Rem Remedy-Residential		655,000	655,000	655,000	655,000	655,000	3,275,000
A Way Home Rental Assistance Endowment		2,700,000	0	0	0	0	2,700,000
TOTAL HOUSING	\$	71,260,099	18,310,099	43,310,099	18,110,099	18,110,099	169,100,495
<u>NEIGHBORHOOD DEVELOPMENT</u>							
Neighborhood Improvements							
Comprehensive Neighborhood Improvement Program (CNIP)	\$	30,000,000	0	30,000,000	0	0	60,000,000
SouthPark CNIP		10,000,000	0	0	0	0	10,000,000
Neighborhood Reinvestment Program		5,000,000	0	0	0	0	5,000,000
Placemaking		250,000	0	0	0	0	250,000
Neighborhood Matching Grants		400,000	400,000	400,000	400,000	400,000	2,000,000
Pedestrian Safety							
Sidewalk and Pedestrian Safety		30,000,000	0	15,000,000	0	0	45,000,000
TOTAL NEIGHBORHOODS	\$	75,650,000	400,000	45,400,000	400,000	400,000	122,250,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$	146,910,099	18,710,099	88,710,099	18,510,099	18,510,099	291,350,495
<u>HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY</u>							
Housing Bonds TBA (2018, 2020)	\$	50,000,000	0	25,000,000	0	0	75,000,000
Neighborhood Bonds TBA (2018, 2020)		45,000,000	0	30,000,000	0	0	75,000,000
Street Bonds TBA (2018, 2020)		30,000,000	0	15,000,000	0	0	45,000,000
Pay-As-You-Go Fund		10,584,527	7,384,527	7,384,527	7,184,527	7,184,527	39,722,635
Community Dev Block Grant		5,977,893	5,977,893	5,977,893	5,977,893	5,977,893	29,889,465
HOME Grant		3,297,679	3,297,679	3,297,679	3,297,679	3,297,679	16,488,395
Innovative Housing Program Income		400,000	400,000	400,000	400,000	400,000	2,000,000
Community Development Program Income		300,000	300,000	300,000	300,000	300,000	1,500,000
HOME Program Income		600,000	600,000	600,000	600,000	600,000	3,000,000
Affordable Housing Bonds Program Income		750,000	750,000	750,000	750,000	750,000	3,750,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY	\$	146,910,099	18,710,099	88,710,099	18,510,099	18,510,099	291,350,495

⁽¹⁾FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPS projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

7.B TRANSPORTATION PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022⁽¹⁾</u>	<u>FY 2023⁽¹⁾</u>	<u>TOTAL</u>
Roads						
Street and Road Infrastructure						
Northeast Corridor Infrastructure (NECI)	\$ 27,300,000	0	27,300,000	0	0	54,600,000
Dixie Berryhill Area Roads	8,520,000	0	21,480,000	0	0	30,000,000
Park South Drive Extension	0	0	4,632,000	0	0	4,632,000
Road Planning/Design/ROW	1,050,771	1,001,787	1,000,000	1,000,000	1,000,000	5,052,558
Bryant Farms Road Extension (Elm to Rea)	2,000,000	0	18,000,000	0	0	20,000,000
Oakdale Road Farm-to-Market	4,500,000	0	0	0	0	4,500,000
Idlewild Road/Monroe Road Intersection	0	0	2,500,000	0	0	2,500,000
MxKee Road/Providence Road Intersection	800,000	0	0	0	0	800,000
Non-Street Transportation Infrastructure						
26-Mile Cross Charlotte Multi-Use Trail	\$ 5,000,000	0	0	0	0	5,000,000
Repair and Replace Bridges Program	3,000,000	0	4,000,000	0	0	7,000,000
Sidewalk and Bike Improvements	4,000,000	0	2,000,000	0	0	6,000,000
Research Drive-J.W. Clay Connector over I-85	9,700,000	0	0			9,700,000
Transportation Safety (Vision Zero)	2,000,000	0	0			2,000,000
Bicycle Travel	4,000,000	0	0			4,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Parking Meter Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Control						
Traffic Signal System Coordination Program	3,000,000	0	6,000,000	0	0	9,000,000
Traffic Control Devices Upgrade Program	4,000,000	0	4,000,000	0	0	8,000,000
TOTAL ROADS	\$ 79,620,771	1,751,787	91,662,000	1,750,000	1,750,000	176,534,558
ROADS REVENUE SUMMARY						
Street Bonds TBA (2018 and 2020)	\$ 73,320,000	0	89,912,000	0	0	163,232,000
Prior Bonds	4,500,000	0	0	0	0	4,500,000
Pay-As-You-Go Fund	1,800,771	1,751,787	1,750,000	1,750,000	1,750,000	8,802,558
TOTAL REVENUE ROADS	\$ 79,620,771	1,751,787	91,662,000	1,750,000	1,750,000	176,534,558
City Transit Investment Program						
CATS Maintenance of Effort (MOE)	\$ 21,970,562	22,629,679	23,308,569	24,007,827	24,728,062	116,644,699
Transit Contribution to County & Towns	726,386	737,282	748,341	759,566	770,960	3,742,535
CityLYNX Gold Line Phase 1	1,959,008	1,998,189	2,038,152	2,078,915	2,120,493	10,194,757
CityLYNX Gold Line Phase 2	0	0	4,812,702	4,908,857	5,007,035	14,728,594
CityLYNX Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
CityLYNX Gold Line Phase 3 Reserve	2,488,633	2,290,979	0	0		4,779,612
TOTAL TRANSIT INVESTMENT PROGRAM	\$ 28,644,589	29,156,129	32,407,764	33,255,165	34,126,550	157,590,197
TRANSIT INVESTMENT REVENUE SUMMARY						
Vehicle Rental Tax	\$ 12,270,356	12,454,412	12,641,228	12,830,846	13,023,309	63,220,151
Motor Vehicle License	16,374,233	16,701,717	17,035,752	17,376,467	17,723,996	85,212,165
CityLYNX Gold Line Fares	0	0	1,500,000	1,500,000	1,500,000	4,500,000
Sales Tax - Partial Transfer from PAYGO	0	0	1,230,784	1,547,852	1,879,245	4,657,881
TOTAL REVENUE TRANSIT INVESTMENT	\$ 28,644,589	29,156,129	32,407,764	33,255,165	34,126,550	157,590,197
TOTAL TRANSPORTATION & TRANSIT	\$ 108,265,360	30,907,916	124,069,764	35,005,165	35,876,550	334,124,755

⁽¹⁾ FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPS projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

7.B TRANSPORTATION PROGRAM SCHEDULE

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Charlotte Area Transit System						
<u>Transit Vehicles:</u>						
Bus: Replacement	\$ 13,015,938	8,939,784	8,140,724	10,648,705	13,381,648	54,126,799
STS Vehicles: Replacement	1,683,000	1,733,490	1,785,495	1,839,060	1,894,231	8,935,276
Vanpool Vehicles: Replacement	538,000	554,140	570,764	0	0	1,662,904
Non-Revenue Vehicles: Expansion	165,000	33,000	0	0	0	198,000
NCDOT Urban Match for Bus Purchases	2,066,813	0	0	0	0	2,066,813
<u>Transit Facilities:</u>						
Transit Facility Improvements	860,199	0	0	0	0	860,199
<u>Transit Maintenance and Equipment:</u>						
MOW Track - Non Revenue Response Vehicles	1,463,000	80,000	0	0	0	1,543,000
Upgrade Fixed Site Cameras	0	210,000	210,000	210,000	210,000	840,000
MOW Train Control- Non Rev Response Vehicles	363,000	328,000	0	0	0	691,000
MOW Traction Power- Non Rev Response Vehicles	803,000	183,000	0	0	0	986,000
Light Rail VMF Network Infrastructure Refresh	218,760		0	0	0	218,760
Emergency Response Vehicle	662,000	416,000	0	0	0	1,078,000
Rail Trans. New Non Rev Vehicle	66,000	0	0	0	0	66,000
South Tryon Network Infrastructure Refresh	298,760	0	0	0	0	298,760
Video Wall Upgrade at CTC/TCPD/NDav	0	115,000	115,000	0	0	230,000
RCM New Non Revenue Response Vehicle	125,000	0		0	0	125,000
DVR/NVR Upgrade to Genetec	0	115,000	115,000	115,000	115,000	460,000
Transit Center Wireless	82,320	0	0	0	0	82,320
Interactive Voice Response System Refresh	455,820	0	0	0	0	455,820
MOW- Signal & Traction Power Battery Replacement	200,000	160,000	0	0	0	360,000
Workstation and Server Refresh	400,000	218,051	224,593	231,330	238,270	1,312,244
SYS CO	1,000,000	0	0	0	0	1,000,000
Enhanced Mobility	857,040	0	0	0	0	857,040
Interactive Voice Response System	181,132	0	0	0	0	181,132
Passenger Information Display	108,200	0	0	0	0	108,200
<u>Transit Support</u>						
Transit Safety & Security	641,892	225,420	232,183	239,148	246,322	1,584,965
City of Charlotte IT (ERP) Initiatives	115,076	223,658	350,415	29,250	0	718,399
<u>Transit Corridor Development:</u>						
LYNX Blue Line Extension (NE Light Rail)	31,305,900	7,400,000	0	0	0	38,705,900
ADA Study	300,000	325,000	200,000	200,000	200,000	1,225,000
Regional Transit Plan Study	325,000	325,000	175,000	0	0	825,000
New Southend Station (Publix)	261,380	889,431	3,896,752	3,268,737	0	8,316,300
Corridor Studies	1,079,095	0	0	0	0	1,079,095
Right-of-Way Protection/Developer Response	525,000	525,000	525,000	525,000	525,000	2,625,000
TOTAL TRANSIT	\$ 60,166,325	22,998,974	16,540,926	17,306,230	16,810,471	133,822,926

Charlotte Area Transit System Revenue Summary

Federal Transit Grants	\$ 39,513,998	17,879,179	13,232,740	13,844,984	13,448,378	97,919,279
NCDOT Transit Grants	2,327,212	0	0	0	0	2,327,212
CATS Local Contribution	13,811,698	5,119,795	3,308,186	3,461,246	3,362,093	29,063,018
Prior Project Savings	4,513,417	0	0	0	0	4,513,417
TOTAL REVENUE TRANSIT	\$ 60,166,325	22,998,974	16,540,926	17,306,230	16,810,471	133,822,926

FY 2019-2023 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>		<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022⁽¹⁾</u>	<u>FY 2023⁽¹⁾</u>	<u>TOTAL</u>
Economic Development							
Business Corridor							
Business Corridor Revitalization Strategy	\$	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Business Grant Program	\$	400,000	400,000	400,000	400,000	400,000	2,000,000
Economic Development Corridor							
Applied Innovation Corridor		13,760,000	0	0	0	0	13,760,000
SE Corridor Land Acquisition & Street Connection		0	0	2,000,000	0	0	2,000,000
Monroe Road Streetscape		1,000,000	0	10,320,000	0	0	11,320,000
Synthetic Tax Increment Grant Cultural Projects		41,412	41,412	41,412	41,412	41,412	207,060
Synthetic Tax Increment Grant Developer Payments		36,908	44,444	46,813	48,505	51,212	227,882
Public/Private Redevelopment Opportunities		10,000,000	0	0	0	0	10,000,000
Total Economic Development	\$	26,238,320	1,485,856	13,808,225	1,489,917	1,492,624	44,514,942
ECONOMIC DEVELOPMENT REVENUE SUMMARY							
Business Grant Program Income	\$	400,000	400,000	400,000	400,000	400,000	2,000,000
Pay-As-You-Go Fund		1,078,320	1,085,856	1,088,225	1,089,917	1,092,624	5,434,942
Neighborhood Bonds TBA (2018)		10,000,000	0	0	0	0	10,000,000
Street Bonds TBA (2018, 2020)		14,760,000	0	12,320,000	0	0	27,080,000
TOTAL GENERAL ECONOMIC DEVELOPMENT	\$	26,238,320	1,485,856	13,808,225	1,489,917	1,492,624	44,514,942

⁽¹⁾ FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPS projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>TOTAL</u>
AVIATION						
Airfield Projects						
Airfield Lighted Sign Replacement	\$ 125,000	0	0	0	0	125,000
Airfield Tractor with Batwing	140,000	0	0	0	0	140,000
B and C Con Trench Drain Replacement	0	1,100,000	0	0	0	1,100,000
C-Con Trench Drain Replacement	1,100,000	0	0	0	0	1,100,000
Center Airfield Lighting Vault Relocation	0	1,026,855	2,973,145	0	0	4,000,000
Deicing Facility Generator	200,000	0	0	0	0	200,000
Dump Trucks	152,000	152,000	0	0	0	304,000
East Vault Regulator Replacement	235,000	0	0	0	0	235,000
EIS for 2025 Master Plan	0	56	101,625	488,800	941,221	1,531,702
EIS for Master Plan Projects	7,515,521	410,354	0	0	0	7,925,875
EMAS Joint Repair	500,000	0	0	0	0	500,000
Field Maintenance Facility	0	13,985,340	514,660	0	0	14,500,000
Fourth Parallel Runway Construction	0	1,442,800	59,884,290	138,248,520	114,076,637	313,652,247
Fourth Parallel Runway Design	1,140,753	24,262,930	0	0	0	25,403,683
FY19 Asphalt Taxiway & Runway Improvements	500,000	0	0	0	0	500,000
FY19 Ramp and Taxiway Improvements	1,000,000	0	0	0	0	1,000,000
FY20 Asphalt Taxiway & Runway Improvements	0	500,000	0	0	0	500,000
FY20 Ramp and Taxiway Improvements	0	1,000,000	0	0	0	1,000,000
FY21 Asphalt Taxiway & Runway Improvements	0	0	500,000	0	0	500,000
FY21 Ramp and Taxiway Improvements	0	0	1,000,000	0	0	1,000,000
Lighted Sign Replacement (Base, Sign Box, and Sign)	1,200,000	0	0	0	0	1,200,000
Multifunction Snow Plows (2 units)	675,000	0	0	0	0	675,000
North End Around Taxiway, Hold Pads, & Relos Const	0	0	41,459,814	103,281,768	13,744,543	158,486,125
North End Around Taxiway, Hold Pads, & Relos Design	22,239,090	9,459,660	0	0	0	31,698,750
Perimeter Fence Upgrade	1,850,000	0	0	0	0	1,850,000
Ramp Surface Cleaner	150,000	0	0	0	0	150,000
Runway 18R/36L RSA Grading	44,704	0	0	0	0	44,704
Runway Wx Info System	170,000	0	0	0	0	170,000
Snow Melter	625,000	0	0	0	0	625,000
South Ramp Expansion Phase I Design	0	0	0	56,183	3,387,634	3,443,817
Taxiway M Rehabilitation Construction	13,020,000	0	0	0	0	13,020,000
Taxiway M Rehabilitation Design	490,000	0	0	0	0	490,000
Terminal Ramp Sweeper	86,000	0	0	0	0	86,000
Tunnel Road Gate Operator Replacement	120,000	0	0	0	0	120,000
Taxiway F Extension, Deice Pad, & TWY SCF Const	0	0	105,711,411	144,479,613	169,976	250,361,000
Taxiway F Extension, Deice Pad, & TWY SCF Design	17,565,715	7,471,785	0	0	0	25,037,500
VX50 Gen2 Vacuum Excavator	70,000	0	0	0	0	70,000
West Boulevard Relocation Phase III Construction	0	0	0	15,810,000	0	15,810,000
West Boulevard Relocation Phase III Design	0	0	1,190,000	0	0	1,190,000
West Ramp Expansion Phase I Construction	25,067	0	0	0	0	25,067
West Ramp Expansion Phase II & Fuel Station Const	0	25,318,287	931,713	0	0	26,250,000
Total Airfield Projects	\$ 70,938,850	86,130,067	214,266,658	402,364,884	132,320,011	906,020,470
Airport Service Facility Projects						
Airport Network Upgrade	\$ 0	500,000	0	0	0	500,000
Airport Phone System Replacement	2,050,000	2,050,000	0	0	0	4,100,000
ARFF Trucks	1,000,000	0	0	0	0	1,000,000
City Network Upgrade	0	250,000	0	0	0	250,000
CLT Center Phase 11	100,000	0	0	0	0	100,000
e-Builder Enterprise Applications & Systems Integration	100,000	0	0	0	0	100,000
eBuilder Phase 3	554,058	1,821	0	0	0	555,879
Electrical Panel System Management	150,000	0	0	0	0	150,000
Energy Management System	150,000	0	0	0	0	150,000
Enterprise Search Tool	149,020	490	0	0	0	149,510
Failover Data Center Equipment	839,506	2,320,988	839,506	0	0	4,000,000
Front End Loader	0	262,000	0	0	0	262,000
Identity Management System	750,000	0	0	0	0	750,000
Intelli-Key Replacements	375,000	0	0	0	0	375,000
IT Infrastructure & Asset Inventory Mgmt System	0	350,000	0	0	0	350,000
IT Master Plan	2,000,000	0	0	0	0	2,000,000
Joint Operations Center Construction	19,723,151	0	0	0	0	19,723,151
Joint Operations Center Sys Integrate, Commission, Backup, Mobility	2,863,636	0	0	0	0	2,863,636

FY 2019-2023 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>TOTAL</u>
AVIATION						
<u>Airport Service Facility Projects (Cont.)</u>						
Knuckle Boom Lift	70,000	0	0	0	0	70,000
Master Plan Land Acquisition 2015	33,190,123	12,004,938	0	0	0	45,195,061
North Campus Communication Infrastructure	0	275,000	0	0	0	275,000
On-base Enterprise Doc Content Mgmt System	124,866	124,866	134	0	0	249,866
On-Call Planning Services	1,000,000	1,000,000	0	0	0	2,000,000
Part 150 Land	3,270,996	3,270,996	854,004	0	0	7,395,996
Pavement Management System Integration	0	150,000	0	0	0	150,000
PFC Application #7 Administrative Services	250,000	0	0	0	0	250,000
Planning Support Svc - Sustainability	250,000	250,000	250,000	0	0	750,000
Portable 500KW Generator	250,000	0	0	0	0	250,000
Radio Spectrum Management System	100,000	0	0	0	0	100,000
Road Tractor	50,000	0	0	0	0	50,000
Third ARFF Station	0	0	0	5,925,926	1,574,074	7,500,000
Vehicle Maintenance Facility	88,002	0	0	0	0	88,002
Video Management System	2,000,000	2,000,000	2,000,000	0	0	6,000,000
Visual Messaging (Terminal Ops)/ Employee Visual Messaging	250,000	0	0	0	0	250,000
Total Airport Service Facility Projects	\$ 71,698,358	24,811,099	3,943,644	5,925,926	1,574,074	107,953,101
<u>Cargo Projects</u>						
Cargo Building #8 - CARGO	0	545,679	2,054,321	0	0	2,600,000
Cargo Study	0	0	350,000	0	0	350,000
Cold Storage Site Development - CARGO	3,588,184	3,588,184	936,816	0	0	8,113,184
FedEx GSE Expansion - CARGO	1,698,765	0	0	0	0	1,698,765
Steele Creek Cargo Facility - CARGO	0	0	0	7,400,000	0	7,400,000
Total Cargo Projects	\$ 5,286,949	4,133,863	3,341,137	7,400,000	0	20,161,949
<u>Centralized Receiving & Distribution Center</u>						
Centralized Receiving & Distribution Center Construct	23,062,005	4,837,995	0	0	0	27,900,000
Centralized Receiving & Distribution Center Design	1,735,850	364,150	0	0	0	2,100,000
Total Centralized/Receiving & Distribution	\$ 24,797,855	5,202,145	0	0	0	30,000,000
<u>Excluded Projects</u>						
American Airlines Line Maintenance Hangar Expansion	231,535	0	0	0	0	231,535
Art	5,973,939	0	0	0	0	5,973,939
Bank of America Road Relocation	0	0	0	667,470	832,530	1,500,000
Contingency	6,305,996	0	0	0	0	6,305,996
Overhead	7,356,996	0	0	0	0	7,356,996
Terminal Basement Rehabilitation	5,500,000	0	0	0	0	5,500,000
Total Excluded Projects	\$ 25,368,466	0	0	667,470	832,530	12,856,996
<u>Fixed Base Operator (FBO) / General Aviation Projects</u>						
FBO Ramp Expansion - GA/FBO	106,481	2,893,519	0	0	0	3,000,000
General Aviation Hangar 2017 Construction - GA/FBO	13,454,861	0	0	0	0	13,454,861
Wilson Air Center North Terminal Expansion - GA/FBO	16,000,000	0	0	0	0	16,000,000
Total FBO / General Aviation Projects	\$ 29,561,342	2,893,519	0	0	0	32,454,861
<u>Fueling Facilities Projects</u>						
Fuel/Lube Truck - Fuel	325,000	0	0	0	0	325,000
Terminal Fuel Farm Expansion - Phase III - FUEL	9,934,741	0	0	0	0	9,934,741
	\$ 10,259,741	0	0	0	0	10,259,741

FY 2019-2023 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Aviation						
Ground Transportation Projects						
Airport Entrance Gateway	\$ 0	0	5,000,000	0	0	5,000,000
Automated Vehicle Location System	1,500,000	0	0	0	0	1,500,000
Bus Info System (TIDS)	0	1,000,000	0	0	0	1,000,000
Business Valet Cameras	250,000	0	0	0	0	250,000
Daily Parking Deck Coating and Joint Repair	2,000,000	0	0	0	0	2,000,000
FIDS for Cell Lot	250,000	0	0	0	0	250,000
FY19 Asphalt Roadways/Parking Lot Improve.	500,000	0	0	0	0	500,000
FY19 Bus Purchase	2,100,000	0	0	0	0	2,100,000
FY20 Asphalt Roadways/Parking Lot Improve.	0	500,000	0	0	0	500,000
FY20 Bus Purchase	0	2,100,000	0	0	0	2,100,000
FY21 Asphalt Roadways/Parking Lot Improve.	0	0	500,000	0	0	500,000
FY21 Bus Purchase	0	0	2,400,000	0	0	2,400,000
FY22 Bus Purchase	0	0	0	2,400,000	0	2,400,000
Hourly Parking Toll Plaza Refinish	0	500,000	0	0	0	500,000
PAPI and Airfield Lighting Control for ATC	0	250,000	0	0	0	250,000
Parking Revenue Control System Replacement	0	0	14,000,000	0	0	14,000,000
Part 139 Discrep Reporting & Safety Mgmt Sys	248,367	816	0	0	0	249,183
Pedestrian Tunnels	1,954	0	0	0	0	1,954
Terminal Curbfront Roadway	48,939	0	0	0	0	48,939
Tree Reno (EE4, LT1, AA)	175,000	0	0	0	0	175,000
Total Ground Transportation Projects	\$ 7,074,260	4,350,816	21,900,000	2,400,000	0	35,725,076
Terminal Projects						
A6 Loading Bridge Replacement	0	0	0	0	726,000	726,000
Airport Com Room Expansion	1,000,000	1,000,000	1,000,000	0	0	3,000,000
Atrium Refresh	0	600,000	0	0	0	600,000
Cameras	7,530,500	0	0	0	0	7,530,500
Central Energy Plant Construction	141,949	27,758,051	0	0	0	27,900,000
Central Energy Plant Design	1,372,099	0	0	0	0	1,372,099
Chiller 14 Replacement	825,000	0	0	0	0	825,000
Concourse A EASE Expansion	260,000	0	0	0	0	260,000
Concourse A Expansion Phase II & III Design	20,893,157	106,843	0	0	0	21,000,000
Concourse A Expansion Phase II Construction	0	18,825,732	120,454,561	219,707	0	139,500,000
Concourse A Expansion Phase III Construction	0	0	0	4,951,389	105,270,833	110,222,222
Concourse A Hold Room Expansion	7,300,000	0	0	0	0	7,300,000
Concourse A Moving Walks	2,200,000	0	0	0	0	2,200,000
Concourse A North Comm Room	1,000,000	0	0	0	0	1,000,000
Concourse A Renovation EASE Equipment	325,000	0	0	0	0	325,000
Concourse A Renovation Millwork	455,000	0	0	0	0	455,000
Concourse E Breakroom Addition	284,535	0	0	0	0	284,535
Concourse E Expansion - Phase 8 Construction	953,613	0	0	0	0	953,613
Concourse E Flooring Replace & Electrical Install	3,500,000	0	0	0	0	3,500,000
Concourse E HVAC Systems Deficiencies	0	900,000	0	0	0	900,000
Concourse E Passenger Boarding Bridges-Ph I	3,250,903	0	0	0	0	3,250,903
Concourse E Passenger Boarding Bridges-Ph II	5,402,967	0	0	0	0	5,402,967
Crossover Conveyor PLC Controller Replace	130,000	0	0	0	0	130,000
East Terminal Expansion - Phase II Construct	8,055,171	6,557	0	0	0	8,061,728
Elevator 3 Rehab	360,000	0	0	0	0	360,000
Elevator 4 Rehab	360,000	0	0	0	0	360,000
Emergency Notification System	333,333	166,667	0	0	0	500,000
FIS Belt 1- ICF3 PLC Controller Replacement	100,000	0	0	0	0	100,000
FIS Belt 3- ICF1 PLC Controller Replacement	100,000	0	0	0	0	100,000
FIS Renovations	5,000,000	5,000,000	0	0	0	10,000,000
Generator Replacements	1,200,000	0	0	0	0	1,200,000
Ground Transportation Communication System	250,000	0	0	0	0	250,000
Infrastructure Management	0	400,000	0	0	0	400,000
Loading Bridge Monitoring System (Metasys)	100,000	0	0	0	0	100,000
Main Terminal Roof Replacements	0	4,500,000	0	0	0	4,500,000
Merge Conveyors TC2-8 & RC2-45 Replace	100,000	0	0	0	0	100,000
Parking Dispatch Room Relocation to JOC	0	125,000	0	0	0	125,000
Passenger Boarding Bridge Replacements (24)	1,390,664	0	0	0	0	1,390,664
Passenger Boarding Units (2)	29,765	0	0	0	0	29,765
PC Air Units A5, A7, A10	405,000	0	0	0	0	405,000
PC Air Units C6, B7, A3, A8, A12	200,000	0	0	0	0	200,000
PC Air Units D4, D6, D10, and spare	550,000	0	0	0	0	550,000

