



**FY2016 & FY2017
PRELIMINARY
STRATEGIC OPERATING PLAN**

and

**FY2016 – FY2020
COMMUNITY INVESTMENT PLAN**



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CHARLOTTE.

**FY2016 & FY2017
PRELIMINARY
STRATEGIC OPERATING PLAN**

and

**FY2016 – FY2020
COMMUNITY INVESTMENT PLAN**

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Manager's Transmittal

May 4, 2015

To the Mayor and City Council of Charlotte:

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

The FY2016 Recommended Budget for the City of Charlotte is balanced at \$2,132,330,994, an increase of 1.8% above FY2015. This includes a balanced General Fund of \$593,577,834, an increase of 1.3% over the prior year. The General Fund is balanced in multiple ways:

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

The Recommended Budget includes a complex set of recommendations to achieve balance, including a revenue neutral tax rate increase to adjust for lower revaluations and a conversion of the single-family residential solid waste fee to property tax. These changes provide for a more balanced approach to tax revenue reductions, resulting in property tax savings for approximately 80% of residential properties. The Recommended Budget also includes \$18.1 million in business tax cuts mandated by the North Carolina General Assembly, partially offset by \$1.4 million in increased fees.

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

- The \$144.7 million Aviation Fund grows to meet the demands created by being the second largest hub to the world's largest airline.
- The \$119.0 million Transit Fund includes the first full year operation of the CityLynx Gold Line and preparatory work for the opening of the Blue Line Extension in Fiscal Year 2017.
- The \$122.5 million Water-Sewer Fund continues to maintain and update its basic infrastructure to meet current and future needs of a growing City eliminating a subsidy that is not needs based.
- The \$14.9 million Storm Water Fund includes the elimination of subsidies for properties with large impervious surfaces and would undertake an analysis of projects that are backlogged.

The City's Capital Budgets continue to support all specifically identified projects and makes no changes to the Community Investment Plan adopted by the Council and partially funded by voter-approved bonds in 2014. There is a shift of \$22 million of increased debt capacity from Capital to Operating, leaving an unallocated debt capacity of \$56 million.

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

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



Manager's Transmittal

While the City's tax revenues declined from the preceding property tax base value reductions, the City continues to grow, service demands increase, and inflation, though modest, continues to increase the cost of doing business.

Budget Development Context

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

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

Everyone Shared in Addressing the Challenge

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

- Reduction of \$3.1 million in City services, including:
 - Reduction in hours for the CharMeck 311 service;
 - Reduction in Code Enforcement;
 - Reduction in Traffic Management and Maintenance;
 - Reduction in Bike Charlotte Program;
 - Reduction in mowing of street rights-of-way;
 - Reduction in street resurfacing; and
 - Reduction in administrative services including internal audits and technology management.
- Reduction in expenses supporting administrative support programs in all departments, totaling \$4.5 million.
- Reduction in the market compensation adjustment for City employees from 3.0% to 1.5%, or a \$2.6 million savings.
- Adjustment of 0.41¢ in the Property Tax Rate to achieve the "Revenue Neutral Tax Rate" that would have been considered if the initial 2011 Property Assessment Revaluation had been accurate.
- Conversion of the \$47 annual Single-Family Residential Solid Waste Fee to a Property Tax Rate of 1.35¢ to raise an equivalent amount of funds (0.99¢) and to cover higher costs for solid waste operations, recycling, and multi-family service contracts (0.36¢).
- Increase in regulatory fees for service, especially business services, to cover or partially cover the City's cost of providing that service, offsetting expenses by \$1.4 million.
- Maintaining support for Financial Partners at the FY2015 levels with no reductions.
- Shift of \$2.1 million in prior General Fund expenditures into other appropriate restricted funding sources outside the General Fund.
- Elimination of 100.75 full-time equivalent positions, while avoiding lay-offs.

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



Manager's Transmittal

The Recommended Budget is just that: a set of recommendations. There are other choices. Included in the budget document is a "Contingency Budget," consisting of recommendations for consideration of unmet service needs should the General Assembly replace the Business Privilege License Tax revenue. The contingency budget contains recommendations for existing unfunded needs for services that should be considered for restoration based on City Council priority. Also included is a compilation of "Alternate Service Reductions." I do not recommend these reductions; however, some would be needed if the recommended tax adjustments were not adopted or if the General Assembly imposed further revenue losses.

Protecting and Investing in Our Future

The cumulative impacts of the above recommendations enable the City to balance the budget without putting the City at risk, either financially or from a service delivery perspective. The Recommended FY2016 General Fund budget provides for the following:

- A General Fund budget that is structurally balanced for the future. In fact, the adjustments in the property tax rate are estimated to generate an additional \$2,235,200 in increased sales tax distribution in FY2017.
- Public Safety services that are adequately sustained, including police patrol and fire and rescue responses.
- No delay or discontinuation of any existing commitments to capital projects.
- No lay-offs or salary reductions for City employees.
- A City organization that is equipped to meet the demands of our growing city in an upward economy by adding three positions in development and regulatory personnel, supported by fees and nine positions to support the Community Investment Plan.

The Enterprise Fund departments have added resources and staff in the Recommended Budget. Increased service demands created by a growing and vibrant community coupled with a changing regulatory environment drive the need for these services. In order to position the City to match the growth and provide for our community's future, these increases in staffing are necessary to sustain each operation.

Closing Thoughts

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

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

Respectfully Submitted,

Ron Carlee, City Manager



Manager's Transmittal

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Executive Summary

Recommended Budget

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

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

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

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

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

There are almost \$7.7 million in additional cuts to the General Fund budget, on top of ongoing cuts made primarily as a result of the lasting impacts from the Great Recession.

The budget includes three changes to the property tax rate that adjust the tax rate from 46.87¢ to 48.63¢, resulting in a savings for approximately 80% of residential properties:

- Conversion of the separate residential Solid Waste Fee to be incorporated as part of the tax rate, consistent with other Solid Waste services, of 1.35¢ per \$100 valuation
- Adjustment to a revenue neutral rate correlated to lower property valuations of 0.41¢ per \$100 valuation
- Transfer of 0.25¢ from unprogrammed debt capacity to the operating budget, without impacting the current Community Investment Plan

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

Expenditures

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

The FY2016 and FY2017 budgets reflect almost \$7.7 million in reductions to services and expenses, shared across all departments in the General Fund, including the reduction of 100.75 positions.