FY 2019-2023 Community Investment Plan

7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>TOTAL</u>
Aviation						
Terminal Projects (Cont.)						
Public Address System	1,000,000	0	0	0	0	1,000,000
RFID Self Bag Tag	0	250,000	0	0	0	250,000
Roof Replacements	500,000	500,000	500,000	0	0	1,500,000
Security Access Improvements	2,250,000	0	0	0	0	2,250,000
Solicitation Solution	100,000	0	0	0	0	100,000
Terminal Lobby Canopy	75,000,000	0	0	0	0	75,000,000
Terminal Lobby Expansion - Construction	11,289,933	147,750,867	147,750,867	11,289,933	0	318,081,600
Terminal Lobby Expansion - Design	5,713,920	0	0	0	0	5,713,920
Terminal Passenger Flow Monitoring & Analysis	94,444	0	0	0	0	94,444
Terminal Rehabilitation Construction	26,988,399	17,619,493	506,284	0	0	45,114,176
Terminal Rehabilitation Incidental Projects	10,026,442	6,545,806	188,089	0	0	16,760,337
T-PMO Staffing	200,000	200,000	0	0	0	400,000
Trash Receptacles (Atrium, Ticket Lobby, & Baggage Claim)	150,000	0	0	0	0	150,000
West Terminal Seating Area	0	0	250,000	0	0	250,000
Wi-Fi Upgrade	250,000	0	0	0	0	250,000
Wilson Air Main Terminal Dx Units	150,000	0	0	0	0	150,000
Total Terminal Projects	\$ 209,071,794	232,255,016	270,649,801	16,461,029	105,996,833	834,434,473
TOTAL AVIATION	\$ 454,057,618	359,776,522	514,101,242	435,219,310	240,723,448	2,003,878,140
AVIATION REVENUE SUMMARY						
Revenue Bonds	\$ 217,062,964	265,960,355	344,386,770	180,993,163	168,335,322	1,176,738,574
Federal Grants	27,344,688	24,229,407	56,719,602	129,715,335	64,922,898	302,931,930
Passenger Facility Charges	41,311,362	31,410,644	35,558,387	41,803,535	4,967,638	155,051,566
Customer Facility Charges	22,500,000	0	0	0	0	22,500,000
Aviation Discretionary Pay-As-You-Go	141,376,410	21,082,143	10,023,412	24,202,410	2,497,590	199,181,965
Other Funding	4,462,194	17,093,973	67,413,071	58,504,867	0	147,474,105
TOTAL REVENUE AVIATION	\$ 454,057,618	359,776,522	514,101,242	435,219,310	240,723,448	2,003,878,140
TOTAL ECONOMIC DEVELOPMENT REVENUES	\$ 480,295,938	361,262,378	527,909,467	436,709,227	242,216,072	2,048,393,082

FY 2019-2023 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

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

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	TOTAL
Storm Water						
Major Storm Water Projects	\$ 6,809,603	10,620,000	26,295,400	45,681,106	30,000,000	119,406,109
Storm Water Pollution Control	250,000	850,000	3,855,000	2,638,000	4,638,000	12,231,000
Stream Restoration/Mitigation	540,000	3,394,000	5,692,000	5,315,000	11,146,500	26,087,500
Minor Storm Water Projects	24,812,500	18,004,000	20,000,000	31,462,894	51,763,100	146,042,494
C-Cost Share Projects	2,500,000	2,500,000	0	0	0	5,000,000
Post Construction Control Program	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000
CNIP Projects	962,550	0	0	0	2,000,000	2,962,550
Area Improvements						
Sunnyvale SDIP	115,000	0	2,341,000	0	0	2,456,000
Shamrock Gardens SDIP	2,530,000	0	0	0	0	2,530,000
Wanamassa SDIP	333,847	0	0	0	0	333,847
Bonwood SDIP	287,500	92,000	0	1,056,000	0	1,435,500
Camp Greene SDIP	287,500	58,500	0	1,610,000	0	1,956,000
Eaglewood SDIP	172,500	259,500	0	955,000	0	1,387,000
Elvis SDIP	172,500	250,000	0	955,000	0	1,377,500
Farmer SDIP	403,000	570,000	4,198,000	0	0	5,171,000
Hinsdale/Tinkerbell SDIP	0	3,820,000	0	0	0	3,820,000
Foxrun SDIP	0	0	517,500	0	1,150,000	1,667,500
Chandworth SDIP	0	0	5,326,000	0	0	5,326,000
Hiddenvalley SDIP	518,000	0	1,162,000	0	8,666,400	10,346,400
Toomey SDIP	202,000	323,000	1,203,000	0	0	1,728,000
Tyndale SDIP	115,000	0	1,204,100	0	0	1,319,100
Westborne SDIP	402,500	0	115,000	1,838,000	0	2,355,500
Johnson Creek Pond	50,000	250,000	0	0	0	300,000
Little Rock Pond	0	400,000	0	2,100,000	0	2,500,000
Colonial Pond	0	0	1,618,000	0	0	1,618,000
Coffee Stream Restoration	0	0	1,000,000	3,000,000	0	4,000,000
Hoyt Hinson Stream Restoration	0	300,000	0	0	0	300,000
Newell Stream Restoration	0	2,554,000	0	0	0	2,554,000
Coulwood Branch Stream Restoration	0	0	1,152,000	0	0	1,152,000
Chatham SDIP	0	0	15,000,000	0	0	15,000,000
Beckwith/Meadow SDIP	460,000	0	7,150,000	0	0	7,610,000
Parkwood SDIP	0	0	14,700,000	0	0	14,700,000
Hill Street Minor SDIP	4,100,000	635,000	0	19,389,000	6,636,000	30,760,000
Edgewater/Rosecrest SDIP	746,000	1,000,000	5,750,000	0	0	7,496,000
6th & Graham Minor SDIP	230,000	120,000	9,721,000	0	0	10,071,000
Total Storm Water	\$ 52,000,000	47,000,000	129,000,000	117,000,000	117,000,000	462,000,000
STORM WATER REVENUE SUMMARY						
Revenue Bonds	\$ 0	0	80,000,000	70,000,000	70,000,000	220,000,000
Storm Water Pay-As-You-Go	47,000,000	46,000,000	48,000,000	46,000,000	46,000,000	233,000,000
Program Income	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000
TOTAL STORM WATER REVENUES	\$ 52,000,000	47,000,000	129,000,000	117,000,000	117,000,000	462,000,000

FY 2019-2023 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
WATER						
Rehabilitation and Replacement						
Vest Rehab and Upgrade	\$ 15,000,000	9,000,000	0	0	0	24,000,000
Water Treatment and Distribution Facilities Roofing	1,475,000	1,100,000	0	0	0	2,575,000
Water Line Rehabilitation/Replacement	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
Water Meter Operations Program	6,775,000	5,500,000	3,500,000	3,500,000	3,500,000	22,775,000
WTP Rehab and Upgrades	4,850,000	4,850,000	4,850,000	4,850,000	4,850,000	24,250,000
Water Lines for Street Improvements	3,000,000	3,000,000	3,000,000	3,100,000	3,200,000	15,300,000
Elevated Water Storage Tank Rehabilitation	200,000	200,000	200,000	200,000	200,000	1,000,000
Franklin Water Treatment Plant - Water Quality Improvements	0	6,000,000	8,000,000	5,000,000	0	19,000,000
WTP Residuals Projects	0	1,000,000	1,000,000	1,500,000	0	3,500,000
Independence Blvd. Widening - Water and Sewer	0	0	0	10,000,000	0	10,000,000
978 Zone PCCP Replacement Main	0	0	0	0	2,600,000	2,600,000
Total - Water Rehabilitation and Replacement	\$ 46,300,000	45,650,000	35,550,000	43,150,000	29,350,000	200,000,000
Capacity for Growth						
New Service Installation Water	\$ 13,100,000	13,100,000	13,100,000	13,500,000	13,900,000	66,700,000
Street and Minor Water Main Extensions	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
Water Distribution System Design & Reliability Improvements	2,500,000	2,500,000	1,000,000	1,000,000	1,000,000	8,000,000
Developer Constructed Water - Reimbursable	268,289	268,289	88,000	88,000	88,000	800,578
960 Zone North-South Transmission Main	0	13,060,000	0	0	0	13,060,000
Old Dowd Rd Airport 24" Water Main Connection	0	5,100,000	0	0	0	5,100,000
Pressure Zone Boundary Changes	0	2,500,000	2,400,000	0	0	4,900,000
Streetcar Phase 3	0	1,000,000	6,000,000	0	0	7,000,000
Dixie Berryhill Water Projects	0	0	2,200,000	0	2,200,000	4,400,000
McKee Road Water Main Extension	0	0	0	2,500,000	0	2,500,000
Plaza Storage Tank Reinforcement Main	0	0	0	1,000,000	3,700,000	4,700,000
Lee S. Dukes WTP Expansion	0	0	0	1,000,000	0	1,000,000
960 Zone West-East Transmission Main	0	0	0	0	6,920,000	6,920,000
978 Zone Transfer Support Water Transmission	0	0	0	0	3,495,000	3,495,000
East Rocky River Rd to Shearer Rd Davidson Ext 16/12 Water Main	0	0	0	0	3,100,000	3,100,000
Mallard Connector Main	0	0	0	0	2,100,000	2,100,000
Verhoeff Drive Water Main	0	0	0	0	1,300,000	1,300,000
978 Zone Booster Pump Station	0	0	0	0	976,500	976,500
Hambright Road Water Main	0	0	0	0	500,000	500,000
Total - Water Capacity for Growth	\$ 20,868,289	42,528,289	29,788,000	24,088,000	44,279,500	161,552,078

FY 2019-2023 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
SEWER						
Rehabilitation and Replacement						
McDowell Creek WWTP – Maintenance & Upgrades Project						
	\$ 2,000,000	6,500,000	0	0	0	8,500,000
Mallard Creek WWTP Reliability Improvements	6,000,000	4,000,000	6,000,000	0	0	16,000,000
Little Hope Creek Outfall Replacement	2,500,000	5,000,000	8,000,000	0	0	15,500,000
Sewer Lines in Streets to be Widened	2,000,000	2,000,000	2,000,000	2,060,000	2,120,000	10,180,000
PS & WAS Pipelines from Irwin to McAlpine	1,600,000	0	0	0	17,000,000	18,600,000
Waste Water Treatment and Collection Facilities Roofing	1,500,000	1,300,000	1,200,000	100,000	0	4,100,000
Sanitary Sewer Line Rehabilitation	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	80,000,000
Lift Station Improvements	10,375,000	3,000,000	2,500,000	2,000,000	2,000,000	19,875,000
WWTP Rehab and Upgrades	9,800,000	7,800,000	7,800,000	7,800,000	7,800,000	41,000,000
Large Diameter Sanitary Sewer Rehabilitation	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Trunk Sewer Stream Bank Repairs	1,500,000	1,000,000	1,000,000	1,000,000	500,000	5,000,000
Dewatering Complex Upgrade at McAlpine	0	3,400,000	0	0	0	3,400,000
McAlpine Creek WWMF Aeration System and Clarifier Rehab/Upgrade	0	32,000,000	23,400,000	24,100,000	0	79,500,000
WWTP UV Disinfection System Improvements	0	500,000	6,000,000	4,000,000	0	10,500,000
Site Work at All WWTPs	0	250,000	250,000	250,000	250,000	1,000,000
Total - Sewer Rehabilitation and Replacement	57,275,000	86,750,000	78,150,000	61,310,000	49,670,000	333,155,000
Capacity for Growth						
Mount Holly Lift Station and Force main						
	\$ 17,000,000	0	0	0	0	17,000,000
Doby Creek Sanitary Sewer Improvements	14,000,000	0	0	0	0	14,000,000
Upper Taggart Creek Outfall Replacement	11,700,000	0	0	0	0	11,700,000
Little Sugar Creek Tributary to Fairview Sanitary Sewer Improvements	7,000,000	0	0	0	0	7,000,000
North Tryon Sanitary Sewer Improvements	7,000,000	0	0	0	0	7,000,000
Wilmore Drive to I-77 Sanitary Sewer Improvements	5,000,000	0	0	0	0	5,000,000
McMullen Creek Basin Sanitary Sewer Improvements Project	2,800,000	9,500,000	0	0	0	12,300,000
Little Sugar Creek Tributary Sewer to CBD and South Blvd	1,000,000	3,500,000	0	0	0	4,500,000
Upper Little Sugar Creek Trunk Sewer	4,000,000	8,000,000	15,500,000	15,500,000	0	43,000,000
Sewer Capacity Improvements	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
Long Creek WWTP to 11 mgd	8,000,000	26,000,000	75,000,000	75,000,000	75,000,000	259,000,000
Street and Minor Sewer Main Extension	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	35,000,000
New Service Installation Sewer	6,100,000	6,100,000	6,100,000	6,280,000	6,470,000	31,050,000
Mallard Creek Basin Sanitary Sewer Improvements	2,400,000	5,600,000	20,000,000	20,000,000	20,000,000	68,000,000
Mallard Creek WWRF - Expansion and Improvements	2,400,000	2,500,000	2,500,000	25,000,000	25,000,000	57,400,000
Sanitary Sewer Capacity Assurance Support	1,400,000	1,500,000	1,500,000	1,500,000	1,500,000	7,400,000
Cabarrus Outfall Relief Sewer	384,209	383,587	382,965	28,196	27,574	1,206,531
Developer Constructed Sewer - Reimbursable	287,023	2,234,541	2,054,252	2,054,252	2,054,252	8,684,320
Dixie Berryhill Sewer Projects	0	1,000,000	0	0	0	1,000,000
McDowell Basin Trunk Sewers	0	13,000,000	10,000,000	17,000,000	0	40,000,000
Belmont Lift Station and Force main	0	0	3,000,000	17,000,000	0	20,000,000
North Fork of Crooked Creek Trunk Sewer	0	0	0	0	2,700,000	2,700,000
Beaver Dam Creek West Branch Outfall - Ph 2	0	0	0	0	2,500,000	2,500,000
Beaver Dam Creek West Branch Outfall	0	0	0	0	2,500,000	2,500,000
Campus Ridge Road Gravity Sewer	0	0	0	0	2,500,000	2,500,000
McKee Creek Tributary - Larkhaven GC Trunk Sewer	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
Davidson Eastern Rocky River Sanitary Sewer Outfall	0	0	0	0	1,250,000	1,250,000
Davidson Western Rocky River Sanitary Sewer Outfall	0	0	0	0	1,250,000	1,250,000
Cane Creek Southeast Tributary Trunk Sewer	0	0	0	0	700,000	700,000
Mountain Island Tributary Extension	0	0	0	0	510,000	510,000
Cane Creek Trunk Sewer North	0	0	0	0	450,000	450,000
Bailey Road Gravity Main	0	0	0	0	233,000	233,000
Total - Sewer Capacity for Growth	112,471,232	101,318,128	158,037,217	201,362,448	173,794,826	746,983,851

FY 2019-2023 Community Investment Plan

7.D ENVIRONMENT PROGRAM SCHEDULE

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
WATER/SEWER OTHER						
e-Builder Capital Program	\$ 1,600,000	100,000	0	100,000	0	1,800,000
GIS Facilities Mapping	1,270,000	1,180,000	1,500,000	1,180,000	1,130,000	6,260,000
Technology Projects	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000
UMS / Banner CIS and Billing Sys Operations & Enhancements	350,000	1,700,000	685,000	150,000	150,000	3,035,000
Security Improvements - Water System	200,000	200,000	200,000	200,000	200,000	1,000,000
AVL System Implementation	225,000	300,000	200,000	0	0	725,000
LIMS Replacement	120,000	0	70,000	0	70,000	260,000
Work and Asset Management	0	0	150,000	0	150,000	300,000
Total Other	\$ 4,865,000	4,580,000	3,905,000	2,730,000	2,800,000	18,880,000
WATER/SEWER REVENUE SUMMARY						
Water Revenue Bonds	15,000,000	35,160,000	17,200,000	21,000,000	26,891,500	115,251,500
Sewer Revenue Bonds	70,784,209	116,383,587	171,782,965	199,688,196	160,890,574	719,529,531
Water/Sewer Operating Fund	155,995,312	129,282,830	116,447,252	111,952,252	112,112,252	625,789,898
TOTAL REVENUES	\$ 241,779,521	280,826,417	305,430,217	332,640,448	299,894,326	1,460,570,929
ENVIRONMENTAL SERVICES PROGRAM						
Environment Services Program	\$ 1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	8,500,000
TREES PROGRAM						
Tree Trimming & Removal Program	\$ 1,625,000	1,625,000	1,625,000	1,625,000	1,625,000	8,125,000
Tree Replacement Program	900,000	900,000	900,000	900,000	900,000	4,500,000
TreesCharlotte Endowment	250,000	250,000	0	0	0	500,000
TreesCharlotte Contribution	100,000	0	0	0	0	100,000
TOTAL GENERAL ENVIRONMENT	\$ 4,575,000	4,475,000	4,225,000	4,225,000	4,225,000	21,725,000
GENERAL ENVIRONMENT SERVICES REVENUE						
General Pay-As-You-Go Fund	\$ 4,575,000	4,475,000	4,225,000	4,225,000	4,225,000	21,725,000
TOTAL GENERAL ENVIRONMENT REVENUE	\$ 4,575,000	4,475,000	4,225,000	4,225,000	4,225,000	21,725,000

FY 2019-2023 Community Investment Plan

7.E FACILITY INVESTMENTS PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022⁽¹⁾</u>	<u>FY 2023⁽¹⁾</u>	<u>TOTAL</u>
New Facilities						
Police Station Construction Program	\$ 46,100,000	0	0	0	0	46,100,000
Infill Fire Station - Clanton Road & I-77	1,300,000	0	0	0	0	1,300,000
Infill Fire Station - TBD	0	0	6,000,000	0	0	6,000,000
Northeast Equipment Maintenance Facility	11,500,000	0	0	0	0	11,500,000
I&T Consolidation Building Purchase	2,500,000	0	0	0	0	2,500,000
Facility Renovation						
CMPD Animal Care & Control Facility Upgrades	4,000,000	0	0	0	0	4,000,000
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Sweden Road Complex Repaving	0	0	4,000,000	0	0	4,000,000
Circular Economy Innovation Barn	2,000,000	0	0	0	0	2,000,000
Facility Maintenance						
Building Maintenance Program	4,047,236	4,169,455	3,999,722	4,119,198	4,242,258	20,577,869
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
CMGC Parking Deck Maintenance	200,000	200,000	200,000	200,000	200,000	1,000,000
Technology						
Technology Investments	500,000	500,000	500,000	500,000	500,000	2,500,000
Police Equipment (Computers, Radios, Tasers)	1,000,000	1,000,000	1,000,000	1,148,624	1,500,000	5,648,624
Enterprise Resource Planning (ERP)/Procure to Pay (P2P)	1,125,403	2,099,906	2,466,405	1,978,286	0	7,670,000
Reserves						
Undesignated Balance	0	204,295	112,859	767,675	2,034,262	3,119,091
Community Investment Contingency	1,000,000	0	0	0	0	1,000,000
TOTAL FACILITY INVESTMENTS	\$ 78,422,639	11,323,656	21,428,986	11,863,783	11,626,520	134,665,584
FACILITY INVESTMENTS REVENUE SUMMARY						
Police Station Construction Program COPs	\$ 46,100,000	0	0	0	0	46,100,000
NE Equipment Maintenance Facility COPs	11,500,000	0	0	0	0	11,500,000
CMPD Facilities Replacement/Renovation COPs	4,000,000	0	0	0	0	4,000,000
Fire Facilities COPs	1,300,000	0	6,000,000	0	0	7,300,000
General City Facilities COPs	4,500,000	0	4,000,000	0	0	8,500,000
Pay-As-You-Go Fund	11,022,639	11,323,656	11,428,986	11,863,783	11,626,520	57,265,584
TOTAL FACILITY INVESTMENTS REVENUES	\$ 78,422,639	11,323,656	21,428,986	11,863,783	11,626,520	134,665,584

⁽¹⁾ FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPS projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

8. PUBLIC ART SCHEDULE

PROJECT TITLE	FY 2019	FY 2020	FY 2021	FY 2022⁽¹⁾	FY 2023⁽¹⁾	TOTAL
Comprehensive Neighborhood Improvements	\$ 18,000,000	0	18,000,000	0	0	36,000,000
SouthPark CNIP	6,000,000	0	0	0	0	6,000,000
Neighborhood Reinvestments in South Charlotte	3,000,000	0	0	0	0	3,000,000
Northeast Corridor Infrastructure (NECI)	16,380,000	0	16,380,000	0	0	32,760,000
Cross Charlotte Multi-Use Trail	3,000,000	0	0	0	0	3,000,000
Bridges Program	300,000		400,000			700,000
Sidewalks and Pedestrian Safety	3,000,000	0	1,500,000	0	0	4,500,000
SE Corridor Sidewalk and Bikeway Improvements	400,000	0	200,000	0	0	600,000
Bicycle Travel	400,000	0	0	0	0	400,000
Transportation Safety (Vision Zero)	200,000	0	0	0	0	200,000
Police Station Construction Program	27,660,000	0	0	0	0	27,660,000
Northeast Equipment Maintenance Facility	6,900,000	0	0	0	0	6,900,000
Infill Fire Station	0	0	3,600,000	0	0	3,600,000
TOTAL	\$ 85,240,000	0 40,080,000	0	0 125,320,000		

GENERAL ART ALLOCATIONS

Comprehensive Neighborhood Improvements	\$ 180,000	0	180,000	0	0	360,000
SouthPark CNIP	60,000	0	0	0	0	60,000
Neighborhood Reinvestments in South Charlotte	30,000	0	0	0	0	30,000
Northeast Corridor Infrastructure (NECI)	163,800	0	163,800	0	0	327,600
Cross Charlotte Multi-Use Trail	30,000	0	0	0	0	30,000
Bridges Program	3,000		4,000			7,000
Sidewalks and Pedestrian Safety	30,000	0	15,000	0	0	45,000
SE Corridor Sidewalk and Bikeway Improvements	4,000	0	2,000	0	0	6,000
Bicycle Travel	4,000	0	0	0	0	4,000
Transportation Safety (Vision Zero)	2,000	0	0	0	0	2,000
Police Station Construction Program	276,600	0	0	0	0	276,600
Northeast Equipment Maintenance Facility	69,000	0	0	0	0	69,000
Infill Fire Station	0	0	36,000	0	0	36,000
TOTAL	\$ 852,400	0 400,800	0	0 1,253,200		

REVENUES

Neighborhood Improvement Bonds (2018, 2020)	\$ 270,000	0	180,000	0	0	450,000
Transportation Bonds (2018, 2020)	236,800	0	184,800	0	0	421,600
Certificates of Participation	345,600	0	36,000	0	0	381,600
TOTAL	\$ 852,400	0 400,800	0	0 1,253,200		

The Aviation public art allocation for Fiscal Year 2019 is \$2,279,566.