Service Reduction Summary

The service reductions in the FY2016 budget, shown in detail beginning on page 14 of the Executive Summary, total over \$3.1 million in the General Fund. Examples of service reductions include:

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

Executive Summary

Expense Reduction Summary

The expense reductions in the FY2016 budget, shown in detail on page 20 of the Executive Summary, total over \$4.5 million. These reductions are across all operating categories, including:

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

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

Revenue & Finance

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

In addition to the aforementioned budget cuts, development of the Recommended Budget also included a review of revenue and financial approaches that would maintain a good value to tax and rate payers, be consistent with Council Policy, and uphold strong financial ratings.

The City's property tax rate adjusts from 46.87¢ to 48.63¢ per \$100 valuation, with a total assessed property valuation of \$91.8 billion. This 1.76¢ change includes three adjustments:

- Adjustment of 0.41¢ in the Property Tax Rate to achieve the "Revenue Neutral Rate" that would have been considered if the initial 2011 Property Assessment Revaluation had been accurate.
- Conversion of the \$47 annual Residential Solid Waste Fee to a Property Tax Rate of 1.35¢ to raise an equivalent amount of funds (0.99¢) and to cover higher costs for solid waste operations, recycling, and multi-family collection service contracts (0.36¢).
- Transfer of 0.25¢ from new, unprogrammed debt capacity to the operating budget, without impacting the current Community Investment Plan

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

Fund	FY2015	FY2016	FY2017	Change from FY2015 to FY2016
General Fund	36.00¢	38.01¢	38.01¢	2.01¢
Debt Service	9.67¢	9.42¢	9.42¢	-0.25¢
Pay-As-You-Go Capital	1.2¢	1.2¢	1.2¢	0.00¢
Total	46.87¢	48.63¢	48.63¢	1.76¢

As part of the review of revenue and financial approaches, the City's user fees were also evaluated. Effective July 1, 2005, Council adopted a fully allocated cost recovery rate of 100% for regulatory user fees. Beginning in FY2010, user fees were held flat due to the economic decline, which shifted user fees costs from the rate payers to the General Fund tax payers. A balance between the appropriate level of General Fund subsidy with the impacts of fee changes is reflected in the FY2016 Recommended User Fee Schedule (located near the back of the Recommended Budget Book).

The average cost recovery of the regulatory user fees increased from 83.3% to 93.8%, or an additional \$1.4 million.

Executive Summary

Capital

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

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

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

- A new Transit Investment PAYGO Program is established to manage all transit-related activities funded through general City revenues, using no property taxes or General Fund operating funds. In FY2016, the PAYGO Fund is divided into two distinct programs to separate funding to support the City's contribution to transit from other PAYGO funding supporting the General Community Investment Plan.
- \$8.9 million allocated over three years for short-term road congestions improvements, shifting approximately \$5.3 million over five years from PAYGO Road Planning funds to existing bonds. These changes result in a net increase of \$3.6 million in PAYGO funding allocated to roads.
- Reduce funding to Technology Investments by \$1.5 million pending development of a Master Technology Plan
- \$4.0 million allocated over four years for A Way Home Rental Assistance Endowment to continue the City's funding commitment on a schedule to match private contributions
- Provide \$0.1 million one-time funding to support the Economic Opportunity Task Force, created as a result of a recent Harvard University study listing Charlotte at the bottom among the 50 largest cities for economic mobility

Future Work

- *Ongoing evaluation to best meet service needs* •

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

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

Executive Summary

Overview of Total Budget

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

The total FY2016 budget is \$2.13 billion, an increase of 1.8% above the prior fiscal year. The total budget is comprised of the annual Operating Budget and the Community Investment Plan (capital budget). The annual operating budget reflects day-to-day operations, while the Community Investment Plan represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget. The 1.8% increase above FY2015 is due primarily to FY2016's enterprise fund capital investments.

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

Total Operating Budget

Within the Operating Budget and Community Investment Plan, there are both General Fund and Enterprise Fund departments. The General Fund departments are those supported primarily by tax revenues, while Enterprise Funds are self-supporting entities that charge fees for services or receive restricted grants. **The FY2016 operating budget is \$1.23 billion, a decrease of -0.9% below the FY2015 budget.**

The General Fund and Enterprise departments are:

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

The FY2016 operating budget maintains stable core services. Residents will continue to receive good value for the level and quality of all services provided through residential fees, about \$4.06 per day for the typical homeowner, **a decrease of 0.2% below FY2015.**

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

- 256 firefighters on duty at 42 fire stations, responding to more than 260 calls for service
- 348 Police Field Units, responding to over 1,170 resident and 2,888 officer-initiated calls for service
- 740 signalized intersections operating over 2,450 miles of City streets

Executive Summary

- 4,100 service calls received by CharMeck 311
- 65,800 households receiving trash pick-up
- 100,000,000 gallons of drinking water treated and delivered
- 83,300,000 gallons of wastewater collected and treated

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

City of Charlotte taxes & fees – 25th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$97,600 home	\$457.45	\$474.63	\$17.18	3.8%
Solid Waste fee (Residential)	\$47.00	\$0.00	(\$47.00)	(100.0%)
Total Annual	\$504.45	\$474.63	(\$29.82)	(5.9%)
Total Monthly	\$42.04	\$39.55	(\$2.49)	(5.9%)

City of Charlotte taxes & fees – 50th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$141,100 home	\$661.34	\$686.17	\$24.83	3.8%
Solid Waste fee (Residential)	\$47.00	\$0.00	(\$47.00)	(100.0%)
Total Annual	\$708.34	\$686.17	(\$22.17)	(3.1%)
Total Monthly	\$59.03	\$57.18	(\$1.85)	(3.1%)

City of Charlotte taxes & fees – 75th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$232,500 home	\$1,089.73	\$1,130.65	\$40.92	3.8%
Solid Waste fee (Residential)	\$47.00	\$0.00	(\$47.00)	(100.0%)
Total Annual	\$1,136.73	\$1,130.65	(\$6.08)	(0.5%)
Total Monthly	\$94.73	\$94.22	(\$0.51)	(0.5%)

Executive Summary

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

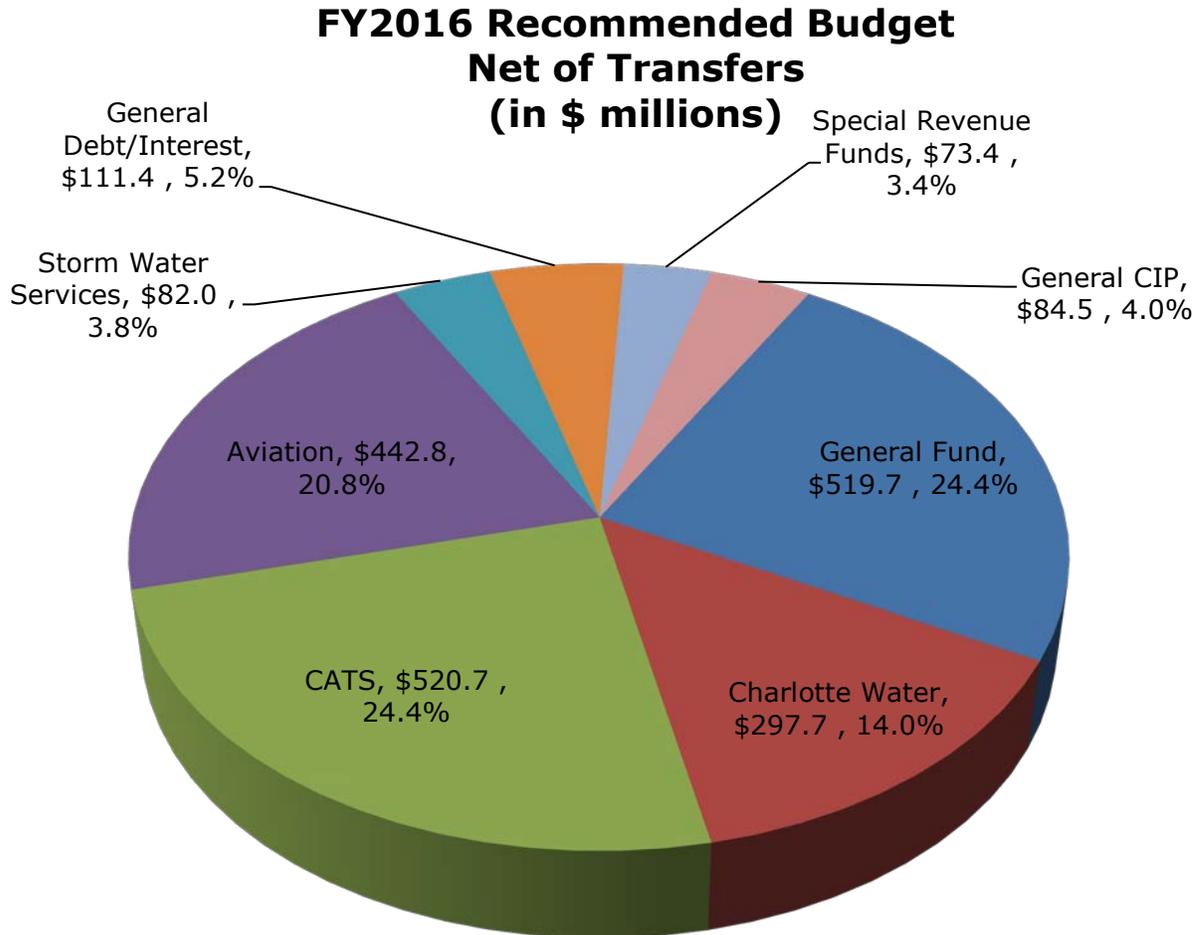
City of Charlotte taxes & fees – 25th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$97,600 home	\$457.45	\$474.63	\$17.18	3.8%
Solid Waste fee (Residential)	\$47.00	\$0.00	(\$47.00)	(100.0%)
Water & Sewer (Average user rate)	\$682.80	\$701.40	\$18.60	2.7%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,284.81	\$1,273.59	(\$11.22)	(0.9%)
Total Monthly	\$107.07	\$106.13	(\$0.94)	(0.9%)

City of Charlotte taxes & fees – 50th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$141,100 home	\$661.34	\$686.17	\$24.83	3.8%
Solid Waste fee (Residential)	\$47.00	\$0.00	(\$47.00)	(100.0%)
Water & Sewer (Average user rate)	\$682.80	\$701.40	\$18.60	2.7%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,488.70	\$1,485.13	(\$3.57)	(0.2%)
Total Monthly	\$124.06	\$123.76	(\$0.30)	(0.2%)

City of Charlotte taxes & fees – 75th percentile home value	Prior Year FY2015	FY2016 Budget	\$ Change	% Change
Property taxes on \$232,500 home	\$1,089.73	\$1,130.65	\$40.92	3.8%
Solid Waste fee (Residential)	\$47.00	\$0.00	(\$47.00)	(100.0%)
Water & Sewer (Average user rate)	\$682.8	\$701.40	\$18.60	2.7%
Storm Water (Average user rate)	\$97.56	\$97.56	\$0.00	0.0%
Total Annual	\$1,917.09	\$1,929.61	\$12.52	0.7%
Total Monthly	\$159.76	\$160.80	\$1.04	0.7%

Executive Summary

The following chart illustrates the composition of the FY2016 Total Budget (includes both Operating and Capital for General Fund and Enterprise Fund departments), which totals \$2.13 billion, an increase of 1.8% above FY2015.