Public Art Allocations are determined as follows:

1% of 60% of Total Budget

Neighborhood Improvement Projects, including the Comprehensive Neighborhood Improvement Program (CNIP)

Northeast Corridor Infrastructure (NECI)

Cross Charlotte Multi-Use Trail

Public Facilities, including Police and Fire Stations and Fleet Maintenance facilities

1% of 10% Total Budget

Sidewalk and Pedestrian Safety Program

Bikeway Improvements

Bridges

⁽¹⁾ FY 2019 and FY 2021 include debt-funded projects programmed in the 2018 and 2020 bond referenda to complete the "Big Ideas" projects. FY 2022-2023 have not been programmed for bond or COPS projects. Beginning next year with the FY 2020 budget, the CIP will be programmed using more a consistent level of funding in the out years.

FY 2019-2023 Community Investment Plan

9. Estimated Operating Budget Impact from Major Capital Investments

	Total Capital Cost	Operating Cost Impact	Annual Operating Cost	1st Year Needed
Airport/West Corridor				
Dixie Berryhill Area Roads	\$30,000,000	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 maintenance budgets.	\$22,500	FY 2023
East/Southeast Corridor				
Land Acquisition and Street Connections	2,000,000	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.	1,500	FY 2022
Monroe Road Streetscape	11,320,000	Periodic maintenance of additional sidewalks, curb and gutter, and landscaping; Costs will be covered within existing sidewalk and landscape maintenance budgets.	8,490	FY 2023
Idlewild Road/Monroe Road Intersection	2,500,000	Periodic maintenance of traffic signals and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	1,875	FY 2023
Sidewalk and Bikeway Improvements	6,000,000	Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.	4,500	FY 2021
Research Drive - J.W. Clay Connector over I-85 (North Bridge #1)	9,700,000	Periodic bridge maintenance and repair; Maintenance costs will be covered within existing Bridge Repair Capital Program budget.	7,275	FY 2022
Northeast Corridor Infrastructure (NECI)	54,600,000	Periodic maintenance of additional sidewalks, curb and gutter, and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	40,950	FY 2023
Applied Innovation Corridor	13,760,000	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.	10,320	FY 2021
Road/Infrastructure Projects				
Park South Drive Extension	4,632,000	Minimal increase in street resurfacing costs offset by increase in Powell Bill revenue. Signs and signals will be covered within existing maintenance budgets.	3,474	FY 2021
Cross Charlotte Multi-Use Trail	5,000,000	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.	7,500	FY 2023
Sidewalks and Pedestrian Safety	45,000,000	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.	33,750	FY 2021
Bryant Farms Road Extension	20,000,000	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 maintenance budgets.	15,000	FY 2024
Bicycle Travel	4,000,000	Periodic maintenance of bike lanes. Increase in street resurfacing costs will be offset by increase in Powell Bill revenue.	3,000	FY 2021
Transportation Safety (Vision Zero)	2,000,000	Periodic maintenance of additional sidewalks, curb and gutter, pedestrian crossings, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.	1,500	FY 2021

Continued on next page

FY 2019-2023 Community Investment Plan

9. Estimated Operating Budget Impact from Major Capital Investments

	Total Capital Cost	Operating Cost Impact	Annual Operating Cost	1st Year Needed
Traffic Control & Bridges				
Upgrade Traffic Signal System Coordination	\$9,000,000	Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.	\$6,750	FY 2019
Upgrade Traffic Control devices	8,000,000	Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.	6,000	FY 2019
Repair and Replace Bridges	7,000,000	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	FY 2019
Public Safety & Other Facilities				
CMPD Animal Care & Control - Upgrades to Current Facility	4,000,000	Moderate additional electrical and HVAC costs above expenses currently budgeted for existing building being replaced	2,500	FY 2020
Police Station Construction Program	46,100,000	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 may require additional positions. Actual costs for new positions will be determined when actual number of positions is known. This estimate assumes 70 additional positions.	4,000,000	FY 2021
Northeast Equipment Maintenance Facility	11,500,000	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.	740,000	FY 2022
Infill Fire Station	6,000,000	Annual, ongoing facility maintenance and operations for a new fire station. The new Station will house one Engine Company requiring the addition of 18 Firefighters. Annual operating costs associated with the new Company include on-going annual expenses for salary, benefits, and operating supplies	2,100,000	FY 2024
Central Avenue I&T Consolidation	2,500,000	Purchase of this building will require new ongoing maintenance and operations expenses	68,750	FY 2020
Horse Barn Renovations for Circular Economy	2,000,000	This project will upgrade interior spaces within the former Light Vehicle Maintenance Facility (Horse Barn) on Ott Street to be used as offices and meeting space. Additional annual cost for building maintenance, utilities, and janitorial services will be required	50,000	FY 2020
Neighborhood Improvements				
Comprehensive Neighborhood Improvement Program (CNIP)	70,000,000	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 six CNIP Community areas, the capital maintenance budgets will require additional funding to fully support the new infrastructure.	52,500	FY 2024
Neighborhood Reinvestment in South Charlotte	5,000,000	Periodic maintenance of additional sidewalks, curb and gutter, landscaping, and pedestrian crossings; Initial maintenance costs will be covered within existing capital maintenance budgets.	3,750	FY 2024
Total Capital Cost	\$381,612,000	Total Estimated Additional Operating Costs	\$7,040,250	
		Total Annual Operating Costs (Excluding new Police & Fire staffing)	\$2,040,250	

FY 2019-2023 Community Investment Plan

10. COMMUNITY INVESTMENT PLAN PROGRAM POLICIES

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

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

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

FY 2019-2023 Community Investment Plan

10. COMMUNITY INVESTMENT PLAN FINANCIAL POLICIES

1. General government debt policies:
 - Diversify revenue sources dedicated to capital formation and debt service
 - Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
 - Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
 - Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)
2. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
 - Allocation of the property tax rate
 - Investment (interest) income
 - Sales Tax (one-half cent)
 - Other miscellaneous revenues including Alcoholic Beverage Control (ABC) profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt costs remaining from the consolidation of Park and Recreation
3. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
 - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent.
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 percent of the operating budget:
 - Funding in excess of 16 percent 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 percent of the total assessed value of real and personal property.



This page intentionally left blank.

FY 2019 User Fees

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

Regulatory user fees recoup costs associated with providing specific services that are required by law. These fees are associated with regulatory programs such as land use permits, subdivision reviews, dance hall licenses, and hazardous chemical permits.

- Effective July 1, 2005, City Council adopted a cost recovery policy in which the rate for each regulatory user fee should cover 100 percent of the cost to perform the service. The fully allocated cost recovery model includes direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Included in the FY 2019 Budget is the continuation of the City Council's Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes a provision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:
 1. Avoid significant jumps in price from year to year
 2. Ensure regulatory compliance
 3. Account for service costs that may include or be dedicated to public involvement
- Regulatory user fees are calculated based on the annual operating budget and are driven by the complexity of the service, number of units, occurrences 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.

FY 2019 Regulatory 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, the FY 2019 User Fee schedule recovers 100 percent of costs for the majority of regulatory fees. However, the average cost recovery for the combined regulatory user fees increased from 93.8 percent to 99.0 percent. The FY 2019 User Fees include a General Fund subsidy of 1.0 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service		FY 2017 Recovery Rate	FY 2018 Recovery Rate	FY 2019 Recovery Rate	FY 2019 Subsidy Rate
1	E&PM/Planning: Land Development	100%	100%	100%	0%
2	Transportation: Land Development & Right-of-Way	98.8%	100%	100%	0%
3	Planning: Rezoning, Subdivision, Urban Plan and Zoning	90.5%	75.9%	97.0%	3.0%
4	Fire: Fire Code and Plans Review	100.0%	100.0%	100%	0%
5	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	85.5%	73.7%	86.7%	13.3%
6	City Clerk's Office: Legal Advertisements-Rezoning	73.8%	100%	100%	0%
Total Percentage (based on revenue projections)		94.8%	93.8%	99.0%	1.0%

The FY 2019 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following: Planning incorporated four zoning administration fees that were transferred from Housing and Neighborhood Services; Fire has a new fee related to first re-inspection; Transportation restructured temporary infrastructure fees to isolate food trucks and Transportation has a new shared mobility ROW permit fee in FY 2019.

Non-regulatory user fees recoup costs associated with all other city services or facilities that are unrelated to regulations. These fees are associated with programs such as city-owned cemeteries and airport landing fees.

The fees associated with non-regulatory services are calculated using different methods than regulatory fees because 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 or to comply with federal requirements for the Airport to be financially self-sufficient. The goal for

FY 2019 User Fees

cemetery fees is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

New non-regulatory fees include Aviation's warehouse/office rent fee and Engineering and Property Management's perpetual care mausoleum charge and a new special request for maintenance fee. In FY 2019, the City will offer several new non-regulatory fees under the "Enhanced Plan Review" umbrella. These new and revised services will focus on improving the development plan review process through shorter review times, dedicated resources, and close integration of reviewing departments.

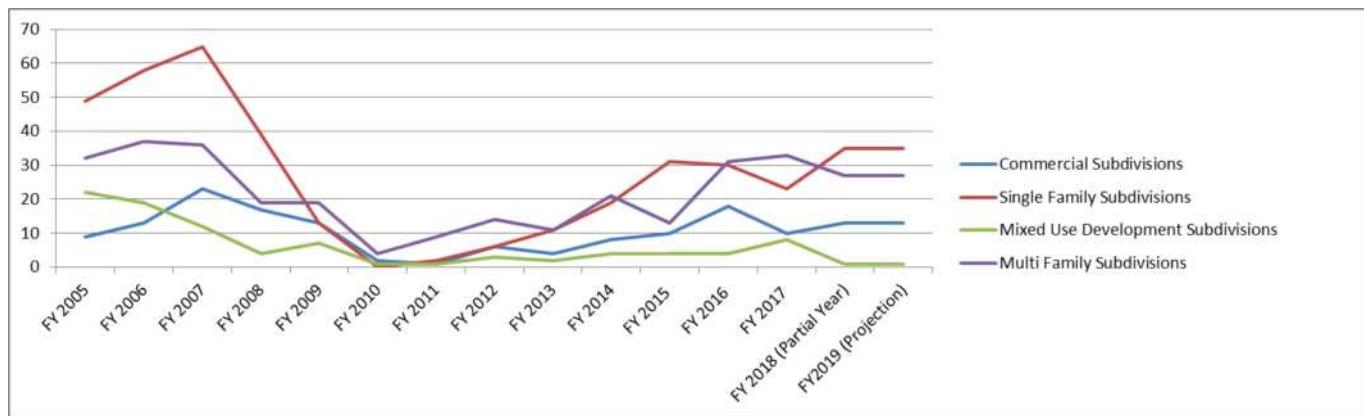
The following pages detail the rates for regulatory and non-regulatory user fees. The fees section also includes storm water rates, as well as water and sewer fees.

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.

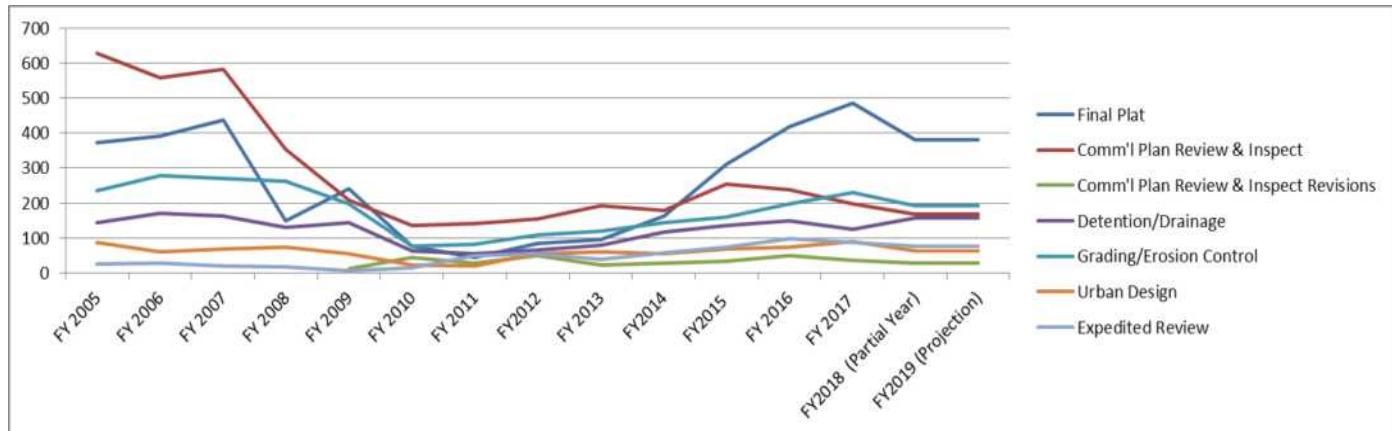
Regulatory Fees

The two charts provide trend history of occurrences associated with land development project approvals and depicts the direct correlation with the previous economic downturn. Land development projects have rebounded, however are still below pre-recession levels.

Number of Subdivision Project Approvals



Number of Other Land Development Approvals



FY 2019 User Fees

FY 2019 User Fee Highlights continued:

Regulatory Fees (continued)

1. Engineering and Property Management – Land Development

- All Land Development fees are at 100 percent of fully-allocated costs
- FY 2019 User Fees include:
 - No new fees
 - One new FTE for an Engineer Plan Reviewer for Land Development with no impact to the General Fund
 - Two new FTEs related to the City's new enhanced plan review program
 - Senior Plan Review Engineer
 - Erosion Control Coordinator

2. Charlotte Department of Transportation – Land Development and Right-of-Way

- All Transportation fees are at 100 percent of fully-allocated costs
- FY 2019 User Fees include:
 - One new fee
 - Shared Mobility ROW Permits at \$10 per unit
 - Three new FTEs
 - Engineering Project Manager for regulatory fees
 - Senior Project Manager and Signals System Senior Engineer related to the City's enhanced plan review program
 - The division of the Temporary Infrastructure Permit fee into two fees:
 - Temporary Infrastructure Permits
 - Parklets, art, decorative items, cabinets, filming activities, and little libraries with an annual fee of \$150
 - Food Trucks annual fee of \$150

3. Planning Design and Development – Rezoning, Subdivision, Urban Plan, and Zoning Administration

- FY 2019 User Fees include:
 - No new fees
 - Three new FTEs related to the City's new enhanced plan review program
 - Commercial Zoning administrator
 - Senior Urban Forester
 - Subdivision Planning Coordinator
 - A General Fund subsidy for the following fees to account for service costs that may include or be dedicated to public involvement or avoid significant jumps in price from year to year:
 - Conventional Rezoning at 15.0 percent
 - Conditional Rezoning (Minor) at 15.0 percent
 - Conditional Rezoning (Major) at 15.0 percent

4. Charlotte Fire Department – Fire Code and Plans Review

- All Fire fees are at 100 percent of fully-allocated costs
- FY 2019 User Fees include:
 - One new fee
 - First Re-inspection Fee at \$20
 - No new FTEs

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

- FY 2019 User Fees include:
 - No new fees or FTEs
 - A General Fund subsidy for the following fees to ensure regulatory compliance and avoid significant jumps in price from year to year:

FY 2019 User Fees

- Adult Business Background Check Fee at 85.2 percent
- Adult Business Building Design Change Fee at 42.7 percent
- Dance Hall License – Background Check Fee at 90.5 percent
- Dance Hall License – Building Design Change Fee at 46.5 percent
- Passenger Vehicle for Hire – Company Certifications – Transfer/Duplication Fee at 59.0 percent
- Passenger Vehicle for Hire – Reinstatement of Permit Fee at 50.8 percent
- Passenger Vehicle for Hire – Vehicle Permit Fee at 94 percent
- Passenger Vehicle for Hire – Replace Vehicle Permit/Decal at 99.0 percent
- Passenger Vehicle for Hire – Transfer Vehicle Permit at 31.9 percent

6. City Clerk's Office – Legal Advertisements for Rezoning Petitions

- All City Clerk fees are at 100 percent of fully-allocated costs
- No new fees or positions

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

- Fees are at 100 percent recovery for FY 2019
- FY 2019 User Fees include:
 - No new fees
 - Two new FTEs:
 - One Construction Inspector and one Construction Supervisor to account for additional inspections needed from an increase in workload

FY 2019 User Fees

FY 2019 User Fee Highlights continued:

Non-regulatory Fees

8. Aviation

- Airline fees are based on Aviation's cost recovery model. Parking rates and tenant fees are determined by the Aviation Director. FY 2019 non-regulatory fees include the following:
 - Airline Fees:
 - Terminal rental rates, landing fees and common use ticket counter, baggage fees, international facility use, and loading bridge fees increase over FY 2018; however, common use gates/holdroom fees for signatory and non-signatory carriers decrease an average of 11 percent
 - Ground Transportation Operations:
 - Fees will remain the same from FY 2018 rates
 - Parking Fees:
 - Hourly parking deck rates, daily parking deck rates, long term lot, and all valet parking rates remain the same as the current FY 2018 rates
 - Rental Rates:
 - Rental rate fees will remain the same from FY 2018 rates
 - One new fee in FY 2019:
 - Warehouse/Office rent at \$5.92-7.46 per square foot of rented space
 - Tenant Fees:
 - Tenant fees will remain the same from FY 2018 rates

9. City Clerk's Office

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

10. Engineering and Property Management

- Most cemetery fees slightly increase:
 - Open and closing fees increase an average of 8.2 percent
 - Cremations and burials increase an average of 10.8 percent
 - Sale of graves in City cemeteries remain at the same rates as in FY 2018
 - Sale of amenities on a gravesite increase an average of 18.4 percent
- There are two new cemetery fees for FY 2019:
 - Perpetual Care Mausoleum Charge (per space) with a cost of 50 percent of the space
 - Special request maintenance per hour fee of \$50 per hour
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2018

11. Planning Design and Development

- Planning Land Development has four new fees in FY 2019 related to the City's new enhanced plan review program:
 - Expedited Minor Plat review at \$1,000
 - Expedited Revised Plat review at \$1,000
 - Expedited Final Plat review at \$1,000
 - Expedited Plan Review at \$30,000 per project
- Expedited Plan RTAP/Commercial Review increases from \$1,950 to \$5,000 per project
- Expedited as-built review increases from \$1,950 to \$2,500 per project

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

- Adoption fees remain unchanged from FY 2018 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 the same as in FY 2018

FY 2019 User Fees

13. Solid Waste Services

- Fees for annual solid waste for multi-family and single-family collection increase by \$7.06, from \$39 to \$46.06 annually
- Small Business solid waste fee remains unchanged
- Veterinary Dead Animal Collection fees remain unchanged

14. Charlotte Department of Transportation

- Enhanced plan review program:
 - Land Development expedited review increases from \$200 to \$1,000 to reflect a more accurate cost of providing the service
- Off-Duty Police Officer Permits remain unchanged
- Parking Permits for Third and Fourth Ward residents remain unchanged
- Parking meter rates remain unchanged

15. Charlotte Water

- Enhanced plan review program
 - Charlotte Water Land Development Expedited Review at \$6,810

Other Fees

16. Engineering and Property Management – Storm Water Fees

- Storm Water fees increase by six percent to help fund the pilot cost-share program for existing low priority "C" projects and to fund 17 additional FTEs to help address current and future service needs

17. Charlotte Water – Water and Sewer Fees

- The fixed administrative billing charge per month increases from \$4.02 to \$4.45 for both water and sewer service
- The availability fee charge per month decreases from \$3.17 to \$2.95 for water and decreases from \$7.50 to \$7.39 for sewer service
- The water volume rates increase an average of three percent for the four tiers and non-residential
- The sewer volume rate increases from \$4.51 to \$4.65 per ccf (ccf = 100 cubic feet) for all sewer customers
- The capacity/connection rate decreases from \$2,955 to \$2,938 for residential water and from \$5,598 to \$5,276 to residential sewer
- The typical monthly total water and sewer bill for residential customers is estimated to be \$64.61 in FY 2019, an average increase of \$1.89 per month
- The typical bill assumes 5,236 gallons or seven 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

FY 2019 User Fees

E&PM and Planning Design and Development					
1. Regulatory Fees: Land Development	Basis	FY 2018	FY 2019	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$ 700	\$ 785	12.1%	0.0%
Commercial Plan Review and Inspection ¹	Per project	2,080	2,165	4.1	0.0
Commercial Tree Ordinance Review and Inspection	Per project + per tree planted	1,155 + 10/tree	1,290 + 10	11.7	0.0
Commercial Tree Preservation	Per project	1,105	1,350	22.2	0.0
Commercial Zoning Plan Review and Inspection ²	Explanation in note 2 below	115 - 1,180	125-1,290	9.0	0.0
Detention/Drainage Plan Review and Inspection ³	Per project + denuded acre	945 + 100	940 + 100	-0.5	0.0
Grading/Erosion Control Permit ³	Per project + per acre	3,215 + 100	3,425 + 100	6.5	0.0
Major Commercial Subdivision Review and Inspection ^{3, 4,5}	Per project + denuded acre	4,940+ 100	4,740 + 100	-4.1	0.0
Major Residential Subdivision Review and Inspection ^{3, 4,5}	Per project + per acre	6,025 + 100	5,700 + 100	-5.4	0.0
Minor Administrative Review	Per project	500	500	0.0	0.0
Minor Residential Subdivision (without streets) and Plat Review and Inspection Review & Inspection	Per project	890	835	-6.2	0.0
Not Subject to Plat	Per Project	90	145	61.1	0.0
Residential Tree Ordinance (Single-family Subdivision) and Residential Tree Preservation	Per project + acre	1,840 + 10	2,200 + 10	19.6	0.0
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	845	860	1.8	0.0
Rezoning Staff Review and Inspection	Per project	360	440	22.2	0.0
Sketch Plan Review	Per project	190	210	10.5	0.0
Single-family Residential Lot Inspection	Per Certificate of Occupancy	70	70	0.0	0.0
Urban Design Plan Review and Inspection ⁶	Per As-Built	2,970	2,920	-1.7	0.0

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

Note 2 (with FY 2019 fees): City Fee(s) collected by Mecklenburg County. Commercial Technical Assistance Center review = \$125 fee; Residential Technical Assistance Center review = \$210 fee; Construction costs of \$1 -\$3,000 = \$135 fee; \$3,001-\$50,000 = \$215 fee; \$50,001-\$100,000 = \$515 fee; \$100,001-\$1,000,000 = \$1,075; over \$1,000,001 = \$1,290 fee;