Executive Summary

General Fund Budget

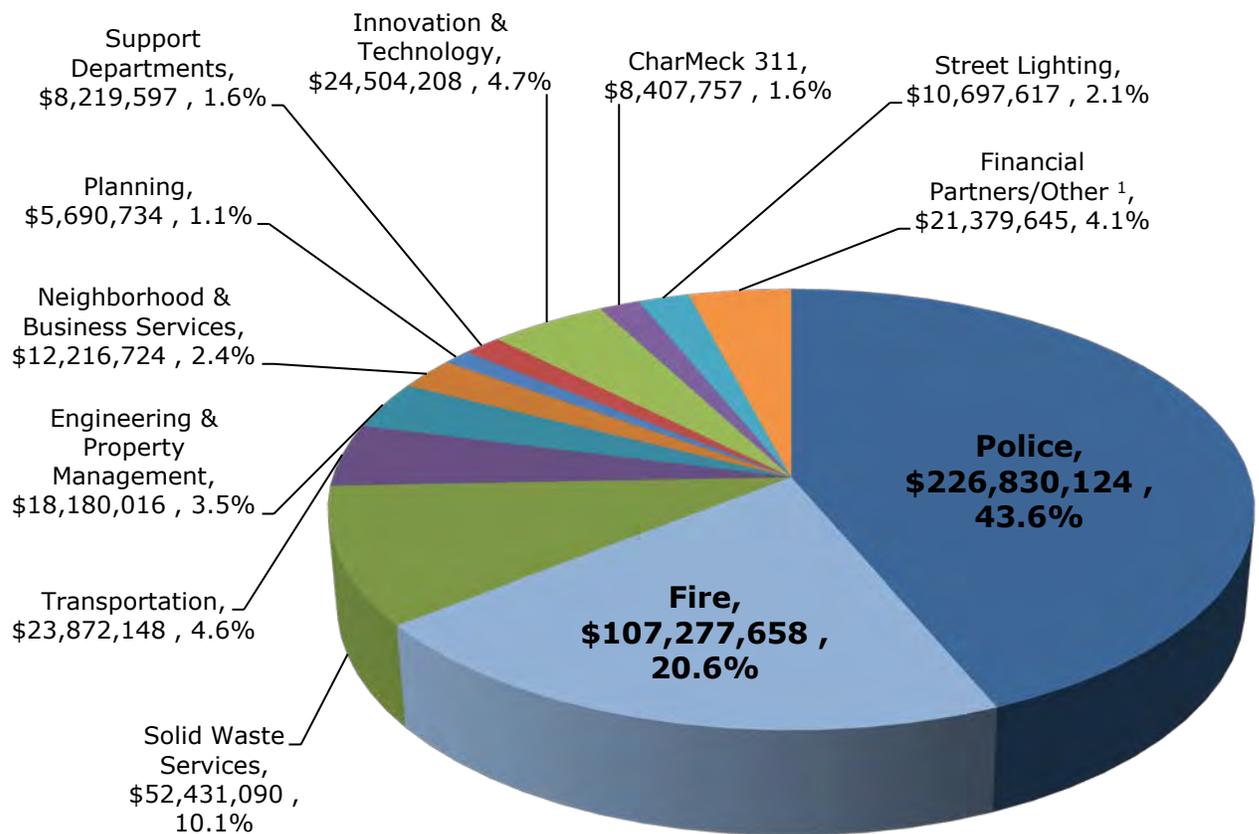
- A balanced budget reflecting revenue reductions and expenditure cuts •

General Fund

The **FY2016 General Fund budget (net of transfers)** is **\$519.7 million**, a **1.25% increase above FY2015** to maintain core service levels.

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

FY2016 General Fund Expenditures Where the Money Goes \$519.7 million (Net of Transfers)



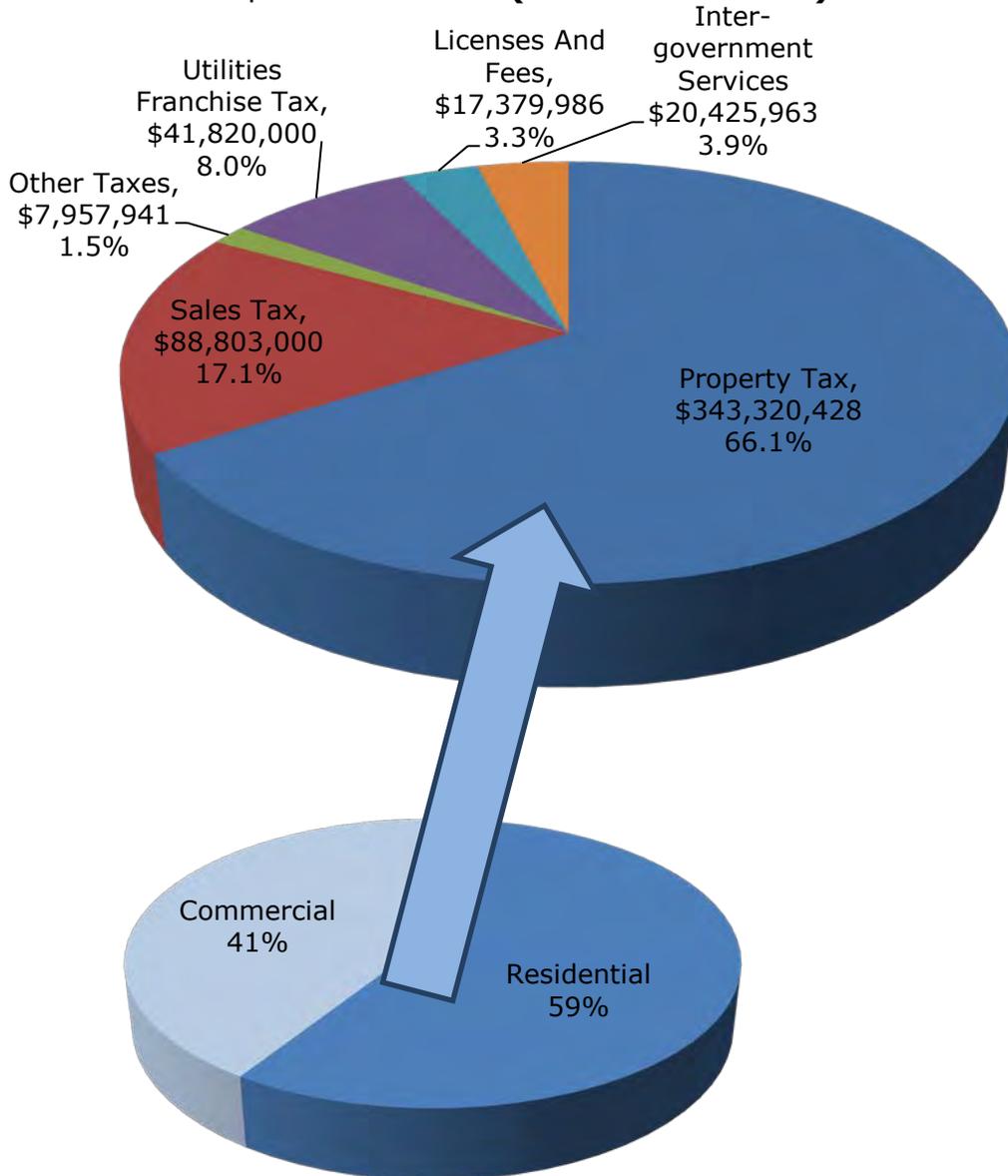
¹Financial Partners represent \$11,423,749 of the \$21,379,645.

Executive Summary

General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise 83.2% of total revenue. The total General Fund revenue growth is budgeted at \$6.4 million, which is an increase of 1.25% above FY2015.

General Fund Revenues Where the Money Comes From \$519.7 million (Net of Transfers)



Property Tax Break-out

Executive Summary

General Fund Budget Reductions (included in Recommended Budget)

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

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
CharMeck 311	Close Weekends and Holidays; 11 positions (vacant)	Based on current call volume patterns; minimal impact to most partners, with Police and Charlotte Water seeing the largest impact. Constituents will have reduced access to live assistance; however Interactive Voice Response, web, mobile channels, and department specific dispatch transfers will be available as options. Average call volume on Saturday is 1,773 and the average call volume on Sunday is 1,198. This compares to an average weekday call volume of 5,114. There are currently 133 positions in CharMeck 311.	\$658,924
City Manager's Office Administration	Office Assistant IV position (vacant)	Reduces capacity for new Records Management program as mandated by the State. This program responsibility will now be shared among existing staff in City Manager's Office Administration.	54,415
Engineering & Property Management	Reduce contract for mowing in street rights-of-way	Eliminate some locations from City right-of-way and median mowing contracts and perform work with in-house staff and equipment; reduce mowing frequency from biweekly to monthly.	104,567
Engineering & Property Management	Administrative Officer II position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with Charlotte Business INclusion (CBI). The reduction in staff supporting CBI could delay completion of City Council Agenda items.	68,739
Engineering & Property Management	Office Assistant V position (vacant)	Currently 6 administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties	53,894

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
		associated with accounting and payroll. The reduction in staff performing payroll and accounting duties will require other staff currently working on records retention and managing public records to take on additional support duties, limiting the time available to perform records retention work.	
Engineering & Property Management	Office Assistant IV position (vacant)	Currently 6 administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with accounting and payroll. The reduction in staff performing payroll and accounting duties will require other staff currently working on records retention and managing public records to take on additional support duties, limiting the time available to perform records retention work.	47,419
Fire	Emergency Management Battalion Chief position (filled)	This position provides dedicated oversight of the Urban Search and Rescue program, which responds to potential Homeland Security threats, terrorism and other disasters. Fire will spread these responsibilities to existing staff and their current workload will be re-prioritized.	127,126
Fire	Public Service Coordinator position (vacant)	This is one of two public and media relations positions in the Fire Department who provide 24-hour public information coverage. Existing staff will be cross-trained in public and media relations and will be on-call when public and/or media relations services are required.	83,785
Innovation & Technology	Chief Operating Officer position (vacant)	For FY2016 this position will not be needed in the reorganized Innovation & Technology Department. Due to the unchanging nature of IT support, eliminating this position may limit IT support capacity and future technology initiative implementations.	125,000
Innovation & Technology	Enterprise Resource Planning position (vacant)	This position would have served as a resource for the City's ERP System (financial and Procurement systems). The loss of this position	105,477

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
		limits the ERP Team’s ability to react to situations where increased support of the ERP system is needed including support for department questions, capacity to build specialized reports, and a resource focused on finance-related modules. This resource could have been used to provide services such as system testing, defect resolution, training, etc. for the existing and upcoming new releases for the MUNIS application. The workload will have to be spread across six existing staff members.	
Innovation & Technology	Two Enterprise Resource Planning Support Center part-time positions (vacant)	These two part-time positions were intended to create one full-time position which would have been a position serving as a resource for the City’s ERP System (financial and Procurement systems). The loss of this position will limit the ERP Team’s ability to react to situations where increased support of the ERP system is needed including support for department questions. This resource could have been used to provide services such as system testing, defect resolution, training, etc. for the existing and upcoming new releases for the MUNIS application, in addition to having a dedicated resource to focus on project and grant modules. The workload will have to be spread across six existing staff members.	98,000
Management & Financial Services	Internal Auditor (vacant)	Removes one out of ten internal auditor positions, therefore reducing capacity by 10%. This reduction will be tempered by increased reliance on contractors, which has been factored into the financial impact.	41,941
Neighborhood & Business Services	Community and Commerce Specialist position (vacant)	Reduces services in community partnerships such as Arts and Science Council Neighborhood Art and Little Free Libraries. As a result of this reduction, the City will not participate in these programs.	68,820
Neighborhood & Business Services	One Code Enforcement Inspector position (vacant)	Elimination of this position reduces Code Enforcement's ability to be proactive in identifying violations; additionally, the amount of time to respond to complaints will increase from 3 to 5 days.	63,752

Executive Summary

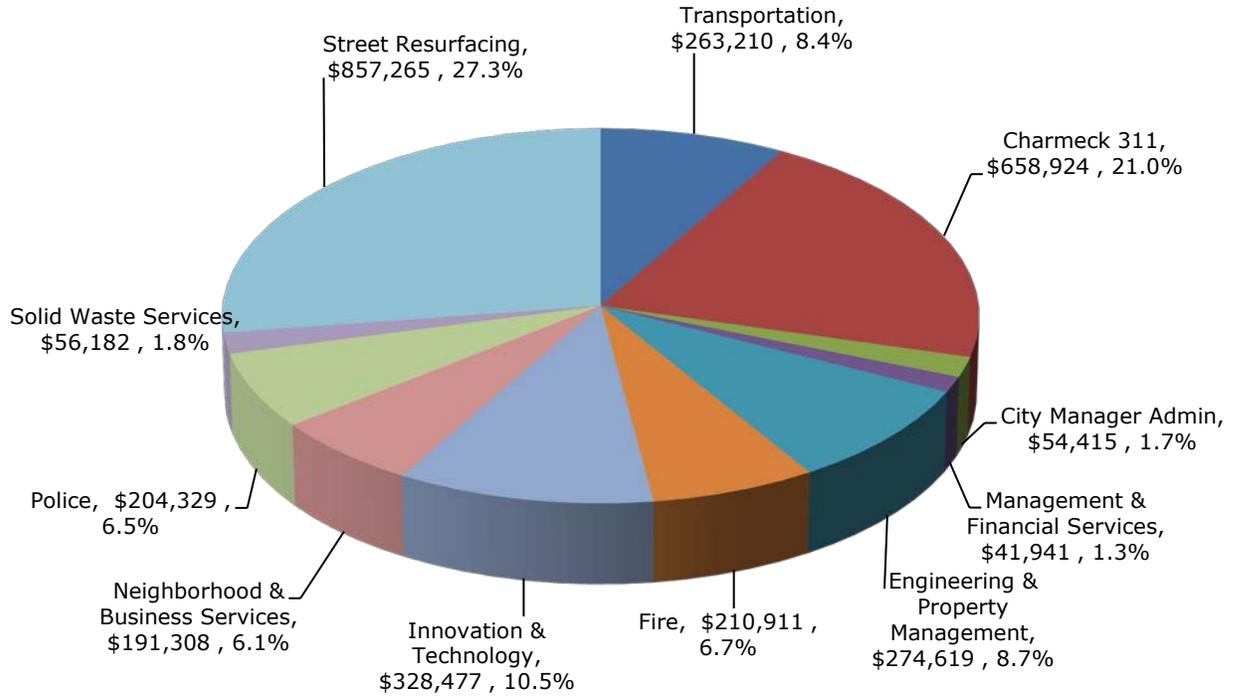
Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Neighborhood & Business Services	Code Process Specialist in Zoning division positions (vacant)	This position was a dedicated resource to assist customers, process permits, and respond to other customer inquiries related to the Business Privilege License permit process. Assuming volume remains constant, there will be an increase response time by approximately ten minutes to customer inquiries and customer waiting times when obtaining permits. This position's workload will be distributed among eight existing positions, which may impact overtime and training.	58,736
Police	Government Center Police Officer position (vacant)	CMGC maintains a contract for 22 private security guards to provide building and loading dock security; 11 of the guards are authorized to carry a firearm. In addition, CMGC has a Police Officer on duty during business hours. The elimination of this vacant sworn position would mean that there is no authority at the Government Center to make immediate arrests, and if issues occurred, the security personnel would need to call 911.	59,787
Police	Elimination of three vacant non-sworn positions (vacant)	Police has committed to eliminate three non-sworn vacant positions in FY2016. The exact positions will be determined by Police staff after examining staff and resource needs.	144,543
Solid Waste Services	Contract Technician position (vacant)	Eliminating this position will increase response time to customer inquiries about missed collections and cart repair/replacement requests by one business day (from 2 to 3 days). Workload will be shifted to the seven remaining contract technician positions which may impact overtime expenses.	56,182