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

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

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

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

FY 2019 User Fees

Charlotte Department of Transportation					
2. Regulatory Fees: Land Development and Right-of-Way	FY 2018	FY 2019	% Change	% Subsidy	
A. Land Development Permits and Fees:					
Commercial Building/Driveway Permit/Site Plan*	\$ 645	\$ 700	8.5%	0.0%	
Rezoning - Minor*	770	870	13.0	0.0	
Rezoning - Major*	3,750	4,500	20.0	0.0	
Subdivision Processing*	985	1,100	11.7	0.0	
Urban Reviews	1,675	1,775	6.0	0.0	
B. Right-of-Way Permits:					
Festival Permits:					
Small event - 1 day only	450	800	77.8	0.0	
Large festival > 1 day (a permit is required for each day for the duration of the event)	800	1,200	50.0	0.0	
Parade Permits:					
Small < 1,000 attendees	75	200	166.7	0.0	
Medium 1,000 to 3,000 attendees	470	670	42.6	0.0	
Large > 3,000 attendees	940	1200	27.7	0.0	
Right-of-Way (ROW)					
Right-of-Way Abandonment (one street/alleyway)	3,200	3,500	9.4	0.0	
Right-of-Way Abandonment (additional street/alleyway)	1,675	1,675	0.0	0.0	
Right-of-Way Encroachment	1,650	1,840	11.5	0.0	
Temporary Infrastructure Permit					
Parklets, art, decorative items, cabinets, filming activities, and little libraries	150	150	0.0	0.0	
Food trucks	150	150	0.0	0.0	
Sidewalk Dining Permit					
	445	950	113.5	0.0	
Shared Mobility ROW Permits (per unit)- New Fee					
	0	10	N/A	0.0	
Valet Parking Permits**					
New Annual Permit	250	250	0.0	0.0	
Permit Renewals	55	100	81.8	0.0	
Temporary Permit	120	150	25.0	0.0	

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

**Fee was adjusted from one fee to three categories for FY 2018

FY 2019 User Fees

Planning Design and Development					
3. Regulatory Fees: Rezoning, Subdivision, Urban Plan, and Zoning Administration	FY 2018	FY 2019	% Change	% Subsidy	
A. Rezoning:*					
Conventional	\$ 2,000	\$ 2,110	5.5%	15.0%	
Conditional (Minor)	3,100	3,530	13.9	15.0	
Conditional (Major)	6,085	6,800	11.8	15.0	
Text Amendment	1,500	1,500	0.0	0.0	
Amended Site Plan Approval	460	525	14.1	0.0	
Administrative Zoning Services (Sign Flex Option)	240	250	4.2	0.0	
B. Subdivision Review:*					
Preliminary Single-family (Streets)	1,710	1,840	7.6	0.0	
Preliminary Non-Residential*	1,215	1,300	7.0	0.0	
Preliminary Plan Revisions	825	890	7.9	0.0	
Final Plats	380	415	9.2	0.0	
Final Plats Revision	250	265	6.0	0.0	
Condo Plats	235	245	4.3	0.0	
Not Subject To Plats	100	105	5.0	0.0	
Planned Multi-family Review	2,095	2,285	9.1	0.0	
Sketch Plan Review	485	500	3.1	0.0	
Street Exceptions	590	590	0.0	0.0	
Variances & Appeals	2,500	2,500	0.0	0.0	
C. Urban Plan Review:*					
Urban Plan Review	1,500	1,630	8.7	0.0	
Urban Plan Review - Minor and Revision (Administrative Review)	250	260	4.0	0.0	
D. Zoning Administration:					
Appeals (Residential)	255	260	2.0	0.0	
Appeals (Non-Residential)	500	510	2.0	0.0	
Variances (Residential)	730	735	0.7	0.0	
Variances (Non-Residential)	1,645	1,650	0.3	0.0	
Administrative Deviation (Residential)	250	255	2.0	0.0	
Administrative Deviation (Non-Residential)	465	465	0.0	0.0	
Residential Single Family Reviews**	55	50	-9.1	0.0	
Sign permits**	175	110	-37.1	0.0	
Verification Letters**	75	65	-13.3	0.0	
Zoning Use Permits**	185	175	-5.4	0.0	
E. Historic District Review:					
Minor Review	550	555	0.9	0.0	
Major Review	1,030	1,125	9.2	0.0	
Major Review (with survey)	1,075	1,075	0.0	0.0	

*Planning portion of fee

**Zoning Administration of the Housing and Neighborhood Services was reorganized and moved within Planning. Three of the zoning fees continue to be significantly subsidized by the General Fund.

FY 2019 User Fees

Charlotte Fire Department					
4. Regulatory Fees: Fire Code and Plans Review	FY 2018	FY 2019	% Change	% Subsidy	
A. Fire Code Permits:					
ABC Inspection/Permit	\$ 135	\$ 135	0.0%	0.0%	
Aerosol Products	135	135	0.0	0.0	
Combustible Dust Producing Operations/Pulverized Particles	135	135	0.0	0.0	
Combustible Liquids Class 2 and 3 (25-60 gallons on property)	135	135	0.0	0.0	
Covered Mall Buildings–Display-liquid or gas-fired equipment	135	135	0.0	0.0	
Covered Mall Buildings–Retail Fixtures/Concessions	135	135	0.0	0.0	
Covered Mall Buildings–Use of open flame producing equipment	135	135	0.0	0.0	
Day Care/Group Homes - Renewable	135	135	0.0	0.0	
Day Care/Group Homes - Non-Renewable	135	135	0.0	0.0	
Dispensing of Flammable/Combustibles including service stations	135	135	0.0	0.0	
Dry Cleaning Plants	135	135	0.0	0.0	
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	135	135	0.0	0.0	
Fumigation and Thermal Insecticide Fogging	135	135	0.0	0.0	
Hazardous Chemicals ≤110 gallons; 1,000 pounds	135	135	0.0	0.0	
Hazardous Location Close Out	135	135	0.0	0.0	
Heliport/Helistop	135	135	0.0	0.0	
Lumber Storage/Yards and Woodworking Plants	135	135	0.0	0.0	
Non-Mandated Inspection Fee	135	135	0.0	0.0	
Re-inspection Fee (3rd Inspection)	135	135	0.0	0.0	
Repair Garages	135	135	0.0	0.0	
Temporary Membrane Structures, Tents, Canopies	135	135	0.0	0.0	
Waste Handling (Junk Yards, Wrecking Yards)	135	135	0.0	0.0	
B. Fire Code Permits:					
Amusement Buildings	190	190	0.0	0.0	
Carnivals and Fairs	190	190	0.0	0.0	
Combustible Fibers	190	190	0.0	0.0	
Combustible Liquids Class 2 and 3 (61-500 gallons)	190	190	0.0	0.0	
Combustible Storage Permit (over 2,500 cubic foot)	190	190	0.0	0.0	
Compressed Gas	190	190	0.0	0.0	
Cryogenic Fluids	190	190	0.0	0.0	
Exhibits and Trade Shows	190	190	0.0	0.0	
Explosives (Fireworks Indoors)	190	190	0.0	0.0	
Explosives (Fireworks Sales)	190	190	0.0	0.0	
Flammable Liquids Class 1 (51-500 gallons on property)	190	190	0.0	0.0	
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	190	190	0.0	0.0	
High Pile Storage	190	190	0.0	0.0	
Places of Assembly	190	190	0.0	0.0	
Spraying or Dipping Operations	190	190	0.0	0.0	

FY 2019 User Fees

Charlotte Fire Department (continued)				
4. Regulatory Fees: Fire Code and Plans Review continued	FY 2018	FY 2019	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$ 235	\$ 235	0.0 %	0.0 %
Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)	235	235	0.0	0.0
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	235	235	0.0	0.0
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	235	235	0.0	0.0
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	235	235	0.0	0.0
Flammable and Combustible Liquids (Manufacture, process, blend/refine)	235	235	0.0	0.0
Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	235	235	0.0	0.0
Flammable Liquids Class 1 (501-5,000 gallons on property)	235	235	0.0	0.0
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	235	235	0.0	0.0
Tire Rebuilding Plant	235	235	0.0	0.0
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18)	2,200	2,200	0.0	0.0
Combustible Liquids Class 2 and 3A > 5,000	270	270	0.0	0.0
Explosives – (Manufacture, storage, handling, and sale)	270	270	0.0	0.0
Explosives – Blasting Operations	270	270	0.0	0.0
Explosives – Fireworks (Outdoors)	270	270	0.0	0.0
Flammable Liquids Class 1 (>5,000 gallons, on property)	270	270	0.0	0.0
Hazardous Chemicals >5,500 gallons; >50,000 pounds	270	270	0.0	0.0

FY 2019 User Fees

Charlotte Fire Department (continued)					
4. Regulatory Fees: Fire Code and Plans Review continued	FY 2018	FY 2019	% Change	% Subsidy	
E. Plans Review:					
Fire Alarm Plans (Shop drawings)	\$ 135	\$ 135	0.0 %	0.0 %	
Fire Sprinkler Plans (Shop drawings)	135	135	0.0	0.0	
Interactive Review	70	70	0.0	0.0	
Hydrant Test	170	170	0.0	0.0	
Multi-family	270	270	0.0	0.0	
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	170	170	0.0	0.0	
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	270	270	0.0	0.0	
Performance Tests - Fire Alarm (Upfit)	135	135	0.0	0.0	
Performance Tests - Fire pumps	205	205	0.0	0.0	
Performance Tests - Private fire hydrants	170	170	0.0	0.0	
Performance Tests - Sprinkler System (13R, drain test, etc.)	205	205	0.0	0.0	
Performance Tests - Standpipe system tests	440	440	0.0	0.0	
Plans Review-Construction <\$50,000	205	205	0.0	0.0	
Plans Review-Construction \$50,001 to \$100,000	235	235	0.0	0.0	
Plans Review-Construction \$100,001 to \$500,000	270	270	0.0	0.0	
Plans Review-Construction \$500,001 to \$1,000,000	340	340	0.0	0.0	
Plans Review-Construction \$1,000,001 to \$5,000,000	575	575	0.0	0.0	
Plans Review-Construction \$5,000,001 to \$10,000,000	880	880	0.0	0.0	
Plans Review-Construction > than \$10,000,000	1,350	1,350	0.0	0.0	
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	2,700	2,700	0.0	0.0	
Rezoning Petitions - Major	70	70	0.0	0.0	
Rezoning Petitions - Minor	35	35	0.0	0.0	
F. State Mandated Inspections by square foot:					
0 - 2499 square feet	\$ 35	\$ 50	42.9 %	0.0 %	
2,500 - 4,499 square feet	45	60	33.3	0.0	
4,500 - 7,999 square feet	60	70	16.7	0.0	
8,000 - 15,999 square feet	70	90	28.6	0.0	
16,000 - 49,999 square feet	90	100	11.1	0.0	
50,000 - 99,999 square feet	105	135	28.6	0.0	
100,000 - 499,999 square feet	135	270	100.0	0.0	
500,000 + square feet	270	305	13.0	0.0	
Apartment Building with Direct Egress	35	50	42.9	0.0	
Interior Suite or Floor	35	35	0.0	0.0	
Parking Decks	45	70	55.6	0.0	
First Reinspection Fee - New	0	20	N/A	0.0	
Vacant Buildings	35	45	28.6	0.0	

FY 2019 User Fees

Charlotte-Mecklenburg Police Department				
5. Regulatory Fees: Adult Business , Carnival, Dance Hall, and Passenger Vehicle for Hire	FY 2018	FY 2019	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$ 3,125	\$ 3,345	7.0%	4.3%
Background Check Fee	20	20	0.0	85.2
Building Design Change Fee	1,340	1,435	7.1	42.7
License Fee	1,125	1,205	7.1	4.0
B. Carnival Permit Fee:				
Carnival Permit Fee	865	925	6.9	26.3
C. Dance Hall License Fees:				
Application/Renewal Fee	2,585	2,765	7.0	3.5
License Fee	910	975	7.1	9.3
Background Check Fee	10	10	0.0	90.5
Building Design Change Fee	1,250	1,340	7.2	46.5
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	525	510	-2.9	0.0
Late Renewal Charge (per day) ¹	100	100	0.0	0.0
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	75	70	-6.7	0.0
Driver/Chauffeur Permit Fee ²	15	15	0.0	0.0
Transfer/Add/Replace/Duplication Fee	75	80	6.7	59.0
Reinstatement of Permit Fee	135	145	7.4	50.8
Vehicle Fees:				
Vehicle Permit Fee	45	15	-66.7	0.0
Replace Vehicle Permit/Decals	45	50	11.1	99.0
Transfer Vehicle Permit	150	160	6.7	31.9

Note 1: Penalty; not a regulatory fee

Note 2: Fee regulated by North Carolina State Statute

City Clerk's Office				
6. Regulatory Fees: Legal Advertisements	FY 2018	FY 2019	% Change	% Subsidy
Legal Advertisements for Rezoning Petitions*	\$ 270	\$ 270	0%	0%

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

FY 2019 User Fees

Charlotte Water			
7. Regulatory Fees: Plans Review/Inspection Fees	50% Cost Recovery July 1, 2016	75% Cost Recovery July 1, 2017	100% Cost Recovery July 1, 2018
Backflow Review: Plan Review	\$ 109.00	\$ 188.00	188.00
Backflow Inspection: Per Inspection	70.00	199.00	199.00
Subdivision: Project Initiation	167.00	263.00	374.00
Subdivision Plan Review: Per Linear Foot	0.36	1.32	1.73
Subdivision Inspection: Per Linear Foot	1.62	2.55	3.25

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

*Outreach to the development community occurred in FY 2016 to prepare for the phased implementation starting in FY 2017.

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

FY 2019 User Fees

Charlotte Douglas International Airport				
8. Non-Regulatory Fees:	Basis	FY 2018	FY 2019	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$ 0.94	\$ 1.03	9.6%
Terminal Rental Rates	Per square foot	41.72	46.74	12.0
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	1.22	1.02	-16.4
Non-Signatory Carrier	Per available seat delivered	1.37	1.29	-5.8
Common Use Ticket Counter	Per hour used	13.45	23.69	76.1
Baggage Fee	Per bag	0.81	1.03	27.2
International Facility Use	Per deplaned passenger	5.50	5.92	7.6
Loading Bridge Fee	Annual Fee	42,124	43,576	3.4
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:				
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	500.00	500.00	0.0
Commercial Courier Vehicles	Per trip through lane	1.50	1.50	0.0
Transportation Network Companies (TNCs)	Per trip through lane	1.50	1.50	0.0
Contract Vans or Limos	Per trip through lane	1.50	1.50	0.0
Parking Fees:				
Hourly Deck (\$20.00 daily maximum)				
Free first hour	Per half hour	1.00	1.00	0.0
Daily Deck and Daily North (\$10.00 daily maximum)	0-1 hour	1.00	1.00	0.0
Long Term Lots	Daily maximum	7.00	7.00	0.0
Curbside Valet (\$28.00 daily maximum)	Per half hour	\$10 for 1 st 1/2 hr; \$2 for additional 1/2 hr	\$10 for 1 st 1/2 hr; \$2 for additional 1/2 hr	0.0
Business Valet (\$14.00 daily maximum)	Per half hour	\$5 for 1 st 1/2 hr; \$1 for additional 1/2 hr	\$5 for 1 st 1/2 hr; \$1 for additional 1/2 hr	0.0
Cell Phone Lot	NA	No Charge	No Charge	0.0

FY 2019 User Fees

Charlotte Douglas International Airport (continued)					
8. Non-Regulatory Fees: Aviation Fees	Basis	FY 2018		FY 2019	% Change
Rental Rates:					
Ground Rent	Per acre	\$ 6,000-15,000	\$ 8,000-18,000		33.3%
Cargo Facility Rentals-Office	Per square foot	8.25-11.5	8.25-11.50		0.0
FBO Hangar Rentals	Per square foot	9.00-19.95	9.00-19.95		0.0
Rental Car Concessions	% of gross revenue	10	10		0.0
Tenant Fees:					
Airport Identification Cards	Per card	15	15		0.0
Employee Parking Cards	Per card	420	420		0.0

City Clerk's Office					
9. Non-Regulatory Fees - Voluntary Annexation Petition		FY 2018	FY 2019	% Change	
Voluntary Annexation Petition Fee	\$	400	\$ 400		0.0%

FY 2019 User Fees

Engineering and Property Management				
10a. Non-Regulatory Fees: Cemetery Fees	FY 2018	FY 2019	% Change	
Opening and Closing Fees - Adult				
Weekdays	\$ 920	\$ 1,000	8.7%	
Weekdays after 3:30 p.m. and Saturday	1,380	1,500	8.7	
Sunday and Holidays	1,725	2,000	15.9	
Indigent (Catholic Social Services-Weekdays)	300	300	0.0	
Entombment Fee	920	920	0.0	
Opening and Closing Fees - Infant/Child (up to 3 feet):				
Weekdays	360	400	11.1	
Weekdays after 3:30 p.m. and Saturday	540	600	11.1	
Sunday and Holidays	675	800	18.5	
Indigent (Catholic Social Services-Weekdays)	100	100	0.0	
Cremations (burial) (In-ground):				
Weekdays	420	500	19.0	
Weekdays after 3:30 p.m. and Saturday	630	700	11.1	
Sunday and Holidays	785	900	14.6	
Second Right of Interment	450	500	11.1	
Disinterment:				
Adult	1,800	2,000	11.1	
Infant/Child (up to 3 feet)	800	800	0.0	
Reinterment:				
Adult	920	1,000	8.7	
Infant/Child (up to 3 feet)	360	400	11.1	
Sale of Grave Spaces:				
Sale of Grave-Adult (Oaklawn, North Pinewood and West Pinewood)	1,000	1,000	0.0	
Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)	1,600	1,600	0.0	
Sale of Grave-Adult (Evergreen)	1,200	1,200	0.0	
Sale of Grave-Infant	500	500	0.0	
Sale of Cremain Space In Ground (Elmwood, Ninth Street, Pinewood, and Evergreen)	600	600	0.0	
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)	600	600	0.0	
Sale of Cremain Single Space In Niche (Evergreen)	800	800	0.0	
Sale of Cremain Double Space in Niche (Evergreen)	1,200	1,200	0.0	
Perpetual Care Charge (one-time fee per grave space)	N/A	20%	N/A	
Perpetual Care Mausoleum Charge (per space) - New Fee	N/A	50%	N/A	
Ossuary Burial for Cremation	150	150	0.0	
Amenities:				
Flower Vase Installation	70	85	21.4	
Non-Permanent Burial Container/Adult	300	300	0.0	
Lettering of Niche Cover - Evergreen (two lines/name-date)	200	250	25.0	
Tent, Chair, or Cremation Setup	300	500	66.7	
Sale and Installation of City Vase	110	150	36.4	
Monument Foundation Construction (per square inch)	0.95	1.00	5.3	
Marker Installation (per square inch)	0.90	1.00	11.1	
Special Request maintenance per hour fee - New Fee	N/A	50.00	N/A	
Transfer Burial Rights	100	100	0.0	

FY 2019 User Fees

Engineering and Property Management			
10b: Non-Regulatory Fees: Land Development	FY 2018	FY 2019	% Change
Letter of Intent	\$500 per project	\$500 per project	0.0

Engineering and Property Management			
10c. Non-Regulatory: Public and Employee Parking Fees	FY 2018	FY 2019	% Change
Employee Parking	\$25/Month	\$25/Month	0.0%
Public Parking:			
First 1/2 hour	\$1.50	\$1.50	0.0
Additional time (1/2 hour increments)	\$1.50	\$1.50	0.0
Maximum per day	\$15.00	\$15.00	0.0
After Hours and Weekends:			
Weekends Fri 7 p.m. - Mon 7 a.m.	N/A Same as weekday	N/A Same as weekday	0.0

Engineering and Property Management			
10d. Non-Regulatory Fees: Telecommunication Tower Lease	FY 2018	FY 2019	% 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.

Planning Design and Development			
11: Non-Regulatory Fees: Land Development	FY 2018	FY 2019	% Change
Bond Administration Service	\$590/per surety posted, extension, reduction, renewal, replacement, or release	\$590/per surety posted, extension, reduction, renewal, replacement, or release	0.0%
Expedited Presubmittal Meeting	\$500 per meeting	\$500 per meeting	0.0
Expedited Minor Plat - New	N/A	\$1,000	N/A

FY 2019 User Fees

Expedited Revised Plat - New	N/A	\$1,000	N/A
Expedited Final Plat - New	N/A	\$1,000	N/A
Expedited Plan RTAP/Commercial Review	\$1,950 per project	\$5,000 per project	156.4
Expedited Asbuilt Review	\$1,950 per project	\$2,500 per project	28.2
Expedited Plan Review - New	N/A	\$30,000 per project	N/A
Tree Ordinance Payment in Lieu Fee	\$80,100 per acre	\$80,100 per acre	0.0

FY 2019 User Fees

Charlotte-Mecklenburg Police Department				
12. Non-Regulatory Fees: Animal Care and Control Fees	FY 2018	FY 2019	% Change	
Animal Control Adoption Fees:				
Adult Dog/Cat	\$ 30	\$ 30	0.0 %	
Adult Dog/Cat Senior Citizen 62 and older	No Charge	No Charge	0.0	
Puppy/Kitten	30	30	0.0	
Puppy/Kitten Senior Citizen 62 and older	No Charge	No Charge	0.0	
Rescue Group Dog/Cat Approved Adoption	No Charge	No Charge	0.0	
0 - 3 feet Snake	25	25	0.0	
> 3 - 6 feet Snake	50	50	0.0	
>6 feet Snake	75	75	0.0	
Small Pot Belly Pig	25	25	0.0	
Medium Pot Belly Pig	15	15	0.0	
Large Pot Belly Pig	5	5	0.0	
Rats	2	2	0.0	
Mice	1	1	0.0	
Hamster/Gerbil	3	3	0.0	
Chinchilla	35	35	0.0	
Guinea Pigs	5	5	0.0	
Rabbits	5	5	0.0	
Chickens	2	2	0.0	
Turkeys	5	5	0.0	
Ferrets	25	25	0.0	
Small Iguana	25	25	0.0	
Medium Iguana	50	50	0.0	
Large Iguana	75	75	0.0	
Finch	5	5	0.0	
Parakeet /Canary	10	10	0.0	
Parrot - Max Price	Market Rate	Market Rate	0.0	
Gray Cockatiel	25	25	0.0	
Lutino Cockatiel	50	50	0.0	
Peach Faced Lovebird	25	25	0.0	
Other Lovebird	50	50	0.0	
Horse/Cow	Auction Starting Price	Auction Starting Price	0.0	
Goats	15	15	0.0	
Animal Spay/Neuter Fees:				
Canine Spay/Neuter	65	65	0.0	
Feline Spay	50	50	0.0	
Feline Neuter	45	45	0.0	
Rabbit Spay	45	45	0.0	
Rabbit Neuter	45	45	0.0	
Animal Reclaim/Boarding/Rabies Shot/Microchip:				
Canine	40/10/15/8	40/10/15/8	0.0	
Feline	25/6/15/8	25/6/15/8	0.0	
Livestock	55/12/0/0	55/12/0/0	0.0	
Wildlife Processing Fee	40	40	0.0	

FY 2019 User Fees

Solid Waste Services			
13. Non-Regulatory Fees: Annual Solid Waste Disposal and Veterinary Dead Animal Collection Fee	FY 2018	FY 2019	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$ 39.00	\$ 46.06	18.1%
Residential: Single Family	39.00	46.06	18.1
Small Business (<512 gallons/week)	250.00	250.00	0.0
Veterinary Dead Animal Collections	\$25 per animal or \$50 minimum pickup charge	\$25 per animal or \$50 minimum pickup charge	0.0

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

Charlotte Department of Transportation

14. Non-Regulatory Fees: Land Development, Parking Permits & Off-Duty Police Officer Permit	FY 2018	FY 2019	% Change
Land Development Expedited Review	\$ 200.00	\$ 1,000.00	400.0%
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

Charlotte Water

15. Non-Regulatory Fees: Land Development	FY 2018	FY 2019	% Change
Charlotte Water Land Development Expedited Review - New Fee	\$ 0.00	\$ 6,810.00	N/A

FY 2019 User Fees

Engineering and Property Management				
16. Other Fees: Storm Water Rates	FY 2018	FY 2019	% Change	
Single-family:				
Tier I - <2,000 square feet of impervious area	\$ 5.52/month	\$ 5.85/month	6.00	%
Tier II - 2,000 to <3,000 square feet of impervious area	8.13/month	8.62/month	6.00	
Tier III - 3,000 to <5,000 square feet of impervious area	12.04/month	12.76/month	6.00	
Tier IV - ≥5,000 square feet of impervious area	19.91/month	21.11/month	6.00	
Non-Detached Single-family and Commercial:				
Per Acre of Impervious Area	143.73/month	152.35/month	6.00	

Charlotte Water				
17. Other Fees: Water & Sewer Rates	FY 2018	FY 2019	% Change	
Water Rates:				
Fixed:				
Administrative Charge	\$ 4.02	\$ 4.45	10.7	%
Availability Fee	3.17	2.95	-6.9	
Volume Rate:				
Tier I - (0-4 ccf*)	1.58	1.63	3.2	
Tier II - (5-8 ccf)	2.04	2.10	2.9	
Tier III - (9-16 ccf)	4.71	4.85	3.0	
Tier IV - (16+ ccf)	8.91	9.18	3.0	
Non Residential (ccf)	2.73	2.81	2.9	
Sewer Rates:				
Fixed:				
Administrative Charge	4.02	4.45	10.7	
Availability Fee	7.50	7.39	-1.5	
Volumetric - residential, commercial, others (ccf)**:	4.51	4.65	3.1	
Industrial Waste	0.24	0.24	0.0	
Capacity/Connection:				
Common Residential water	2,955	2,938	-0.6	
Common Residential sewer	5,598	5,276	-5.8	

The typical monthly water and sewer bill for residential customers is estimated to be \$64.61, an increase of \$1.89 per month (3.0%). The typical bill assumes 5,236 gallons or 7 ccf used each month.

* 1 ccf = 748 gallons

**Up to 16 ccf for residential customers

FY 2019 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

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

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

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

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

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

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

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

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

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

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

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

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

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

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

Direct & Indirect Costs	Fee Activity 1	Fee Activity 2	Fee Activity 3
100% Cost to Applicant/Customer	\$40	\$335	\$960



This page intentionally left blank.

EXECUTIVE SUMMARY

Background

The Human Resources Philosophy adopted by the City Council is the guiding force for the development and administration of human resource programs. The Philosophy is included as **Attachment A** of this report. As provided in the Philosophy and of utmost importance is that the City of Charlotte “attract and retain qualified, productive and motivated employees who will provide efficient and effective services to the citizens.”

The development of the pay and benefits recommendations is guided by the provisions of the Philosophy, which state:

- Pay will be based on performance while considering market conditions.
- Base pay is the primary type of pay used to maintain market competitiveness. City Council-approved policy is that market competitiveness for a specific job is based on the median of actual salaries paid in the applicable recruitment area for jobs of a similar nature.
- Incentive pay will be the primary pay method used to communicate the changing goals of the City and encourage teamwork.
- Employees will also be rewarded for attaining skills which make them more flexible and useful in helping the city meet its goals.
- Benefits plans will provide a moderate level of income protection against unexpected health, life and disability risks.
- Health care costs will be aggressively managed with employees sharing in the cost of benefits.
- Wellness programs will be actively supported.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through ongoing surveys of the pay and benefits practices of other employers. Human Resources recently completed a review of local, regional and national pay increase trends, as well as a review of employer benefits practices. Competitive practice information was gathered directly by the Human Resources staff and evaluated along with survey information compiled from several consulting firms representing a large number of employers. A summary of the average market movement can be found in **Attachment B**.

Survey Findings

- Mercer Consulting's *2017/2018 U.S. Compensation Planning Survey* reports that salary increase budgets have remained close to three percent for the last several years and are expected to continue to do so in 2018.
- According to the World at Work's *2017/2018 Salary Budget Survey*, respondents are projecting a slight rise in their salary increase budgets for 2018 to 3.1 percent.
- AON Hewitt's *2017/2018 U.S. Salary Increase Survey* reports projected salary increase spending for 2018 is expected to increase to three percent.

Conclusions and Recommendations

- **Compensation**

- In the Public Safety Pay Plan, the following is recommended:
 - Merit steps of 2.5 percent to five percent be funded.
 - Market adjustment to the pay steps funded at two percent effective July 7, 2018.
 - Revisions to Police Officer steps to increase the City's ability to attract and retain Police Officers.
 - Implement a Senior Police Officer program in FY 2019
 - Revisions to Fire steps to better align with market competitiveness and the Police Officer step structure.
 - Revision to allow educational incentive during training academy for both Police and Fire.
- In the Broadbanding Pay Plan, a three percent merit increase is recommended.
- In the Non-Exempt Pay Plan, the following is recommended:
 - Merit increase funded at 1.5 percent.
 - Market adjustment to the ranges of two percent, effective February 2, 2019.
 - Relieve pay compression in Solid Waste Services and Charlotte Water created by the FY 2018 increase to minimum pay.
- Provide the City Manager the authority to grant performance bonuses.

- **Benefits**

- Provide a medical insurance premium holiday for the month of August 2018.
- Reduce the current Family E Plan wellness employee premium by 10 percent in 2019 for a total reduction of \$1,248.
- No increase to 2019 medical plan offerings.
- Implement a 2019 income-based healthcare premium relief program with an income means test to be determined.
- Implement a 2019 Retiree Health Investment Account for sworn public safety hired on or after July 1, 2009.
- Explore options for an Employee Care Fund to assist employees during unexpected and significant financial hardship.
- Implement a Health Care Liaison Program.
- Provide an additional week of paid leave for military training per year.
- Offer employee all-access transit passes at a reduced rate.

FY 2019 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The City's Public Safety Pay Plan, as shown in **Attachment C**, covers all Police classes below the rank of Police Lieutenant 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 the steps, and the second is market adjustments to the steps. The following recommendations are made:

- Merit steps of 2.5 percent to five percent be funded.
- Market adjustment to the pay steps funded at 2.0 percent effective July 7, 2018.
- Revisions to Police Officer steps to increase the City's ability to attract and retain Police Officers.
 - Change top step from 2.5 percent to five percent.
 - In addition to the merit step on merit date, Police Officers and Police Sergeants below top step will advance one step effective November 3, 2019.
- Implement a Senior Police Officer program in FY 2019
 - Officers at top step can enroll in the program in FY 2019 and be eligible to receive a five percent salary incentive beginning on their FY 2020 merit date.
- Revisions to Fire steps to better align with market competitiveness and the Police Officer step structure.
 - Add a 2.5 percent step to Firefighter II to better align with the Police Officer top step.
 - Add a 2.5 percent step to Fire Engineer to better align with the Police Officer top step.
 - Adjust Fire Captain steps by 2.5 percent each, so that the bottom step remains 12.5 percent higher than the Firefighter Engineer top step.
- Apply educational incentive of five percent for a two-year degree and 10 percent for a four-year degree at hire, rather than the current practice of applying at graduation from the training academy for both Police and Fire.

Broadbanding Pay Plan

The City's Broadbanding Pay Plan covers all exempt (salaried) City employees with the exception of non-managerial Sworn Police and Uniformed Fire employees. There is no general pay (market) adjustment for employees in this pay plan like there is for employees in the Public Safety and the Non-Exempt (Hourly) Pay Plans. Merit increases are based on the employee's performance and the employee's pay rate in relation to market.

The following recommendations are made:

- Funding for a three percent merit pool. Department Directors will be held accountable for staying within budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the market rate for their specific job. Increases may be awarded as base pay or lump sum on the employee's merit date.
- Increasing the band minimum and maximum rates in the Broadbanding Pay Plan structure by three percent, as reflected in **Attachment D**. The only impact of this recommendation will be to change the minimum and

maximum rates in the City's six bands. Because no employee salary falls below the minimum of Band A, no employee will receive an increase as a result of this recommendation.

Non-Exempt/Hourly Pay Plan

The City's Non-Exempt Pay Plan covers hourly employees in labor, trades, and administrative positions. This pay plan consists of 20 traditional ranges, each with a minimum, midpoint, and maximum. Non-exempt/hourly employees receive an annual market adjustment equal to half of the Broadbanding merit percentage increase. These employees also receive a merit increase each year equal to half of the Broadbanding merit percentage increase, on average. Merit increases are based on the employee's performance and the employee's pay rate in relation to the midpoint. The following recommendations are made:

- Funding for a 1.5 percent merit pool. Department Directors will be held accountable for staying within budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the midpoint for their specific job. Increases may be awarded as base pay or lump sum on the employee's merit date.
- A two percent market adjustment to the Non-Exempt Pay Plan, as reflected in **Attachment E**. Non-Exempt employees will receive this increase effective February 2, 2019.
- Relieve pay compression in Solid Waste Services and Charlotte Water by increasing Laborer Senior pay by 2.5 percent and increasing Utility Technician I pay by 3.3 percent.

Performance Bonus

- Provide the City Manager the authority to grant performance bonuses.

FY 2019 BENEFITS RECOMMENDATIONS

Funding for Insurance Coverages

The following group insurance coverages are provided and consistent with the Human Resources Philosophy adopted by the City Council: medical, including prescription drug; medical stop-loss; life; dental; employee assistance program; and disability coverage.

It is recommended that the City's funding for group insurance coverages be held flat for FY 2019.

Health Coverage

The City's medical insurance program is self-insured for active employees and non-Medicare retirees. Stop-loss insurance is purchased by the City to cover catastrophic claims that exceed \$475,000 per individual in a calendar year. Third-party claims administrators are retained to provide medical management services and pay medical and prescription drug claims. When budgeting for future costs, the two cost components for the medical insurance plan are the claims projected to incur and the administrative fees to be paid to the claims administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The City has a fully-insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

The following recommendations are being made:

Medical Insurance Premium Holiday

- A premium holiday is a period in which the employee's medical insurance premiums will not be deducted from the employee's pay.
- The recommendation is to provide a premium holiday for the month of August 2018. Medical plan premiums will be waived for employees and retirees on the self-insured medical plan.

Medical Plans

- BlueCross BlueShield of North Carolina is the claims administrator for the self-funded medical insurance plan. The current contract has one renewal remaining. In FY 2019, Human Resources will be conducting a full medical plan administrator RFP for the 2020 plan year.
- It is recommended that the City Manager be authorized to execute the current final contract amendment for 2019.
- Provide the City Manager the authority to make medical plan design changes.

Active Employee Medical Premiums

- Effective January 1, 2019 adjust the PPO Plan E Wellness Family plan employee weekly premium to \$216, a 10 percent reduction of the current premium.
- Effective January 1, 2019 no increase to the medical plan employee premiums for all other plans and tiers.
- Provide the City Manager the authority to establish the wellness incentive design within the overall health insurance budget.
- Implement a 2019 income-based healthcare premium relief program with an income means test to be determined.

Non-Medicare Retiree Premiums

- Effective January 1, 2019 no increase to the medical plan premiums.

Medicare-Eligible Retiree Premiums

- As part of the FY 2010 budget process, City Council provided the City Manager the authority to approve changes including plan options, vendors, and future contracts/contract amendments to the fully-insured medical and prescription drug plans for Medicare-eligible retirees.
- Since these plans are fully insured, it is recommended that the City Manager be authorized to approve rate increases and vendor changes as necessary to appropriately fund these plans upon receipt of renewal rates from the Administrator of the Medicare-eligible retiree coverage.
- No changes to the current cost share philosophy for retirees in this plan are recommended.

Retiree Health Insurance

- It is recommended that the City Manager be authorized to implement a Retiree Health Investment Account for public safety employees hired on or after July 1, 2009. This may include development of plan design, eligibility and vesting requirements, vendor selection and execution of a contract for plan administration.
- It is recommended that the City Manager be authorized to provide a City contribution to the Retiree Health Investment Account of \$20 per week per eligible employee beginning January 1, 2019.

Employee Health Clinic

- Currently the MyHealth employee health clinic is administered by Our Health. The current contract will expire December 31, 2018 with two (1) year renewals available.
- Provide the City Manager the authority to enhance the scope of services and execute the contract renewal.

Dental Plan/Premiums

- Currently the dental plan is administered by Ameritas. The current contract will expire December 31, 2018. Upon receipt of renewal information, it may be necessary to rebid the dental plan.
 - Provide the City Manager the authority to renegotiate the current contract or if the contract is rebid, it is recommended that the City Manager be authorized to select a vendor and execute the contract and future contract amendments with the selected vendor upon completion of the bid process.
 - Provide the City Manager the authority to establish the dental premium structure within the overall health insurance budget.

Vision Plan/Premiums

- The vision plan is fully insured and administered by VSP. It is recommended that the City Manager be authorized to approve plan design upon receipt of renewal from VSP.

Employee Assistance Program

- The City currently offers an Employee Assistance Program (EAP) administered by Business Health Services (BHS). The initial three-year contract term expired on December 31, 2017 and a one year amendment was

signed for 2018. An additional amendment remains for a one-year term. Upon receipt of renewal information, it may be necessary to rebid the EAP plan.

- It is recommended that the City Manager be authorized to either renegotiate the current contract or rebid the service and select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Short-Term Disability

- The City currently contracts with Unum as the short-term disability administrator. The current contract expires December 31, 2018.
- The City will be conducting a rebidding process for these services. It is recommended that the City Manager be authorized to establish the plan design, either renew the current contract or select a new vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Life Insurance

- Currently the group life insurance program is administered by Aetna. The current contract expires December 31, 2018.
- The City will be conducting a rebidding process for these services. It is recommended that the City Manager be authorized to establish the plan design, either renew the current contract or select a new vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Stop Loss Insurance

- The City currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. The policy expires December 31, 2018.
- The City will be conducting a rebidding process for stop-loss insurance. It is recommended that the City Manager be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

457 Plans

- The City currently procures services with ICMA-RC and VOYA to administer the voluntary 457 plans.
- The City will be conducting a rebidding process for 457 plan administration. It is recommended that the City Manager be authorized to either renew the current contracts or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Health Care Liaison Program

- In FY 2019, Human Resources will be evaluating healthcare liaison programs. This benefit would provide employees with confidential, one-on-one expert clinical support and administrative assistance to help them navigate complex healthcare situations. Sample services would include: coordinating care for complex medical issues, support following difficult diagnosis, arrange for home care equipment following hospital discharge, and resolve insurance claims and billing issues.

- It is recommended that the City Manager be authorized to select a vendor and execute the contract and future contract amendments with the selected vendor upon completion of the bid process.

Employee Care Fund

- An Employee Care Fund can be designed to assist employees during unexpected and significant financial hardship due to recent natural emergencies, accidents, catastrophes, deaths or illnesses. The fund may be voluntarily supported by donations from City employees and business partners. Over the next year, options to establish and administer this type of fund will be explored.

Military Training Pay

- Currently, City employees are eligible for one week of paid military training per year. It is recommended that City Council approve an additional week of military training pay per year. This action enables the City of Charlotte to reaffirm the City's commitment to its employees who serve our country as active members of military reserve units.

Employee Transit Passes

- Currently, City employees receive a 30 percent discount on an all-access transit pass, at a cost of \$1,452 per year. Going forward for FY 2019, the cost of the transit passes will be \$66 per employee. It is recommended that City Council approve the option for the City to pay the cost, and charge employees who opt in to the program \$33 per year through a payroll deduction. This will provide an annual benefit of \$1,419 to each employee.

Attachments

Attachment A – Market Movement Summary

Summary of actual market movement for 2015-2018, 2019 projected market movement, and the five-year market movement average.

Attachment C – Recommended FY 2019 Public Safety Pay Plan Structure

New minimum, maximum and step rates in the Public Safety Pay Plan based on the 1.5 percent structural market adjustment recommended for FY 2019.

Attachment D – Recommended FY 2019 Broadbanding Pay Plan Structure

New minimum and maximum rates in the Broadbanding Pay Plan based on the 3.0 percent structural adjustment recommended for FY 2019.

Attachment E – Recommended FY 2019 Non-Exempt/Hourly Pay Plan Structure

New minimum and maximum rates in the Non-Exempt/Hourly Pay Plan based on the 1.5 percent structural adjustment recommended for FY 2019.

City of Charlotte Human Resources Philosophy

The City of Charlotte will attract and retain qualified, productive and motivated employees who will provide efficient and effective services to the citizens. Human resource programs will provide constructive support for the City's customer service, business and financial strategies. These programs will be reviewed on a regular basis and changed as circumstances warrant. They will be directed toward attaining measurable goals and organizational success.

Recruitment

The City will recruit and hire employees who are technically competent and customer focused.

Employee Responsibility

Employees will be held accountable for producing quality work and for exhibiting the highest commitment to honesty, integrity and customer service.

Commitment to Competition

The City of Charlotte is committed to providing quality services at a market competitive cost through service delivery by City employees or, when costs would be lower, through privatization. The City is committed to the skills development of its employees to enhance services to citizens and to make the City more competitive. When necessary due to organizational changes or privatization, the City is further committed to skills development to prepare employees for other opportunities within or outside of the City organization.

Employee Pay and Benefits

All types of employee pay, whether base pay, incentives or benefits, will be used to encourage employees to attain measurable performance goals/targets that support the City's mission. Pay will be based on performance while considering market conditions.

Base pay is the primary type of pay used to maintain market competitiveness; incentive pay will be the primary pay method used to communicate the changing goals of the City and to encourage teamwork. Employees will also be rewarded for attaining skills which make them more flexible and useful in helping Business Units meet their goals.

The City's Benefits Plan will provide a moderate level of income protection to employees against unexpected health, life and disability risks. Employees will be expected to share fairly in the cost of their benefits. The City will aggressively manage health care costs and actively support employee safety and wellness programs to reduce future health care costs.

Health and Safety

Employees will be reasonably protected against safety and environmental risks in the workplace.

Training and Development

Employees will receive sufficient training and counseling to successfully perform their jobs.

Employee Communications

Employees will receive clear and timely communications on issues which affect their work life and will have a reasonable opportunity for input into decisions on these issues.

Employee Relations

Employees will be treated with respect and without regard to race, religion, color, sex, national origin, sexual orientation, age, disability, political affiliation, or on the basis of actual or perceived gender as expressed through dress, appearance or behavior or for any other reason not related to their organizational contributions. Diversity will be respected and viewed as an asset to our workforce.

Approved by City Council 1993, revised 1995, revised 2014 in FY2015 Pay & Benefits Recommendation

FY 2019 Total Rewards - Compensation and Benefits

Attachment B

Market Movement Summary

(Average Percent Change)

Source	2015 Actual Market Movement	2016 Actual Market Movement	2017 Actual Market Movement	2018 Actual Market Movement	2019 Projected Market Movement	5 Year Average Market Movement
National Statistics Provided by World at Work, Hewitt, Mercer	3.0	3.0	3.0	3.1	3.1	3.0
National Municipalities	2.7	2.4	2.5	3.0	3.2	2.8
Charlotte Area Municipalities	2.6	3.0	3.2	3.2	3.3	3.1
Large Charlotte Employers (private sector)	2.7	2.8	2.8	2.7	2.6	2.7
The Employers Association	3.1	3.0	3.0	3.1	3.1	3.1
City of Charlotte Broadbanding	3.0	1.5	3.0	3.0	3.0 (Benchmark)	2.7

FY 2019 Total Rewards - Compensation and Benefits

Attachment C

FY 2019 Public Safety Pay Plan

FY 2019 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

New Hire

	Step 1	Step 2 5.0%	Step 3 5.0%	Step 4 5.0%	Step 5 5.0%	Step 6 5.0%	Step 7 2.5%	Step 8 2.5%	Step 9 2.5%	Step 10 2.5%	Step 11 2.5%	Step 12 2.5%	Step 13 5.0%
POLICE OFFICER 3102	\$853.12 \$44,362	\$895.77 \$46,580	\$940.55 \$48,909	\$987.58 \$51,354	\$1,036.97 \$53,922	\$1,088.81 \$56,618	\$1,116.04 \$58,034	\$1,143.94 \$59,485	\$1,172.54 \$60,972	\$1,201.84 \$62,496	\$1,231.89 \$64,059	\$1,262.70 \$65,660	\$1,325.83 \$68,493
POLICE SERGEANT 3110	Step 1 15.4%	Step 2 2.5%	Step 3 2.5%	Step 4 5.0%									
RESPONSE AREA COMMANDER 3110	Step 1 7.0%												

Police Incentives
2nd Language, Training Officer 5%
2 Yr degree 5% (Srg and RAC not eligible)
4 Yr degree 10% (Srg and RAC not eligible)

FIRE DEPARTMENT

New Hire

	Step 1 5.0%	Step 2 5.0%	Step 3 5.0%	Step 4 5.0%	Step 5 5.0%	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
FIREFIGHTER I 3006	\$812.50 \$42,250	\$853.12 \$44,362	\$895.77 \$46,580	\$940.55 \$48,909	\$987.58 \$51,354	Step 1 5.0%	Step 2 5.0%	Step 3 2.5%	Step 4 2.5%	Step 5 2.5%	Step 6 2.5%	Step 7 2.5%	Step 8 2.5%
FIREFIGHTER II 3008				Step 1 \$940.55	Step 2 \$987.58	Step 3 \$1,036.97	Step 4 \$1,062.89	Step 5 \$1,089.46	Step 6 \$1,116.70	Step 7 \$1,144.62	Step 8 \$1,173.24	Step 9 \$1,202.57	Step 10 \$1,232.63
FF ENGINEER 3011						Step 1 \$1,062.89	Step 2 \$1,089.46	Step 3 \$1,116.70	Step 4 \$1,144.62	Step 5 \$1,173.24	Step 6 \$1,202.57	Step 7 \$1,232.63	Step 8 \$1,263.45
FIRE CAPTAIN 3016	Step 1 12.5%	Step 2 2.5%	Step 3 2.5%	Step 4 5.0%	Step 5 5.0%	\$55,270	\$56,652	\$58,068	\$59,520	\$61,009	\$62,533	\$64,097	\$65,699

Fire Incentives
2nd Language, Haz-Mat, Search & Rescue,
Dive, Aircraft Rescue 5%
2 Yr degree 5% (Captain not eligible)
4 Yr degree 10% (Captain not eligible)

FY 2019 Total Rewards - Compensation and Benefits

Attachment D

Recommended FY 2019 Broadbanding Pay Plan Structure

Band	Minimum	Maximum
Band A	\$31,200	\$66,104
Band B	\$40,549	\$81,099
Band C	\$52,702	\$105,405
Band D	\$71,133	\$142,267
Band E	\$96,007	\$192,015
Band F	\$129,625	\$259,250

FY 2019 Total Rewards - Compensation and Benefits

Attachment E

Recommended FY 2019 Non-Exempt/Hourly Pay Plan Structure

Range	Minimum	Midpoint	Maximum
Range 1	\$31,200	\$32,188	\$37,016
Range 2	\$31,200	\$33,797	\$38,866
Range 3	\$31,938	\$35,487	\$40,810
Range 4	\$33,534	\$37,261	\$42,850
Range 5	\$35,211	\$39,124	\$44,992
Range 6	\$36,972	\$41,080	\$47,242
Range 7	\$38,820	\$43,134	\$49,604
Range 8	\$40,761	\$45,291	\$52,084
Range 9	\$42,800	\$47,556	\$54,689
Range 10	\$44,940	\$49,934	\$57,424
Range 11	\$47,187	\$52,431	\$60,295
Range 12	\$49,547	\$55,053	\$63,310
Range 13	\$52,025	\$57,806	\$66,476
Range 14	\$54,626	\$60,696	\$69,800
Range 15	\$57,357	\$63,731	\$73,290
Range 16	\$60,226	\$66,918	\$76,955
Range 17	\$63,237	\$70,264	\$80,803
Range 18	\$66,399	\$73,777	\$84,843
Range 19	\$69,719	\$77,466	\$89,085
Range 20	\$73,205	\$81,339	\$93,539

Notes:

Effective February 2, 2019 Ranges will be increased by 2.0 percent, as reflected above
Range 1 and 2 are not increasing, as they are already set at the City's minimum of \$15.00 per hour;
however, eligible employees will receive a 2% market adjustment



This page intentionally left blank.