Executive Summary

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Transportation	Street Maintenance: Equipment Operator III position and Two Crew Member positions (vacant)	There are currently 27 Equipment Operator III positions and 61 crew members. The elimination of the vacant positions results in reduced staff available to provide timely services including street and sidewalk repairs, storm drainage maintenance, repair of curbs and gutters, removal of debris/obstructions, and responding to inclement weather events. These duties are assigned to the current Street Maintenance staff.	135,895
Transportation	Office Assistant IV position (vacant)	Front desk responsibilities would be shifted to existing staff positions, thereby reducing customer service capacity in street maintenance division.	47,600
Transportation	Traffic Counter position (vacant)	Reduces effectiveness of transportation planning, as this is one of two Traffic Counter I positions. These positions perform the basic traffic counting responsibilities in the City that help determine street safety and reliability.	44,715
Transportation	Bike Charlotte program contribution	Bike Charlotte helps to raise awareness and education of bicycle safety. This annual event occurs over a two week period and includes 60-80 events each year. The City partners with the bicycling community to host the event. The City's financial participation supports the promotion and scheduling of individual events. Bike Charlotte would need to rely on private sector donations because the City's contribution is currently 100% of the total Bike Charlotte budget.	35,000
Non-Departmental	Reduction in General Fund transfer to Powell Bill Street Maintenance Fund	The annual General Fund contribution to Powell Bill of \$4.26 million is equivalent to resurfacing roughly 82 miles each year. Reducing the contribution by \$857,265 (20% reduction) would reduce resurfacing by 16.5 miles. The City receives the majority of its street resurfacing funding (\$23.5 million in FY2015) from the State's Gas tax.	857,265
Total			\$3,141,581

Executive Summary

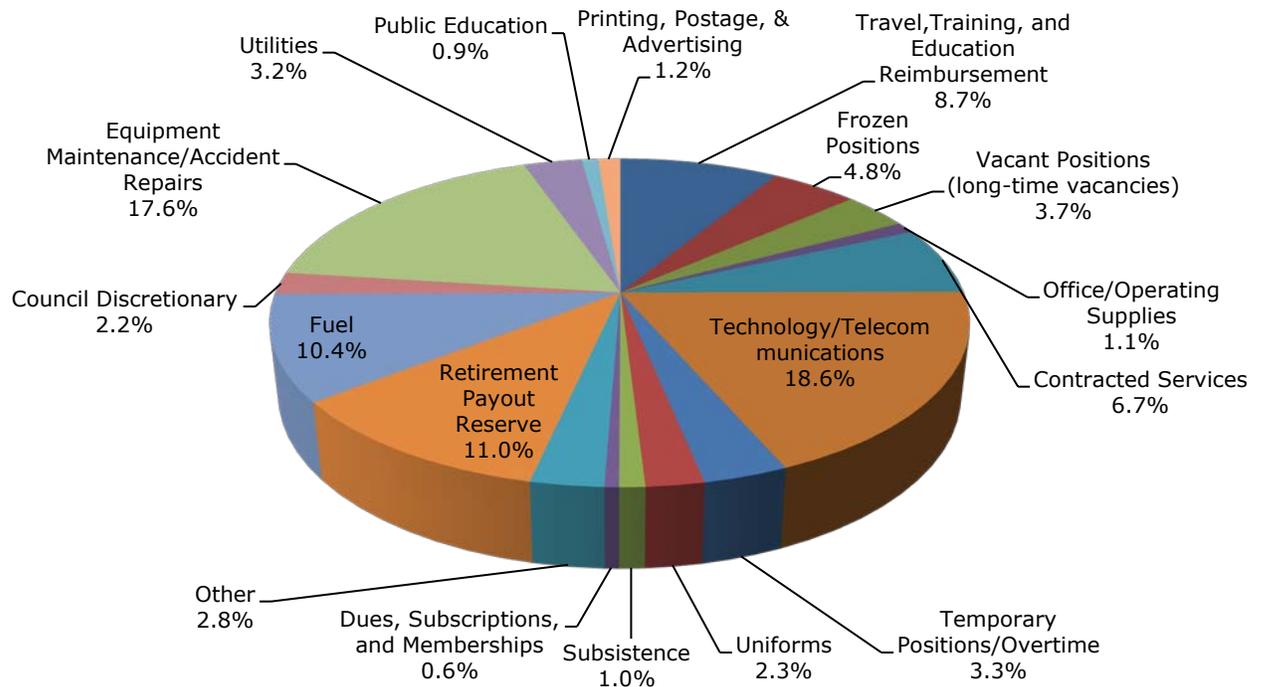
FY2016 Service Reductions (\$3.1 million)