**2018-2019 BUDGET ORDINANCE
ADOPTED JUNE 11, 2018**

BE IT ORDAINED by the City of Charlotte, North Carolina;

Section 1. The following amounts are hereby appropriated for the operation of the City government and its activities for the fiscal year beginning July 1, 2018 and ending June 30, 2019 according to the following schedules:

SCHEDULE A. GENERAL OPERATING FUND (1000)	694,385,975
SCHEDULE B. CHARLOTTE WATER OPERATING FUND (6200)	469,631,450
SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS CONSOLIDATED	183,578,058
SCHEDULE D. AVIATION OPERATING FUNDS- CONSOLIDATED	290,481,486
SCHEDULE E. STORM WATER OPERATING FUND (6300)	75,669,299
SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS- CONSOLIDATED	155,342,732
SCHEDULE G. MUNICIPAL DEBT SERVICE FUND (3000)	140,416,405
SCHEDULE H. AVIATION DEBT SERVICE FUNDS - CONSOLIDATED	56,199,940
SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND (3021)	33,972,755
SCHEDULE J. STORM WATER DEBT SERVICE FUND (6320)	13,293,142
SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS CONSOLIDATED	125,945,463
SCHEDULE L. TOURISM DEBT SERVICE FUND (3022)	18,858,497
SCHEDULE M. POWELL BILL FUND (1001)	25,510,996
SCHEDULE N. CONVENTION CENTER TAX FUND (2001)	62,591,370
SCHEDULE O. INSURANCE AND RISK MANAGEMENT FUND (7100)	3,395,616
SCHEDULE P. TOURISM OPERATING FUND (2002 & 2003)	34,410,097
SCHEDULE Q. CEMETERY TRUST FUND (5000)	96,000
SCHEDULE R. NASCAR HALL OF FAME TAX FUND (2004)	14,854,634
SCHEDULE S. NASCAR HALL OF FAME DEBT SERVICE FUND (3024)	9,454,634
SCHEDULE T. CULTURAL FACILITIES DEBT SERVICE FUND (3023)	9,214,413
SCHEDULE U. AVIATION DISCRETIONARY FUND (6001)	63,189,272

Section 2. The following amounts are hereby authorized for appropriation to capital projects by City Government and its activities for the fiscal year beginning July 1, 2018 according to the following Schedules:

SCHEDULE A. WORKFORCE INVESTMENT ACT FUND (2750)	7,133,776
SCHEDULE B. NEIGHBORHOOD DEVELOPMENT GRANTS FUND (2700)	3,974,301
SCHEDULE C. PUBLIC SAFETY AND OTHER GRANTS FUND (2600)	13,577,464
SCHEDULE D. PUBLIC SAFETY 911 SERVICES FUND (2300)	3,305,691
SCHEDULE E. HOME GRANT FUND (2701) PROJECTS	4,722,099
SCHEDULE F. COMMUNITY DEVELOPMENT FUND (2702) PROJECTS	6,277,893
SCHEDULE G. PAY AS YOU GO FUND (4000)	
Contribution to Other Funds:	
General Capital Projects Fund	32,147,150
Charlotte Area Transit System Fund (MOE)	21,970,562
Charlotte Area Transit System Fund (CityLYNX Gold Line Phase 1 Operations)	1,959,006
HOME Grant Fund	824,420
Cultural Facilities Operating Fund	9,235,176
Cultural Facilities Operating Fund- Synthetic Tax Increment Financing	41,412
Contractual Services- County/Towns	726,386
Contractual Services- Synthetic Tax Increment Financing	36,906
TOTAL PAY AS YOU GO FUND	66,941,022

SCHEDULE H. GENERAL CAPITAL PROJECTS FUND (4001)

Affordable Housing Program	50,750,000
Housing and Community Building	1,000,000
Local Initiatives Support Corporation (LISC) Partnership	200,000
Aging in Place	750,000
Innovative Housing Program	3,805,107
In Rent Remedy - Residential	655,000
A Way Home (Rental Assistance Endowment)	2,700,000
Comprehensive Neighborhood Improvement Program (CNIP)	30,000,000
SouthPark CNIP	10,000,000
South Charlotte Neighborhood Reinvestment Program	5,000,000
Sidewalk & Pedestrian Safety	30,000,000
Northeast Corridor Infrastructure (NECI)	27,300,000
Dixie Berryhill Area Roads	8,520,000
Cross Charlotte Trail	5,000,000
Sidewalk & Bikeway Improvements	4,000,000
I-85 Northbridge (J.W. Clay Connector)	9,700,000
Traffic Control Devices Upgrade Program	4,000,000
Traffic Signal System Coordination Program Upgrade	3,000,000
Repair and Replace Bridges Program	3,000,000
Applied Innovation Corridor	13,760,000
Monroe Road Streetscape	1,000,000
Public/Private Redevelopment Opportunities	10,000,000
Bryant Farms Road Extension (Elm Lane to Rea Road)	2,000,000
Bicycle Travel	4,000,000
Transportation Safety - Vision Zero	2,000,000
McKee Road/Providence Road Intersection Improvements	800,000
Police Station Construction Program	46,100,000
CMPD Animal Care & Control Facility Upgrades	4,000,000
Infill Fire Station - Clanton Road & I-77	1,300,000
I&T Consolidation Building Purchase	2,500,000
Northeast Equipment Maintenance Facility	11,500,000
Circular Economy Innovation Barn	2,000,000
Neighborhood Matching Grants	400,000
Sidewalk and Curb and Gutter Repairs	550,000
Road Planning/Design/ROW	1,050,771
Business Corridor Revitalization	1,000,000
Business Grant Program	400,000
Environmental Services Program	1,700,000
Tree Trimming & Removal Program	1,825,000
Tree Replacement Program	900,000
TreesCharlotte Endowment	250,000
TreesCharlotte Contribution	100,000
Building Maintenance Program	4,047,236
Roof Replacement Program	1,500,000
Parking Lot and Deck Repairs	300,000
CMGC and Plaza Maintenance	700,000
Fire Station Renovations	400,000
Landscape Maintenance and Median Renovation	250,000
CMGC Parking Deck Maintenance	200,000
Technology Investments	500,000
Enterprise Resource Planning (ERP)	1,125,403
Police Equipment	1,000,000
Parking Meter Replacement	200,000
Placemaking	250,000
Community Investment Contingency	1,000,000
CityLYNX Gold Line Phase 3 Reserve	2,488,633
CityLYNX Gold Line Capital Reserve	1,500,000
TOTAL GENERAL CAPITAL PROJECTS FUND	323,777,160

SCHEDULE I. TOURISM CAPITAL PROJECTS FUND (4022)

Baseball Stadium Allocation	682,762
Arena Maintenance Reserve	2,099,000
Ovens/Bojangles Capital Maintenance & Repair	400,000
TOTAL TOURISM CAPITAL PROJECTS FUND	3,181,762

SCHEDULE J. STORM WATER CAPITAL PROJECTS FUND (6360)

Storm Water Minor Projects	24,812,500
Storm Water Major Projects	17,934,950
Storm Water Pollution Control/Restoration	790,000
Post Construction Control Program	5,000,000
C-Cost Share Projects	2,500,000
Storm Water CNIP Projects	962,550
TOTAL STORM WATER CAPITAL PROJECTS FUND	52,000,000

SCHEDULE K. CHARLOTTE WATER CAPITAL PROJECTS FUND (6261)

Water - Rehabilitation and Replacement	46,300,000
Water - Capacity for Growth	20,868,289
Sewer - Rehabilitation and Replacement	57,275,000
Sewer - Capacity for Growth	112,471,232
Charlotte Water - Other	4,865,000
TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND	241,779,521

SCHEDULE L. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED

(Note: CATS Capital Projects are to be appropriated according to timeline to be designated during FY2019)

Transit Vehicles	17,486,751
Transit Facilities	860,199
Transit Maintenance & Equipment	7,284,032
Transit Support	756,968
Transit Corridor Development	33,766,375
TOTAL CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS	60,166,325

SCHEDULE M. AVIATION CAPITAL PROJECTS FUND - CONSOLIDATED

Airfield Projects	70,938,850
Cargo Development Projects	5,286,948
Terminal Building	209,071,797
Ground Transportation	7,074,260
Fueling Facilities	10,259,741
Airport Service Fee	71,698,358
Included Miscellaneous	24,797,855
Excluded Miscellaneous Project	25,368,466
Fixed Base Operator	29,561,342
TOTAL AVIATION CAPITAL PROJECTS FUNDS	454,057,618

Section 3. It is estimated that the following revenues will be available during the fiscal year beginning on July 1, 2018 and ending on June 30, 2019 to meet the appropriations shown in Section 1 according to the following schedules:

SCHEDULE A. GENERAL OPERATING FUND (1000)

Taxes	
Property Tax	375,469,621
Property Tax - Synthetic TIF	2,441,639
Sales Tax	110,793,539
Sales Tax on Utilities	53,000,000
Tax Reimbursements	4,642,560
Police Services	20,084,514
Solid Waste Disposal Fees	15,932,724
Other Revenues	
Licenses and Permits	22,179,446
Fines, Forfeits and Penalties	2,305,166
Interlocal Grants and Agreements	8,092,814
Federal Grants and State Shared Revenues	5,446,474
General Government	10,506,306
Public Safety	5,411,361
Cemeteries	873,010
Use of Money and Property	881,515
Sale of Salvage and Land	980,000
Other Revenues	757,500
Intragovernmental Revenues	42,577,084
Transferred Revenues	7,555,716
Transfers from Other Funds	4,454,986
TOTAL GENERAL FUND	694,385,975

SCHEDULE B. CHARLOTTE WATER OPERATING FUND (6200)

Variable and Fixed Rate Revenues	371,792,984
Connection & Capacity Fees	22,250,000
Industrial Waste Surcharge	5,404,500
Service Charges	4,605,000
User Fees	962,000
Interest on Investments	2,053,834
Other Revenues	3,005,000
Union County	3,201,542
Fund Balance - Unappropriated	56,156,580
TOTAL CHARLOTTE WATER OPERATING FUND	469,631,450

SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS CONSOLIDATED

Half-Percent Sales Tax (STC Fund)	88,211,941
Maintenance of Effort:	
Town of Huntersville	18,566
Mecklenburg County	192,942
City of Charlotte	21,970,562
Passenger Revenues and Service Reimbursements	33,086,391
State Operating Assistance Grants	6,063,665
Other Revenues	3,231,211
Non-Operating Revenue	18,802,780
CATS Control Account	2,000,000
TOTAL CHARLOTTE AREA TRANSIT SYSTEM FUNDS CONSOLIDATED	183,578,058

SCHEDULE D. AVIATION OPERATING FUNDS- CONSOLIDATED

Terminal Rents and Fees	42,434,166
Airfield	29,177,460
Concessions	48,501,589
Rental Cars	16,101,460
Parking	64,183,676
Fixed Based Operator Fees	18,942,914
Other	35,440,105
Passenger Facility Charges	27,923,609
Contract Facility Charges	7,778,507
TOTAL AVIATION OPERATING FUND	280,461,486

SCHEDULE E. STORM WATER OPERATING FUND (6300)

Storm Water Fees	71,169,620
Fund Balance- Unappropriated	4,499,679
TOTAL STORM WATER OPERATING FUND	75,669,299

SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS- CONSOLIDATED

Contribution from Water and Sewer Operating Fund	153,238,898
Interest on Investments	0
Proceeds from Sale of Bonds	0
Premium from Sale of Bonds	50,000
Interest Transferred from Other Funds	2,053,834

TOTAL WATER AND SEWER DEBT SERVICE FUNDS

SCHEDULE G. MUNICIPAL DEBT SERVICE FUND (3000)

Property Tax	93,147,269
Property Tax - Synthetic TIF Appreciation	863,225
Sales Tax	20,521,284
Interest on Investments	2,298,882
Interest Transferred from Other Funds	0
General	0
Contribution from Other Funds	17,381,211
General - Equipment	1,684,200
General - Public Safety Communications	2,131,697
Powell Bill	
County Share - CMGC and Park and Rec. L/P	
Proceeds from Lease Purchases	750,000
Proceeds from Refunding	0
Premium on Sale of Bonds	0
Other	1,838,637

TOTAL MUNICIPAL DEBT SERVICE FUND

140,416,405

SCHEDULE H. AVIATION DEBT SERVICE FUNDS - CONSOLIDATED

Contribution from Aviation Operating Fund	51,724,618
Contribution from Rental Car Facilities	4,465,324
Proceeds from Sale of Debt	0
Premium from Sale of Debt	0
Interest on Investments	10,000

TOTAL AVIATION DEBT SERVICE FUNDS

56,199,940

SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND (3021)

Contribution from Convention Center Tax Fund	33,972,755
TOTAL CONVENTION CENTER DEBT SERVICE FUND	33,972,755

SCHEDULE J. STORM WATER DEBT SERVICE FUND (6320)

Contribution from Storm Water Operating Fund	13,293,142
Premium on Sale of Debt	0
Proceeds from Sale of Bonds	0

TOTAL STORM WATER DEBT SERVICE FUND

13,293,142

SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS CONSOLIDATED

Transfers from CATS Operating Funds (Half-Percent Sales Tax)	18,224,238
BLE Debt Proceeds/FFGA/SFFGA	104,791,150
Federal Formula Grant	2,930,075
TOTAL CATS DEBT SERVICE FUNDS CONSOLIDATED	125,945,463

SCHEDULE L. TOURISM DEBT SERVICE FUND (3022)

Contribution from Tourism Operating Fund	18,579,902
Debt Proceeds from Sale of Bonds	200,000
Interest on Investments	78,595
TOTAL TOURISM DEBT SERVICE FUND	18,858,497

SCHEDULE M. POWELL BILL FUND (1001)

State Gas Tax Refund	20,503,333
Transfer from General Fund	4,261,000
Interest on Investments	60,000
Street Degradation Fee	0
Fund Balance- Unappropriated	666,663
TOTAL POWELL BILL FUND	25,510,996

SCHEDULE N. CONVENTION CENTER TAX FUND (2001)

Taxes	55,076,804
Interest on Investments	378,382
Lease of City Funded Bank of America Stadium Improvements	1,000,000
Fund Balance -Unappropriated	6,136,184

TOTAL CONVENTION CENTER TAX FUND

SCHEDULE O. INSURANCE AND RISK MANAGEMENT FUND (7100)

Intergovernmental Revenues	
City of Charlotte - General Fund	1,019,407
City of Charlotte - Other Funds	919,852
Mecklenburg County	837,587
Board of Education	564,470
Other Agencies and Misc revenues	34,300
TOTAL INSURANCE AND RISK MANAGEMENT FUND	3,395,616

SCHEDULE P. TOURISM OPERATING FUND (2002 & 2003)

Occupancy Tax	11,659,095
Rental Car Tax	3,714,488
Interest on Investments	331,935
Mini Museum Energy Repayment	87,000
Contribution from Hornets	1,048,964
Transfers for Sales Tax from PAYG	9,235,176
Transfers for Synthetic TIF Agreements from:	
General Fund	1,291,024
Municipal Debt Service	319,564
PAYGO	41,412
Contribution from Mecklenburg County	2,948,040
Contribution from Center City Partners	50,694
Fund Balance-Unappropriated	3,682,705
TOTAL TOURISM OPERATING FUND	34,410,097

SCHEDULE Q. CEMETERY TRUST FUND (5000)

Fund Balance- Unappropriated	96,000
TOTAL CEMETERY TRUST FUND	96,000

SCHEDULE R. NASCAR HALL OF FAME TAX FUND (2004)

Occupancy Tax	14,427,566
Interest on Investments	113,639
Fund Balance - Unappropriated	313,429
TOTAL NASCAR HALL OF FAME OPERATING FUND	14,854,634

SCHEDULE S. NASCAR HALL OF FAME DEBT SERVICE FUND (3024)

Contribution from NASCAR HOF Tax Fund	9,454,634
TOTAL NASCAR HALL OF FAME DEBT SERVICE FUND	9,454,634

SCHEDULE T. CULTURAL FACILITIES DEBT SERVICE FUND (3023)

Contribution from Cultural Facilities Operating Fund	9,189,413
Debt Proceeds	25,000
TOTAL CULTURAL FACILITIES DEBT SERVICE FUND	9,214,413

SCHEDULE U. AVIATION DISCRETIONARY FUND (6001)

Fund Balance - Unappropriated	63,189,272
TOTAL AVIATION DISCRETIONARY FUND	63,189,272

Section 4. It is estimated that the following revenues will be available during the fiscal year beginning July 1, 2018 and ending on June 30, 2019 to meet the appropriations shown in Section 2 according to the following Schedules:

SCHEDULE A. WORKFORCE INVESTMENT ACT FUND (2750)

Workforce Investment Act (WIA) Grants	7,133,776
---------------------------------------	-----------

TOTAL WORKFORCE INVESTMENT ACT FUND

7,133,776

SCHEDULE B. NEIGHBORHOOD DEVELOPMENT GRANTS FUND (2700)

Housing Opportunities for People with AIDS (HOPWA) Grant	2,529,400
Emergency Shelter Grant	482,988
Double Oaks Loan Repayment	722,119
Continuum of Care	117,106
Bank of America Youth Grant	122,700
TOTAL NEIGHBORHOOD DEVELOPMENT GRANTS FUND	3,974,301

SCHEDULE C. PUBLIC SAFETY AND OTHER GRANTS FUND (2800)

Federal and State Grants and Reimbursements	9,798,686
Assets Forfeiture Funds	2,010,000
Miscellaneous grants, donations, and other contributions	1,405,943
Contribution from General Fund	364,825

TOTAL PUBLIC SAFETY GRANTS FUND

13,577,464

SCHEDULE D. PUBLIC SAFETY 911 SERVICES FUND (2300)

NC 911 Fund Distributions	3,290,691
Interest on Investments	15,000

TOTAL PUBLIC SAFETY 911 SERVICES FUND

3,305,691

SCHEDULE E. HOME GRANT FUND (2701)

HUD HOME Grant Funds	3,297,679
Contribution from Pay As You Go Fund	824,420
HOME Grant Program Income	600,000

TOTAL HOME GRANT FUND

4,722,099

SCHEDULE F. COMMUNITY DEVELOPMENT FUND (2702)

Community Development Block Grant	5,977,893
Community Development Program Income	300,000

TOTAL COMMUNITY DEVELOPMENT FUND

6,277,893

SCHEDULE G. PAY AS YOU GO FUND (4000)

Property Tax	11,820,171
Property Tax - Synthetic TIF	78,320
Interest on Investments	905,589
Sales Tax	20,719,558
Motor Vehicle Licenses	16,374,233
Vehicle Rental Tax	12,270,356
FY2018 Capital Reserve (FY2018 Wind-up Ordinance, Section 14)	2,700,000
PAYGO Fund Balance Reserve (FY2018 Wind-up Ordinance, Section 17)	359,165
Parking Meter Revenue	200,000
Anticipated Recovery	1,000,000
Enterprise Fund Contribution to ERP	513,630

TOTAL PAY AS YOU GO FUND

66,941,022

SCHEDULE H. GENERAL CAPITAL PROJECTS FUND (4001)

Contribution from Pay As You Go Fund	32,147,150
Contribution from Other Funds -	
Affordable Housing Program Income	750,000
Business Grant Program Income	400,000
2018 Housing Bonds	50,000,000
2018 Transportation Bonds	118,080,000
2018 Neighborhood Improvement Bonds	55,000,000
Certificates of Participation	67,400,000

TOTAL GENERAL CAPITAL PROJECTS FUND

323,777,150

SCHEDULE I. TOURISM CAPITAL PROJECTS FUND (4022)

Contribution from Tourism Operating Fund	3,181,782
TOTAL TOURISM CAPITAL PROJECTS FUND	3,181,782

SCHEDULE J. STORM WATER CAPITAL PROJECTS FUND (6360)

Contribution from Storm Water Operating Fund	47,000,000
Program Income	5,000,000
TOTAL STORM WATER CAPITAL PROJECTS FUND	52,000,000

SCHEDULE K. CHARLOTTE WATER CAPITAL PROJECTS FUND (6261)

Water Revenue Bonds	15,000,000
Sewer Revenue Bonds	70,784,209
Contribution from Capital Reserve Fund	14,000,000
Contribution from Water and Sewer Operating Fund	141,995,312
TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND	241,779,521

SCHEDULE L. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED

Federal Transit Grants	39,513,998
NCDOT Transit Grants	2,327,212
Contribution from CATS Operating Fund	13,811,698
Prior Project Savings	4,613,417
TOTAL CATS CAPITAL PROJECTS FUNDS	60,166,325

SCHEDULE M. AVIATION CAPITAL PROJECT FUND

Revenue Bonds	217,062,954
Federal Grants	27,344,688
Passenger Facilities Charges	41,311,362
Customer Facilities Charges	22,500,000
Aviation Discretionary Pay-As-You-Go	141,376,410
Other Funding	4,462,194
TOTAL AVIATION CAPITAL PROJECTS FUNDS	454,057,618

Section 5. That the sum of up to \$8,874,925 is estimated to be available from the proceeds of the FY19 Installment Payment Contract (Lease Purchase) and is hereby appropriated to the funds listed below. Interest earnings on these lease purchase proceeds are hereby appropriated to the respective funds' Control Centers for allocation for future capital equipment needs in the current and future years until the funds are depleted.

Water & Sewer Capital Equipment Fund (6263)	8,874,925
Issuance Expense	266,248
Total	9,141,173

That the sum up to \$28,502,150 of capital equipment purchases will be appropriated in the capital equipment fund and funded by a loan from the Municipal Debt Service Fund. The General Capital Equipment in the amount of \$25,021,740 will be repaid by the General Fund over the next five years. The Powell Bill Equipment in the amount of \$3,480,410 will be repaid by the Powell Bill fund over the next five years.

General Capital Equipment Fund	25,021,740
Powell Bill (Street Maintenance) Capital Equipment Fund	3,480,410
Total	28,502,150

Section 6. The following tax rates are hereby levied on each one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2018, for the purpose of raising revenue from property taxes as set forth in the foregoing revenue estimates, and in order to finance the Funds' appropriations:

	Tax Rates
General Fund (for the general expenses incidental to the proper government of the City)	\$0.3816
Municipal Debt Service (for the payment of interest and principal on outstanding debt)	\$0.0951
Pay As You Go Fund (for dedication to the General Capital Projects Fund for capital improvements)	\$0.0120
TOTAL RATE PER \$100 VALUATION OF TAXABLE PROPERTY	\$0.4887

Such rates of tax are based on an estimated total appraised valuation of property for the purpose of taxation of \$98,847,293,586 and an estimated rate of collection of ninety-nine percent (99.00%).

Section 7. That the sum of \$1,685,156 is hereby appropriated to the Municipal Service District 1; that the sum of \$1,010,502 is hereby appropriated to the Municipal Service District 2; and that the sum of \$1,422,271 is hereby appropriated to Municipal Service District 3. These funds will provide for planning, promotion, and revitalization activities within the designated center city Municipal Service Districts for the period beginning July 1, 2018 and ending June 30, 2019.

Section 8. That the sum of \$968,127 is hereby appropriated to the Municipal Service District 4. These funds will provide for planning, promotion, and revitalization activities within the designated South End Municipal Service District for the period beginning July 1, 2018 and ending June 30, 2019.