Executive Summary

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

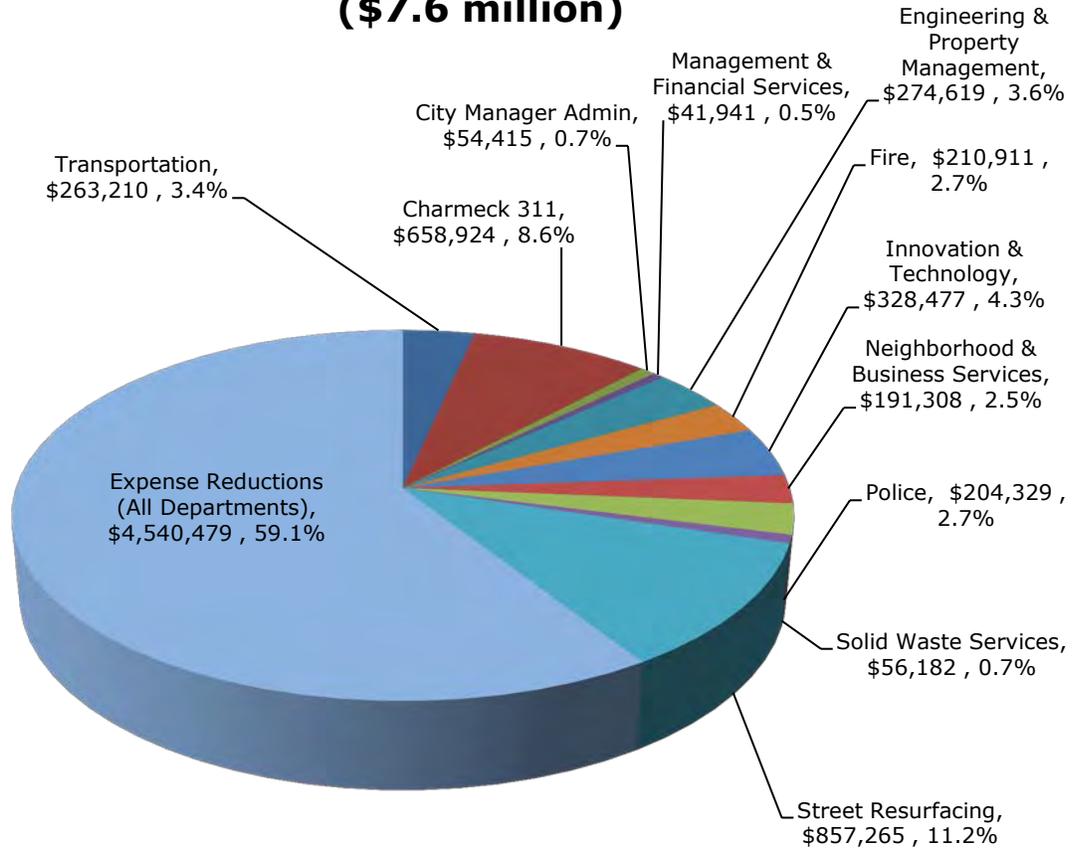
General Fund Expense Reduction Categories (\$4.5 million)



Executive Summary

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

FY2016 Service and Expense Reductions (\$7.6 million)



- **59.1% Expense Reductions = \$4.5 million**
- **40.9% Service Reductions = \$3.1 million**
- **\$7.6 million Total Reductions = 1.3% of Total General Fund Budget**

Executive Summary

General Fund Budget Reduction Alternatives (not included in Recommended Budget)

In addition to the service and expense reductions recommended for implementation in FY2016, the following items are alternative budget reductions (that are not included in the FY2016 budget recommendation). These alternatives are **not** recommended and are **not** in priority order.

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

Executive Summary

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

In addition to the service and expense reductions included in the FY2016 Manager’s Recommended Budget, there are budget items that could be added to the FY2016 budget to meet unmet service demands, should additional revenues or reduction be implemented. Additionally, were the North Carolina General Assembly to replace Business Privilege License Tax revenue, \$3.1 million in service cuts, plus \$2.6 million in full market rate compensation would be added.

Budget Contingencies			
Department	Additional Item	Impact Statement	Financial Impact
Fire	Ladder 28 –Northlake Mall (1 ladder truck and 18 sworn positions)	Development in the area surrounding Northlake Mall has resulted in a call load increase of 66% over the last 10 years. Engine 28, the area’s sole resource, reaches only 67% of calls in six minutes or less. The addition of Ladder 28, along with necessary staffing resources, will help ensure fast and reliable fire response coverage in the Northlake Mall area.	\$2,723,193
Fire	Engine 65 –Eastland Mall (1 fire engine and 18 sworn positions)	The Eastland Mall area responds to some of the highest call volumes in the City. The majority of calls in this area are answered by Stations 15 and 42, both of which have single engine companies. The addition of Engine 65, along with necessary staffing resources, will ensure fast and reliable fire response coverage for the Eastland Mall area.	2,398,728
Police	65 sworn positions	The 65 requested officers would help maintain Police’s crime reduction strategy by providing additional resources for investigating criminal cases, addressing drug and gang activity, staffing the Real Time Crime Center on a 24 hour basis, and mitigating the safety impacts related to an increased number of special events in the City.	5,185,868
All departments	Pay Plan at Market Rate	Due to budget constraints, the benchmarked average pay plan recommendation of 3% Broadband, 1.5% Public Safety Pay Plan Market, and full Public Safety Pay Plan steps is not funded in the FY2016 Recommended Budget, which challenges the City’s recruitment and retention strategies. In the event of new budget capacity, the City Manager recommends funding the Pay Plan at this benchmarked average market rate.	\$2,626,349
All departments (see pages 14 – 18 for detailed list of reductions)	Restore FY16 Service Reductions	The City Manager’s FY2016 Recommended Budget includes service reductions in response to reduced revenues. In the event of new budget capacity, the City Manager recommends restoring these service reductions to best meet the needs of the community.	\$3,141,581
Total			\$16,075,719

Executive Summary

Summary of General Fund Position Changes: Net change a reduction of 71.75 Positions