Section 9. That the sum of \$752,149 is hereby appropriated to the Municipal Service District 5. These funds will provide for planning, promotion, and revitalization activities within the designated University City Municipal Service District for the period beginning July 1, 2018 and ending June 30, 2019.

Section 10. That the following estimated revenues are hereby available from the following sources to finance the operations of the Municipal Service Districts:

SCHEDULE A. MUNICIPAL SERVICE DISTRICT 1 (2101)	
Property Taxes	1,685,156
TOTAL DISTRICT 1	1,685,156

SCHEDULE B. MUNICIPAL SERVICE DISTRICT 2 (2102)	
Property Taxes	1,010,502
TOTAL DISTRICT 2	1,010,502

SCHEDULE C. MUNICIPAL SERVICE DISTRICT 3 (2103)		
Property Taxes		1,422,271
TOTAL DISTRICT 3		1,422,271
SCHEDULE D. MUNICIPAL SERVICE DISTRICT 4 (2104)		
Property Taxes		966,127
TOTAL DISTRICT 4		966,127
SCHEDULE E. MUNICIPAL SERVICE DISTRICT 5 (2105)		
Property Taxes		752,149
TOTAL DISTRICT 5		752,149

Section 11. The following tax rates are hereby levied on each one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2018, for the purpose of raising the revenue from property taxes to finance the foregoing appropriations in the Municipal Service Districts:

Municipal Service District	Tax Rates	Valuation	Collection Rate (%)
Municipal Service District 1	increase from \$0.0168 to \$0.0208	8,183,546,653	99.00%
Municipal Service District 2	increase from \$0.0233 to \$0.0293	3,483,847,721	99.00%
Municipal Service District 3	increase from \$0.0358 to \$0.0418	3,436,932,487	99.00%
Municipal Service District 4	\$0.0668	1,460,907,143	99.00%
Municipal Service District 5	\$0.0279	2,723,105,506	99.00%

Section 12. That the sum of \$852,400 is available from the following sources in Fund 4001 for FY 2019 Public Art-eligible projects and is hereby transferred to General Capital Investment Fund 4001, Project (1400900005) - Public Art.

Projects	PL Project	Funding Source	Decrease	Increase
Police Station Construction Program	8010150036	3200-32001900-2018	276,600.00	
Northeast Equipment Maintenance Facility	8010150051	3200-32001400-2019	69,000.00	
Comprehensive Neighborhood Improvement Program	8010800000	3300-33001060-2019	180,000.00	
Northeast Corridor Infrastructure (NECI)	8010400000	3300-33001042-2019	163,800.00	
SouthPark CNIP	8010800035	3300-33001060-2019	60,000.00	
South Charlotte Neighborhood Reinvestment Program	8010800090	3300-33001060-2019	30,000.00	
Cross Charlotte Trail	4288720000	3300-33001042-2018	30,000.00	
Bridge Replacement Program	4292000005	3300-33001042-2018	3,000.00	
Sidewalk and Pedestrian Safety	4288650001	3300-33001042-2019	30,000.00	
SE Corridor Sidewalk & Bikeway Improvements	4288550029	3300-33001042-2019	4,000.00	
Bicycle Travel	4292000047	3300-33001042-2019	4,000.00	
Transportation Safety - Vision Zero	4288500000	3300-33001042-2019	2,000.00	
Public Arts	1400900005	3200-32001900-2019	276,600.00	
Public Arts	1400900005	3200-32001400-2019	69,000.00	
Public Arts	1400900005	3300-33001060-2019	270,000.00	
Public Arts	1400900005	3300-33001042-2019	236,800.00	
Total			852,400.00	852,400.00

Section 13. That the sum of \$723,031 is hereby estimated to be available from Mecklenburg County for Fire Protection Services for the period of July 1, 2018 through June 30, 2019 in the Mallard Creek, Newell, and Providence Volunteer Fire Department areas and is hereby appropriated to the General Capital Equipment Fund 4001, Project 3120300009 - Fire Equipment Account. The City Manager or his designee is hereby authorized to transfer these appropriations to other funds as needed.

FY19 above, FY18 below

General Capital Budget

Section 14. That the sum of \$2,700,000 is available from the General Fund 1000 Fund Balance in excess of 16% and is hereby appropriated for transfer to the Pay-As-You-Go Fund 4000 to be allocated as follows:

FY2019 Capital Reserve appropriation (Section 4, Schedule G, FY2019 Annual Ordinance)	2,700,000.00
---------------------------------------------------------------------------------------	--------------

Section 15. That the sum of \$2,800,000 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project (4288760002) - Oakdale Road FTM.

Projects	PL Project	Funding Source	Decrease	Increase
Prosperity Village NW Arc Phase A	4288200025	3300-33001042-0000	1,388,419.58	
Prosperity Village NW Arc Phase B	4288200029	3300-33001042-0000	850,941.74	
City Blvd. Extension	4286550010	3300-33001042-0000	580,838.68	
Oakdale Road Farm-to-Market	4288760002	3300-33001042-0000		2,800,000.00
Total			2,800,000.00	2,800,000.00

Section 16. That the sum of \$1,700,000 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project (8010600032) - Tuck/Thrift/Berryhill Roundabout.

Projects	PL Project	Funding Source	Decrease	Increase
Community House Road FTM	4288550020	3300-33001000-0000	520,000.00	
City Blvd. Extension	4288550010	3300-33001042-0000	90,198.72	
Prosperity Ridge Rd NE Arc	4288200026	3300-33001042-0000	501,338.25	
Street Connectivity Feasibility Studies	8010550028	3300-33001042-0000	140,923.58	
Ballantyne Commons/Elm Lane Intersection	4288200021	3300-33001042-0000	74,514.23	
TSM Intersection Improvements	4288550008	3300-33001042-0000	80,000.00	
Rea Road Widening	4288550005	3300-33001042-0000	40,000.00	
Brookshire/Hovis/Oakdale Intersection	4288550007	3300-33001042-0000	29,452.38	
Freedom Drive Widening	4288650037	3300-33001042-0000	30,483.01	
Prosperity Church/Dearmon Inter	4288200007	3300-33001042-0000	19,440.43	
Harris Blvd/The Plaza Intersection	4288550008	3300-33001042-0000	433.49	
Sidewalk & Bikeway Improvements	8010650002	3300-33001042-2016	95,573.22	
Sidewalk & Pedestrian Safety	8010850001	3300-33001042-2016	47,642.69	
Advanced Planning for Bond Referenda	8010200003	3300-33001042-2016	50,000.00	
Tuck/Thrift/Berryhill Roundabout	8010600032	3300-33001000-0000	520,000	
Tuck/Thrift/Berryhill Roundabout	8010600032	3300-33001042-0000	986,784	
Tuck/Thrift/Berryhill Roundabout	8010800032	3300-33001042-2016	193,215.91	
Total			1,700,000.00	1,700,000.00

Section 17. That the sum of \$359,165 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to fund balance reserve in the General Capital Investment Pay-As-You-Go Fund 4000 (4000-00-00-0000-000000-000000-000-302951) for appropriation to PAYGO in FY2019 (Section 4, Schedule G, FY2019 Annual Ordinance)

Projects	PL Project	Funding Source	Decrease	Increase
Consolidated Fire Headquarters	8010150018	4000-40004000-2011	279,603.00	
Prosperity Ridge Arc Design	4288200013	4000-40004000-2011	79,562.00	
PAYGO Fund Balance Reserve		4000-40004000-2011		359,165.00
Total			359,165.00	359,165.00

Section 18. That the sum of \$1,454,415.06 is available in General Fund 1000 (GL1000-80-80-8030-000000-000000-000-440680) from developer contributions to the tree preservation fund, per the City's Tree Ordinance, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Tree Preservation & Mitigation Project 8030100005 (4001-80-80-8030-803010-000000-000-530500).

Section 19. That the sum of \$300,000 is available in General Fund 1000 (GL1000-80-80-8030-000000-000000-000-440650) from FY 2018 developer user fees to fund the management of land development user fee funded projects that cross fiscal years, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Land Development Fee Program 8030100000 (4001-80-80-8030-000000-000000-000-530500).

Section 20. That the sum of \$950,000 is available in General Fund 1000 (GL1000-80-80-8030-000000-000000-000-440650) from FY 2017 developer user fees to fund the management of land development user fee funded projects that cross fiscal years, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Land Development Fee Program 8030100000 (4001-80-80-8030-000000-000000-000-530500).

Section 21. That the sum of \$322,591.30 is available in General Fund 1000 (GL 1000-80-00-8030-000000-000000-000-202500) from developer default payments for the value of incomplete infrastructure deposited with the City, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Land Developers Default Payments Program 8030100004 (4001-80-80-8030-807220-000000-000-530500).

Section 22. That the sum of \$25,875.00 is available in General Fund 1000 (GL 1000-80-80-8060-000000-000000-000-450150) from FY 2018 tree planting revenue for the value of tree removal during development deposited with the City, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Tree Replacement Program 8094500002 (4001-80-10-8060-809450-000000-000-530500).

Section 23. That the sum of \$83,288.20 is available in General Fund 1000 (GL1000-80-80-8060-000000-000000-000-450150) from FY 2017 tree planting revenue for the value of tree removal during development deposited with the City, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Tree Replacement Program 8094500002 (4001-80-10-8060-809450-000000-000-530500).

Section 24. That the sum of \$26,381.24 is available in General Capital Investment Fund 4001 (4001-80-10-8040-804040-000000-000-530500) from the Roof Maintenance Program (8040400002), and is hereby appropriated to the Jonas Courthouse roof renovation project 8040400004 (4001-80-10-8040-804040-000000-000-530500) for GSA proceeds to make the Jonas Courthouse roof renovation project complete

Section 25. Amend ordinance 8040-x to transfer \$200,000 from Bojangles Arena Redevelopment project 8010150031 to Floor Renovations project 8010150059.

Section 26. Amend ordinance 8040-x to transfer \$18,480,594.79 from project 8110100059 (P301 - Economic Development Corridors) to 8010150034 (P502 - Facilities Renovations) Bojangles/Link in Fund 4001.

Section 27. Amend ordinance 9104-X to transfer \$71,965.33 from 4292000024 (P201 - Street and Road Infrastructure) to 4292000018 (P203 - Traffic Control).

Section 28. Amend ordinance 9104-X to transfer \$20,000 from project 4288300000 (P201 - Street & Road Infrastructure) to 4292000160 (P202 - Non-Street Transportation Infrastructure)

Section 29. Amend ordinance 9104-X to transfer \$153,000 from project 4292000017 (P205 - Transportation Partnerships) to project 4288200004 (P201 - Street & Road Infrastructure)

Section 30. Amend ordinance 9104-X to transfer \$113,270 from Fund 2000 to Fund 4001 for project 4292000061 (P202 - Non-Street Transportation Infrastructure)

Section 31. Amend ordinance 9104-X to transfer \$700,000 from Project 4288300000 (P201 Major: Neighborhood Transportation Program) to Project 4288600015 (P201 Minor: 4288600000 Center City Transportation Program)

Section 32. Amend ordinance 9104-X to transfer \$125,000 from Project 4288300000 (P201-Major: Neighborhood Transportation Program) to fund Project 4288650057 (P204-Minor 4288650001-Sidewalk & Pedestrian Safety Program)

Section 33. Amend ordinance 9104-X to transfer \$400,000 from Project 4288850001 (P204-Major: Sidewalk & Pedestrian Safety Program) to fund Project 4288720002 (P202-Minor of 4288720000-Cross Charlotte Multi-Use Trail)

Section 34. Amend ordinance 9104-x to transfer \$15,955.39 from project 4288200020 (P204: Minor of 429200045 Pedestrian & Traffic Safety), \$71,494.73 from project 4288200034 (P204: Minor of 429200045) and \$100,000 from project 4288200024 (P204: Minor of 428865001 Sidewalk & Pedestrian Safety Program) to fund Project 4288200049 (P204: Minor of 428865001) for total transfer of \$187,450.12

Section 35. Amend ordinance 9104-x to increase the General Fund budget transfer of \$584 (1000-00-99-3050-305001-992600-000-550100) in order to add it to the portion of the transfer of \$348,000 (1000-00-99-9040-904010-992600-000-550100) to complete the transfer from 2600-00-99-0000-000000-991000-000-489000

Section 36. Amend ordinance 9104-x to appropriate \$20,000 contribution from project 4288300000 (NTP) to project 429200180 Bicycle Parking for bike racks

Section 37. Amend ordinance 9104-x to transfer \$15,955.39 from project 4288200020 (Ardrey Kell @521 Ped Improvements) to project 4288200049 Ped Safety & Crossing.

Section 38. Amend ordinance 9104-x to transfer \$71,494.73 from project 4288200034 (University Walk Ped Safety Beacon) to project 4288200049 Ped Safety & Crossing.

Section 39: Amend ordinance 9104-x to appropriate \$20,000 in developer contribution in Fund 4001 to project 4292000317 (P201 - Street and Road Infrastructure)

Section 40. Amend ordinance 9104-x to appropriate \$50,000 contribution in Fund 4001 to project K&L Gales/Madison Park Rezoning Petition #2016-013 to project 4292000317 (P201 - Street and Road Infrastructure)

Section 41: Amend ordinance 9104-x to reflect the indicated additions and reductions to appropriations in the following projects and funds.

Projects	Fund	Project	Source	Amount
Economic Development Loans	2703	6110100083	Program Income (5000)	56,181.22
Economic Development Loans	2703	6110100083	Transfer (5000)	(108,181.22)
Economic Development Loans	2702	6180100008	Program Income (5000)	108,181.22
Eastland Mall	4001	6288700001	Contribution (5000)	5,000.00
Housing Support	4001	6110100021	Program Income (5000)	184,882.67
Double Oaks Loan	2700	6133750014	Program Income (5000)	665,786.38
Sister Cities Contribution	2700	6210100091	Contribution (2000)	(70,938.26)
Sister Cities Contribution	2700	6110100091	Contribution (2000)	70,938.26
Economic Development Corridors	4001	6110100009	Program Income (5000)	(400,000.00)
Economic Development Corridors	4001	6210100024	Program Income (5000)	400,000.00
Business Grant & Equity Loan Program	4001	6210100024	Program Income (5000)	(192,390.01)
Business Grant & Equity Loan Program	4001	6110100009	Program Income (5000)	(546,404.05)
Revitalization and Economic Development	4001	6110100005	Program Income (5000)	(109,714.50)
Business Corridor Revitalization Strategy Program	4001	6110100024	Program Income (5000)	650,118.55
Charlotte Career Discovery Day	2700	6110100099	Contribution (2000)	6,000.00
Mayor's Youth Employment Program	2700	6110100047	Contribution (2000)	21,200.00
Mayor's International Community Awards	2700	6210100004	Contribution (2000)	7,025.00
Knight Foundation Grant	2700	6110100090	Contribution (2000)	5,000.00
Knight Foundation Grant	2700	62101000101	Contribution (2000)	50,000.00
Workforce Investment Act Grant Projects	2750	6110100095	Grant (1100)	377,068.00
Workforce Investment Act Grant Projects	2750	6210100029	Grant (1100)	233,294.00
Workforce Investment Act Grant Projects	2750	6210100028	Grant (1100)	83,590.00
Workforce Investment Act Grant Projects	2750	6210100031	Grant (1100)	878.00
Workforce Investment Act Grant Projects	2750	6210100031	Grant (1100)	288,614.00
Workforce Investment Act Grant Projects	2750	6210100032	Grant (1100)	704,052.00
Workforce Investment Act Grant Projects	2750	6210100032	Grant (1100)	146,405.00
Workforce Investment Act Grant Projects	2750	6210100033	Grant (1100)	309,297.00
Housing Opportunities for People with Aids (HOPWA) Grant	2700	6110100043	Grant (1000)	196,416.00
HOME: House Charlotte	2701	6133750006	Grant (1000)	12,310.00
HOME	2701	6133750006	Grant (1000)	30,695.00
HOME	2701	6133750006	Program Income (5000)	618,648.45
CDBG	2702	6180100008	Grant (1000)	13,739.00
CDBG	2702	6180100008	Program Income (5000)	(75,321.32)
CDBG: Police Activities League	2702	6110100062	Grant (1000)	(44,000.00)
CDBG: Bethlehem Center	2702	6110100051	Grant (1000)	(113,934.00)
CDBG: Citizen Schools	2702	6110100086	Grant (1000)	(101,073.00)
CDBG: Unfunded Approved Project	2702	6133750025	Grant (1000)	259,007.00
Emergency Shelter Grant	2700	6110100042	Grant (1000)	378,985.00
Total				3,421,339.33

Section 42. Amend ordinance 9104-x to appropriate a transfer from General Community Investment Plan (Fund 4001) to the PAYGO Community Investment Plan (Fund 4000) in the amount of \$222,496 for the ERP upgrade project

CATS

Section 43. That Sections 2 and 4 Schedule L of Ordinance 9104-X dated June 12, 2017 are hereby amended to reflect changes to the Charlotte Area Transit System Capital Projects Fund.

Section 2 Schedule L	Original	Revised
Transit Vehicles	17,898,186	17,898,186
Transit Facilities	5,500,314	5,500,314
Transit Maintenance & Equipment	6,213,330	6,213,330
Transit Support	2,433,028	2,183,026
Transit Corridor Development & Planning	131,375,000	131,625,000
Total:	163,419,856	163,419,856
Section 4 Schedule L	Original	Revised
Federal Transit Grants	127,381,520	127,381,520
NCDOT Transit Grants	25,000,000	25,000,000
Contribution from CATS Operating Fund	11,038,336	11,038,336
Total:	163,419,856	163,419,856

Charlotte Water

Section 44. Amend ordinance 8040-X to appropriate 14,395.10 from the NC Firewise Grant in project 703070002 in Fund 6261 for Site Work at Wastewater Treatment Plants.

Section 45. Amend ordinance 8040-X to transfer \$347,000 from project 7030700021 (P416 - Rehab & Replacement Sewer) to project 7030600146 (P413 - Commitment to Public Projects)

Section 46. Amend ordinance 8040-X, Section 2 & 4, Schedule K to appropriate \$450,000 to project 7030600146 in Fund 6261

Section 47. Amend ordinance 9104-X, Section 2 & 4, Schedule K to appropriate \$40,000 in Developer Reimbursables from Bridges at Mint Hill to Project 7030800126 in Fund 6262

Section 48. Amend ordinance 9104-X, Section 2 & 4, Schedule K to appropriate \$666,704.49 from Fund Balance to Project 7010100003 for Developer Reimbursement in fund 6261.

Section 49. Change Project Type from Commitment to Public Projects (P413) to Technology (P504) for the following projects:

Project PL	Project Description	Amount
7010200001	UMS	6,288,400
7010200003	WAM	7,846,075
7010200004	Technology Improvements	18,446,884
7010200005	LIMS	600,000
7010200006	GIS Facilities	10,462,000

Section 50. Amend ordinance 9104-X to replace appropriation of Commercial Paper with PAYGO on the following projects:

Project PL	Project Description	Amount
7030100030	2009 Annexation Project	8,183
7030600012	Field Operations Satellite Offices	1,281
7030700001	Streetcar Program Utility Improvement	617,822

Section 51. Amend ordinance 9104-X, Section 2 & 4, Schedule K to appropriate \$1,564.34 from Fund Balance to Project 7030700008 in Fund 6261 for Security Improvements

Section 52. Amend ordinance 9104-X, to transfer \$80,000 from project 7030600066 (P413 - Commitment to Public Projects - Sewer) to project 7030700042 (P412 - Regulatory Requirements Sewer)

Section 53. Amend ordinance 9104-X to transfer \$167,183.84 from project 7010100004 (P411 - Service Exist Resident Sewer) in Fund 6264 to project 7030600069 (P414 - Capacity for Growth) in Fund 6261

Section 54. Amend ordinance 9104-X to transfer \$332,344.20 from project 7010100005 (P413 - Commitment to Public Projects) in Fund 6268 to project 7030700047 (P414 - Capacity for Growth) in Fund 8261

Section 55. Amend ordinance 9104-X to transfer \$500,000 from project 7030100039 (P409 - Annexation Water) to project 7010200010 (P504 - Technology)

Section 56. Amend ordinance 9104-X to transfer \$1,000,000 from project 7030100038 (P415 - Annexation Sewer) to appropriate \$300,000 in project 7030700055 (P504 - Technology) and \$700,000 in project 7010200010 (P419 - Commitment to Public Projects - Water)

Section 57. Amend ordinance 9104-X to transfer \$6,614,400.64 from project 7030600117 (P413 - Commitment to Public Projects - Sewer) to appropriate \$1,079,774.47 in project 7030600015 (P412 - Regulatory Requirements Sewer) and \$5,534,626.17 in project 7030600004 (P414 - Capacity for Growth - Sewer)

Section 58. Amend ordinance 9104-X to transfer \$850,000.03 from project 7030600134 (P419 - Commitment to Public Projects - Water) to appropriate \$409,730.03 in project 7030300002 (P420 - Capacity for Growth - Water) and \$440,270 in project 7030100035 (P420 - Capacity for Growth - Water)

Section 59. Amend ordinance 9104-X to transfer \$100,000 from project 7030250009 (P419 - Commitment to Public Projects - Water) and \$700,000 from project 7030300007 (P419 - Commitment to Public Projects - Water) to appropriate \$800,000 in project 7030300002 (P420 - Capacity for Growth - Water)

Section 60. Amend ordinance 9104-X to transfer \$653,968.47 from project 7030250018 (P410 - Rehab & Replacement Water) to project 7030800056 (P418 - Regulatory Requirements - Water)

Aviation

Section 61. Amend ordinance 9104-X to update funding on several Passenger Facility Charge funded projects per the Federal Aviation Administration's approval of PFC Application 5 (and its amendment) and PFC Application 6. Total Transfer \$4,727,229.11 from PFC fund 6002

Section 62. Amend RCA 55.15-945 Council Meeting 08/24/2015 to accept grant (AIP74) in the amount of \$11,470,826 (75% Federal or \$8,603,119.5 /25% Local or \$2,867,708.5). Actual revenue received was \$8,318,087. Remove \$3,152,759.31 AIP74 grant funding on Project 4020902979 (fund 8064)

Section 63. Amend ordinance 9104-X to close Project 4020906254 (fund 6060) and transfer funds of \$2,622,086.90 back to Excluded Fund Balance (fund 6010)

Section 64. Amend ordinance 8102-X to move \$160,865.19 of AIP 76 grant funding from project 4020901619 (fund 6064) to project 4020901562 (fund 6064)

Section 65. Amend ordinance 9104-X to transfer \$872,182.66 of Discretionary funding from project 4020905512 (fund 6069) to 4020901562 (fund 6064)

Section 66. Amend ordinance 9104-X to transfer \$100,000 from Discretionary (fund 6001) to project 4020901564 (fund 6064) in order to reduce PFC funding on the project and return \$100,000 to PFC Fund (6002)

Section 67. Amend ordinance 9104-X to close project 4020902919 (fund 6064) and transfer \$5,444.08 to PFC Fund (6002)

Section 68. Amend ordinance 9104-X to close project 4020902911 (fund 6064) and transfer \$61,350.00 to Aviation CIP fund 6064

Section 69. Appropriate \$404,000 for contract awarded to Airport by the Transportation Security Administration for canine expenses

Section 70. Appropriate \$741,744 for contract awarded to Airport by the Transportation Security Administration for Law Enforcement Officer expenses

Section 71. Amend ordinance 9104-X to transfer \$79,050 from Excluded Fund Balance (fund 6010) to project 4020901740 (fund 6064)

Section 72. Amend ordinance 9104-X to transfer up to \$76,659,166 from Operating fund 6000 to Discretionary fund 6001 to provide adequate budget for the annual transfer of excess revenues. Amount of actual transfer will be determined as part of the FY18 closing process. Amount of actual transfer will be determined as part of the FY18 closing process

Section 73. Amend ordinance 9104-X to close the following projects and transfer back to discretionary:

Project Name	Project Number	Amount
Loading Bridges	4020901503	2,831,920.00
Excluded Capital	4020901504	272,976.00
Security Vehicles	4020901505	15,520.29
FY18 TSA Command Vehicle Equipment	4020901552	95,000.00
FY18 Dump Truck and Chassis	4020901651	6,453.60
SPHSP Thermoplastic	4020901706	226,000.00
Large & Small Passenger Buses	4020902997	3,117,924.59
FY18 Bus Fleet Purchases	4020901549	113,018.00
TWY Centerline Light Replacement	4020901707	107.88
CLT Center Phase 10	4020901616	171,766.17
Irrigation for Main Entrance Landsc	4020901789	110,000.00
Roof Replacement - 4728/4732 West	4020901789	20,135.00
Airport Fire Truck Parking Structure	4020901752	318,811.00
Main Terminal Conference Room Renov	4020901809	1,100,000.00
Ticket Counter Kiosk-Millwork	4020901815	280,000.00
FIS Carousel Replacements	4020901615	44,806.00
Airport Lightning Detection System	4020901607	19,773.00
Control Center 6066 (2087)	4020902920	485,795.77
Construction Control	4020902800	682,764.92
Western Exp 2004	4020902955	39,274.98
Roadway Signage Ph1	4020905417	29,668.98
Daily Deck Access Road	4020901515	215.50
Crash Phone Replacement	4020901805	200,000.00
Rwy 18L Hi Spd Exit & S. Cargo Desi	4020906339	448.80
Old Terminal Parking Lot Pavement	4020906341	11,938.31
Part 150 Noise Compatibility Progra	4020906226	79,798.65
FBO Capital Items	4020901554	22,848.85
AA Mail Sort Facility	4020901592	0.00
Airport Area Development Plan	4020901611	3,097.73
Solid Deicing Facility	4020901720	150,000.00
FY16 Excluded Infrastructure Update	4020901558	194,370 (to operating)
AA Mail Sort Facility	4020901592	2,899,170.00 (operating) 41,050.62 (discretionary)
Mobile Column Lifts	4020901709	13,704.00
Skid Steer	4020901708	40,650.00
FY16 Technology Enhancements	4020901550	1,785,490.87
Minuteman Hillside Seeding	4020901784	31.00
Sign Shop Equipment	4020901710	150,000.00
NCANG Entrance Redevelopment	4020901731	130,715.30
A Dump Truck	4020901719	25,311.11
FBO Terminal Expansion	4020901816	210,000.00
FY16 Airfield Equipment	4020901558	19,456.23
Concourse A Ramp Level Conveyor Room	4020901519	29,500.00
Energy Infrastructure Ph 1A	4020902994	26,328.00
FBO Ramp & ARFF Drive	4020901517	22,078.56
Legacy Bag Belt System	4020901626	59,000.00

Section 74. Amend ordinance 9104-X to transfer funding from Discretionary (fund 6001) to the following projects in Fund 6064:

Project Name	Project Number	Amount
Gatekeeper System Upgrade & Install	4020901793	35,000.00
Concourse E Airline Space Addition	4020901802	158,130.00
PSA Hangar Expansion	4020901544	31,145.00
Project Contingency	4020901580	55,199.45
Project Mgmt. Software (Ebuilder)	4020901517	500,000.00
Concourse A PBB Replacements	4020901539	4,583.78
Common Use Counters Video Walls	4020901822	300,000.00
Automatic Baggage Screening System	4020905502	496,977.51
Long Term Parking Lot Improvements	4020902893	165,880.20
Video Management System	4020901772	135,000.00
Concourse A Expansion Ph I	4020901536	1,582,269.17
Ramp Trash Compactors	4020901721	72,000.00
North Campus Comm Infrastructure	4020901828	137,020.00
Video Management System	4020901772	145,600.00
Concourse A Expansion Ph I	4020901536	1,000,000.00
Content Management System	4020901750	1,700,000.00
PFC Application Development-App 8	4020901838	250,760.00
Cell Phone Lot	4020901840	60,000.00
Interior Trash Compactors (95)	4020901625	139,062.00
Tire Renovation	4020901713	80,000.00
Content Management System	4020901750	35,351.96

Section 75. Amend ordinance 9104-x to Transfer \$5,000,000 from Contingency Project (4020901560) as follows:

Project Type	Amount	Project Number
Airfield Projects (Type P303)	1,500,000	4020901743
Terminal Building Projects (Type P308)	2,000,000	4020901749
Ground Transportation Projects (Type P309)	250,000	4020901751
Airport Service Fees (ASF) Projects (Type P311)	1,000,000	4020901771
Included Miscellaneous (Type P313)	250,000	4020901755

Section 76. Amend ordinance 9104-x to transfer and close the following contingency projects as follows:

Contingency Projects to Close	Transfer Amount	Projects to Move Funding
4020901790 - Contingency-Environmental Services	74,953.58	4020901743
4020901744 - Contingency-Terminal Complex Proj	18,888.89	4020901749
4020901795 - Contingency - Facilities Maintenance	50,595.33	4020901749
4020901798 - Contingency - New Facilities Proj	1,464.74	4020901749
4020901796 - Contingency - Technology	4,573.87	4020901749
4020901747 - Contingency - GA Projects	61,935.97	4020901749
4020901748 - Contingency - Misc.Aviation Project	212,767.57	4020901771
4020901738 - Contingency - Other Equip	52,918.50	4020901771
4020901799 - Contingency - Vehicles	618.36	4020901771

Section 77. Amend ordinance 9104-x to Transfer \$1,739,569.33 from miscellaneous project as follows:

Miscellaneous Projects to Close	Transfer Amount	Projects to Move Funding
4020901002 - Misc Costs - Terminal Complex Project	169,854.24	4020901006
4020901004 - Misc Costs - Gen Aviation Projects	2,316.49	4020901013
4020901005 - Misc Costs - Misc Aviation Projects	1,282,805.55	4020901009
4020901015 - Misc Costs - Environ Svcs Proj Project	125,306.58	4020901001
4020901017 - Misc Costs-New Facilities Projects	11,648.40	4020901006
4020901018 - Misc Costs-Facilities Maintenance Project	3,745.59	4020901008
4020901019 - Misc Costs - Technology Projects	115,765.58	4020901006
4020901020 - Misc Costs - Vehicles	4,917.50	4020901009
4020901021 - Misc Costs - Other Equipment	23,209.40	4020901009

Storm Water

Section 78. Amend ordinance 9104-x, Section 1 and 3, Schedule J to appropriate additional proceeds from the sale of debt to fund 8360 for \$75,000,000 to total \$115,000,000. The Request for Council Action that authorized the \$115,000,000 bond anticipation note was approved at the 2/12/18 City Council Business Meeting.

Other Funds

Section 79. Appropriate \$2,037,377.20 from parking revenue (\$2,027,200.40) owed to GSA plus (\$10,176.80) paid to Steward Title for closing costs in Cultural Facilities Fund (2002) 2002-00-20-0000-000000-000-521910-

Section 80. Appropriate \$200,000 from General fund, fund balance for transfer to Project 1400900008, for productivity improvements in Fund 4001.

Section 81. Amend ordinance 9104-x to reflect the following appropriations for the CMPD/Aviation mid-year staffing adjustment approved by Council February 26, 2018:

Account:	Amount:
1000-30-30-3080-306035-000000-000-458014	\$ (938,056.00)
1000-30-30-3080-306035-000000-000-510140	\$ 350,000.00
1000-30-30-3060-306035-000000-000-521910	\$ 304,656.00
1000-30-30-3060-306035-000000-000-510100	\$ 214,615.00
1000-30-30-3060-306035-000000-000-515140	\$ 23,604.00
1000-30-30-3060-308035-000000-000-515130	\$ 16,418.00
1000-30-30-3060-306035-000000-000-515150	\$ 16,032.00
1000-30-30-3060-306035-000000-000-515195	\$ 10,731.00

Section 82. Amend ordinance 9104-x to appropriate \$17,572.46 in the General Fund (Fund 1000) available in reimbursements to the Charlotte Fire Department for deployment

Section 83. Amend ordinance 9104-x to appropriate an additional \$850,000 in the General Fund (Fund 1000) for Fleet Management parts and issues

Section 84. Amend ordinance 9104-x, Section 1 & 3, Schedule A to appropriate an additional \$250,000 in Fund 1000 for vehicle repairs subrogated by Risk Management

Section 85. Amend ordinance 9104-x to appropriate \$12,412.75 Block Grant, Justice Assistance Grant, and NC 911 Fund Interest

Section 86. Amend ordinance 5949-x, Section 5 to increase Municipal Debt Service loan to Powell Bill Capital Equipment Fund from \$1,700,000 to \$1,810,000 and to decrease General Capital Equipment Fund from \$14,700,000 to \$14,600,000

Section 87. Amend ordinance 9104-x to appropriate \$7,800 to 1000-11-13-110-11101-111001-000-470150- for the contribution from the Knight Foundation Grant Award

Section 88. Amend ordinance 9104-x to appropriate \$3,415 in contributions to project 3120300032 (Fund 2600) to fund the Paw Creek Cooperative Partnership.

Section 89. Amend ordinance 9104-x, Section 1 & 3, Schedule N to appropriate \$1,000,000 in Fund 2001 for Traffic Control transfers

Section 90. To amend 9104-x to transfer \$250,000 from project 8010400000 (P201 - Streets and Road Infrastructure to project 8010400050 (P204 - Pedestrian Safety)

Section 91. Amend ordinance 9104-x to appropriate \$1,400 in private contributions to project 3120300001 (Fund 2600)

Section 92. Amend ordinance 9104-x to appropriate \$148,828.86 to the Convention Center Tax fund (2001-00-99-0000-000000-991000-000-550100) to be transferred to the General Fund (1000-00-99-0000-000000-992001-000-489000) for small towns tourism payments (1000-00-81-9040-904002-000000-000-521910) and appropriate \$152,995 to the General Fund (1000-00-81-9040-904001-000000-000-521910-) for revenue received (1000-00-00-9040-904001-000000-000-412101) for contractually obligated occupancy tax payments.

Section 93. Amend ordinance 9104-x to appropriate \$16,172.46 to the General Fund (Fund 1000) in reimbursements for deployments of the Charlotte Fire Departments

Section 94. Amend ordinance 9104-x to appropriate \$15,000 contribution from Red Rock Development (Rezoning case 2015-072) to General fund 1000-42-42-4210-000000-000000-000-202500

Section 95. That the sum of \$18,425.00 is available in General Fund 1000 (1000-80-80-8010-000000-000000-000-470160) from an insurance claim to repair damage on the Hugh McNamee statue, and is hereby appropriated to the General Fund 1000-80-8010-000000-000000-000-521910)

TECHNICAL

Section 96. That the following ordinances are hereby revised as follows:

Reference	Revised to:
Ordinance 9121-x dated June 26, 2017	To correct Section 1 of the ordinance to reflect fund 2003 instead of fund 2002 as Section 1 incorrectly stated fund 2002 being the Tourism Operating Fund-Fund Balance
Ordinance 6072-x, dated October 26	To read \$450,000 appropriated in Project 4020901564 instead of \$550,000
Ordinance 9104-x, dated June 12, 2017	To read funding type 60006010 instead of 60006001 for Project 4020901579
Ordinance 9104-x, Section 34, dated June 12, 2017	To read 8040-x instead of 8041-x
Ordinance 9123-x, dated June 26, 2017	To read Project 6210100101 instead of 6110100102
Ordinance 9177-x, dated September 25, 2017	To read Fund 4001 instead of Fund 1400 for Projects 1400900008 and 1400900010
Ordinance 9142-x, dated July 24, 2017	To correct funding source from 6000-60006001-0000 to 1200-12002500-0000 in the amount of \$1,000,000
Ordinance 8186-x, dated November 28, 2016	To read Fund 1000 instead of Fund 1001

Section 97. That any remaining encumbered appropriations from the prior fiscal year for contracts and purchase orders that carry over into the current fiscal year are re-appropriated for expenditure in current fiscal year.

Section 98. That the City Manager or his designee is hereby authorized to move appropriations within Funds.

Section 99. That the entire sums available from MSD Funds 2101, 2102, 2103, and 2104 fund balances as of June 30, 2018, for MSDs #1, #2, #3, and #4 is hereby appropriated for payment to Charlotte Center City Partners (CCCP).

Section 100. That the unexpended appropriations for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in the current fiscal year; local grant-matching obligations that were previously authorized as part of multiyear grant projects are also re-appropriated for expenditure in the current fiscal year.

Section 101. Sections of this ordinance estimate grant (federal and/or state), debt and other permanent funding sources. Until permanent financing is realized, the Chief Financial Officer or his designee is hereby authorized to advance funding from the appropriate fund's fund balance to cover the estimated funding source. Upon receipt of grant revenue, debt proceeds or other permanent funding sources, funds advanced to the project shall revert back to the source fund's fund balance. If the permanent funding is not realized, the advance may be designated as the permanent source of funding. Upon receipt of the permanent funding, the sources and levels of funding for the project specified may be adjusted to reflect permanent financing. Total project appropriation levels shall not exceed the amounts specified unless amended by a subsequent ordinance.

Section 102. That the City Manager is hereby authorized to move appropriations for reorganizations within and between funds.

Any offsetting increases and decreases to both estimated revenues and appropriations may occur to accommodate these changes.

Section 103. That the Chief Financial Officer or his designee is hereby authorized to appropriate interest earnings for any Federal, State, Local, or other third party grants or other revenues for the duration of the grants' or other revenues' authorized performance periods.

Section 104. That the Chief Financial Officer or his designee is hereby authorized to appropriate interest on investments on HUD-related revolving loan funds as required by HUD to return related interest earnings to HUD at fiscal years' end.

Section 105. That the Chief Financial Officer or his designee is hereby authorized to advance cash from the General Capital Project equity of the City's cash pool account to general capital projects that are bond financed (unissued) and that have City Council authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the General Capital Project equity of the City's cash pool account.

Section 106. That the Chief Financial Officer or his designee is hereby authorized to advance cash from the Utilities equity of the City's cash pool account to water and sewer projects that are bond financed (unissued) and that have City Council authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the Utilities equity of the City's cash pool account.

Section 107. That the Chief Financial Officer or his designee is hereby authorized to transfer interest earnings from the City's various operating and capital funds to the appropriate debt service funds according to Council policy, except where specific exceptions have been authorized.

Section 108. That the Chief Financial Officer or his designee is hereby authorized to transfer sales tax revenues between Transit Operating Funds and the Transit Debt Service Funds as necessary to facilitate CATS financial policies.

Section 109. That the Chief Financial Officer or his designee is hereby authorized to appropriate amounts needed to fund current fiscal year debt issues that have been approved by Council.

Section 110. That the Chief Financial Officer or his designee is hereby authorized to appropriate amounts needed to satisfy federal government regulations related to interest earnings on debt issues.

Section 111. That the Chief Financial Officer or his designee is hereby authorized to appropriate and pay amounts needed to fund banking fees

Section 112. That the Chief Financial Officer or his designee is hereby authorized to close projects, remove any excess appropriations and return associated balances to the appropriate Funds' original source and may be reprioritized through subsequent budget appropriations.

June 11, 2018

Ordinance Book 61, Page 443 Ordinance No. 9348-X

O-1

Section 113. That the Chief Financial Officer or his designee is hereby authorized to appropriate to the General CIP any contributions made by Enterprise funds to designated citywide initiatives and to return any remaining balances to the appropriate Enterprise fund balance.

Section 114. That the Chief Financial Officer or his designee is hereby authorized to transfer revenues from the Tourism and Convention Center Tax Funds to the Charlotte Regional Visitors Authority as stipulated in State of North Carolina General Statutes, contractual or other required payments.

Section 115. That occupancy and prepared food and beverage tax revenues are hereby available and are authorized to be appropriated in the amounts needed to make payments to Charlotte Regional Visitors Authority as specified in the Council-authorized agreement.

Section 116. That prepared food and beverage tax revenues are hereby available and are authorized to be appropriated for transfer in the amounts needed to make payments to the Mecklenburg County towns (Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville) as stipulated in House Bill 716, Session Law 2001 and interlocal agreement approved by Council resolution June 13, 2005.

Section 117. That as annual wireless communications user fees exceed annual debt service and other operating expenditures for wireless infrastructure system operations in General Fund 1000 the excess is hereby authorized to be appropriated for transfer to the General Capital Improvement Fund 4001 for future digital communications upgrades as specified in Council-authorized interlocal agreements. Any shortfall in collections from system user fees will be carried forward to the future fiscal year(s) and will be deducted from future transfers to the CIP until depleted.

Section 118. That the Chief Financial Officer or his designee is hereby authorized to adjust the funding source for Water and Sewer Capital Projects as necessary to reflect the applicable source as Pay As You Go or bond proceeds.

Section 119. The Chief Financial Officer or his designee is hereby authorized to dispose of, auction or sell non-United States denominated coins and United States currency that is considered to be damaged and nondepositable, rare and/or collectors' coins collected by the City for deposit into the City's cash pool account.

Section 120. That, pursuant to NCGS 159-18, the Chief Financial Officer or his designee is hereby authorized to establish a capital reserve fund (Fund 8287) in order to account for all system development fee proceeds as required by NCGS 162A, Art. 8, which shall remain in effect for as long as system development fees are collected as revenue by the City.

Section 121. That the proceeds in the established Capital Reserve Fund, estimated in Section 4 Schedule K, shall be used for the purpose of funding rehabilitation, maintenance or replacement of water or sewer infrastructure as outlined for appropriation in Section 2, Schedule K for the following programs:

Eligible Programs:
Water - Rehabilitation and Replacement
Sewer - Rehabilitation and Replacement

Section 122. That the Chief Financial Officer or his designee is hereby authorized to pay sales and use tax as required.

Section 123. The Chief Financial Officer or his designee is hereby authorized to pay insurance premiums, risk management claims, legal fees, utility bills, escrow payments, annual hardware/software maintenance and support fee renewals, refunds (excluding property tax and business privilege license refunds), auction fees; payments to Mecklenburg County in accordance with Council authorized agreements; payments to transit management company, and payments to the property management/leasing company for CATS' Charlotte Transit Center (CTC).

Section 124. Pursuant to N.C. Gen. Stat. § 159-25(b), the City Council authorizes the Manager or Interim Manager or, if both are unable to sign checks or drafts on an official depository, the Deputy City Manager to countersign such checks and drafts until the Manager or Interim Manager becomes able to perform this function.

Section 125. That the Chief Financial Officer or his designee is hereby authorized to transfer between funds, appropriations which are directly tied to specific revenues such as sales tax, tax increment financing, U-Drive It, and other applicable items.

Section 126. That the sum of General Fund 1000 Fund Balance in excess of 10% is hereby available for transfer and appropriation to the Pay-As-You-Go Fund 4000 Fund Balance.

Section 127. That the Chief Financial Officer is hereby authorized to charge a 5% administrative fee on all purchases at City auctions of surplus property, and assess a storage charge of \$25 per day per vehicle on any buyer who fails to remove a purchased vehicle from City property within the time frame stipulated in the auction rules.

Section 128. That the City Manager is hereby authorized to adjust appropriations in accordance with any Council amendments to this budget ordinance made at the Council Business Meeting of budget adoption.

Section 129. Copies of this ordinance shall be furnished to the Director of Finance, City Treasurer, and Chief Accountant to be kept on file by them for their direction in the disbursement of City funds.

Section 130. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 131. It is the intent of this ordinance to be effective July 1, 2018, except for Sections 14 through 131, which are to be effective upon adoption.

Approved as to form

City Attorney

CERTIFICATION

I, Emily A. Kunze, Deputy City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a Ordinance adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 11th day of June, 2018, the reference having been made in Minute Book 145, and recorded in full in Ordinance Book 61, Page(s) 429-443.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this 11th day of June, 2018.

Emily A. Kunze, Deputy City Clerk, NCCMC



June 11, 2018

Resolution Book 48, Page 796

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE AMENDING
THE FIVE-YEAR COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2023.**

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 FY 2019 - 2023 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 2019 to 2023.

This 11th day of June 2018

CERTIFICATION

I, Emily A. Kunze, Deputy City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of a Resolution adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 11th day of June, 2018, the reference having been made in Minute Book 145 and recorded in full in Resolution Book 48, Page(s) 796-798.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this 11th day of June, 2018.


Emily A. Kunze, Deputy City Clerk, NCCMC



RESOLUTION
No. 2018-02

ADOPTION OF THE FY2019 TRANSIT OPERATING BUDGET, FY2019 TRANSIT DEBT SERVICE BUDGET AND FY2019-2023 COMMUNITY INVESTMENT PLAN

A motion was made by Mayor Paul Bailey and seconded by Mayor Rusty Knox for the adoption of the following resolution, and upon being put to a vote was duly adopted by the Metropolitan Transit Commission (MTC).

WHEREAS, The Amended Transit Governance Interlocal Agreement (11-28-2005) provides that the Chief Transit Official shall submit to the MTC by January 30 of each year a proposed transit budget and program delineating the public transit services, activities and programs to be undertaken in the upcoming fiscal year starting July 1, and the financial resources required to carry out the services, activities and programs, and

WHEREAS, the Chief Transit Official provided budget and program recommendations to the MTC on January 24, 2018, which have been developed in compliance with CATS Mission, Vision, Strategic Goals and Financial and Fare Policies, and

WHEREAS, the Chief Transit Official's recommended budgets and programs have been reviewed by the Citizens Transit Advisory Group and the Transit Services Advisory Committee in accordance with the provisions of the Transit Governance Interlocal Agreement and the Metropolitan Transit Commission Rules of Procedures, and

WHEREAS the Metropolitan Transit Commission has reviewed the recommended FY2019 Transit Operating and Debt Service Budgets and Programs and the FY2019-2023 Community Investment Plan and Projects to determine the transit program plans for meeting transportation needs of the Charlotte-Mecklenburg community,

NOW THEREFORE, be it resolved that the Metropolitan Transit Commission hereby

1. Approves the FY2019 Transit Operating Budget, the FY2019 Transit Debt Service Budget and the FY2019-2023 Transit Community Investment Plan (attached to this Resolution)
2. Authorizes Chief Transit Official to present the FY2019 Transit Operating Budget, the FY2019 Debt Service Budget and the FY2019-2023 Community Investment Plan to the Charlotte City Council for their review, approval and inclusion in the City of Charlotte's FY2019 Budget Ordinance.

This resolution shall take effect immediately upon its adoption.

I, Ella Scarborough, Chairman of the Metropolitan Transit Commission do hereby certify that the above Resolution is a true and correct documentation of the MTC's action from their meeting duly held on April 25, 2018.

Ella B. Scarborough 4/25/18

Chairman, Metropolitan Transit Commission

Key Terms

Adjustments to Proposed Budget: This session provides the opportunity for preliminary Council decisions regarding the Manager's Proposed Budget. By Council practice, each Council member has the opportunity to add or subtract any item or amount from the proposed 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 exempt (salaried) City employees with the exception of non-managerial Sworn Police and Uniformed Fire employees.

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 proposed 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-Proposed and Adopted: The City Manager submits to the City Council a proposed 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 Proposed Budget becomes the Adopted Budget, funds are appropriated and legal expenditure limits are established.

Key Terms

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

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

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

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

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

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

Department: City's operating departments.

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

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

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

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

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

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

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

Key Terms

3General Fund: A central fund into which most of the City's general tax revenues and discretionary resources are pooled, which is allocated to support many of the operations of City government.

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

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

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

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

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

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

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

Non-Exempt/Hourly Pay Plan: The City's Non-Exempt Pay Plan covers hourly employees in labor, trades, and administrative positions.

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

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

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

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

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

Key Terms

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

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

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

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

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

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

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

Common Acronyms

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

Common Acronyms

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

Common Acronyms

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

This concludes the FY 2019 Strategic Operating Plan and
FY 2019-2023 Community Investment Plan.