Department	FY2015 Revised Full-time Equivalent Positions	Eliminated fully-funded Vacant Positions	Eliminated Positions Frozen since 2009	FY2016 Budgetary Increases	FY2016 Full-time Equivalent Positions
Police	2,307.50	-4.00	-7.00	12.00	2,308.50
Fire	1,172.00	-2.00	-4.00		1,166.00
Solid Waste Services	302.00				302.00
Transportation	431.50	-5.00	-22.00	4.00	408.50
Neighborhood & Business Services	145.00	-3.00	-5.00		137.00
Engineering & Property Management	322.00	-3.00	-2.00	8.00	325.00
Planning	65.00	-1.00	-8.00		56.00
Mayor & City Council	21.00				21.00
City Attorney	28.50	-1.00	-0.50		27.00
City Clerk	6.00				6.00
City Manager:	12.00	-1.00			11.00
Community Relations Committee	10.00				10.00
Corporate Communications	19.00				19.00
CharMeck 311	133.00	-11.00	-8.25		113.75
Human Resources	36.00				36.00
Innovation & Technology	134.00	-3.00	-1.00		130.00
Management & Financial Services:					
Administrative Management	14.00				14.00
Charlotte Business INclusion	11.00				11.00
Finance Office	98.00		-4.00	4.00	98.00
Fleet Management	122.00	-4.00		1.00	119.00
Internal Audit	10.00	-1.00			9.00
Office of Strategy & Budget	12.00				12.00
Total General Fund	5,411.50	(39.00)	(61.75)	29.00	5,339.75

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

Executive Summary

General Fund Budgetary Increases

Department	Description
Police	12 Additional Airport Law Enforcement Officers to maintain the preferred staffing level of 58 sworn officers at the airport, CMPD will implement a phased in approach over two years to add an additional 21 officers at Charlotte-Douglas International Airport. CMPD will add twelve officers in FY2016 and an additional nine officers in FY2017 to achieve a sustainable staffing level that will improve security and safety at the airport (Funded by Aviation)
Transportation	1 additional Land Development Position due to the increased demand for land development permits, which has grown by 53% since FY2012. This position was previously reduced during the Great Recession. (Funded by Development Fees)
Transportation	3 additional Engineering Positions due to the passage of the November 2014 Bond Referendum. Work is now beginning on \$110.9 million in new infrastructure projects, requiring much greater project management activities across the Transportation department. A key element of the increased project management work is the emphasis on increased community and citizen engagement. This requires greater time commitment, with project management staff putting more effort into meeting more frequently with more groups of people in various communities around the City. (Funded by the Community Investment Plan)
Engineering & Property Management	2 additional Land Development Positions due to the increased demand for land development permits, which has grown by 53% since FY2012. (Funded by Development Fees)
Engineering & Property Management	6 additional Engineering Positions due to the passage of the November 2014 Bond Referendum. Work is now beginning on \$110.9 million in new infrastructure projects, requiring much greater project management activities across the Engineering department. In addition to the increased demand on project management (particularly construction inspection), a wave of work will flow through Contracts Management, Survey, and Real Estate. A key element of the increased project management work is the emphasis on increased community and citizen engagement. This requires greater time commitment, with project management staff putting more effort into meeting more frequently with more groups of people in various communities around the City. (Funded by the Community Investment Plan)
Management & Financial Services	2 additional Procurement Officers to support Aviation's procurement efforts (Funded by Aviation)
Management & Financial Services	1 additional Procurement Card Administrator to support the City's existing procurement card program and new e-payable program. (The position will be 100% funded from the revenue generated by the e-payable program, which is a widely recognized and accepted no-fee card-based electronic payment option, generating rebates to the City, similar to the current procurement card agreement.
Management & Financial Services	1 additional Accounts Payable Technician to support the e-payable program and assist the current accounts payable team with the increase in quantity and complexity of accounts payable transactions. (The position will be 100% funded from the revenue generated by the e-payable program, which is a widely recognized and accepted no-fee card-based electronic payment option, generating rebates to the City, similar to the current procurement card agreement.
Management & Financial Services	1 additional Administrative Officer to support the new Motor Pool Program (The position is funded in the Motor Pool program, which is estimated to provide an ongoing operating savings of \$80,500 annually)

Executive Summary

Enterprise Funds Budgets

- *A balanced budget funded by self-supporting revenues* •

Enterprise Funds

The City's four Enterprise departments are funded by self-supporting revenues paid by users of the services. The FY2016 and FY2017 Enterprise Fund Operating budgets and supporting rates are summarized below.

Aviation

FY2015 \$130.0 million; FY2016 \$144.7 million

The Charlotte Douglas International Airport is the sixth largest airport in the United States based upon operations, and the eighth largest based upon passengers. The FY2016 budget is \$144,667,936, a 11.3% increase above the prior year budget. The Aviation budget represents substantial investment in asset preservation, which involves the refurbishment and rehabilitation of large systems through the terminal as well as the day-to-day maintenance of the facility in order to effectively and efficiently manage an airport that now serves as the second largest hub for the largest airline in the world.

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

- **The lowest cost structure of any large hub airport in the country.**
- The addition of 49 positions in a variety of capacities, including Business Services, Building Maintenance, and Security, to keep up with service complexity and customer demand.
- Airline requested programs, such as the multi-year rehabilitation of 19 airline-owned passenger boarding bridges, lobby management, and safety activities.
- The implementation of new programs to ensure continuous execution of its business and revenue generation processes, environmental compliance, and sustainability initiatives.

Charlotte Area Transit System

FY2015 \$114.2 million; FY2016 \$119.0 million

The Charlotte Area Transit System provides core services via bus, vanpool, light rail, and paratransit transportation. In accordance with CATS' long term financial plan, the operating budget increases 4.2% in FY2016 and 5.9% in FY2017. Highlights include:

- Additional 5,000 revenue service hours in FY2016.
- Recovery of Transit Sales Tax with increase of 1.4m (1.9%) over FY2015.
- Opening of the new CityLYNX Gold Line service
- Ridership growth averaging 2.2% over the two year period
- Adding 35 positions for maintenance, acceptance start-up and testing of new rail cars for the Blue Line Extension project. Positions are fully funded by project.
- Change in fleet maintenance program for Special Transportation buses results in \$89,000 savings and increased efficiency due to 24/7 repair capabilities.

Storm Water Services

FY2015 \$13.1 million; FY2016 \$14.9 million

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

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

Executive Summary

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

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

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

Increased revenues from charging four rates in four tiers will support a 14.2% increase in the FY2016 Storm Water operating budget, from \$13.1 million in FY2015 to \$14.9 million in FY2016. The majority of the increase in FY2016 is for 16 new positions to support the capital program. The increase in expenditures and positions is primarily to address the growing backlog of capital maintenance projects. Approval to hire the 16 positions is contingent upon completion of a workload analysis to determine the appropriate staffing level to support the expanded capital program under the revised Four-Tier Fee Structure.

Charlotte Water

FY2015 \$120.0 million; FY2016 \$122.5 million

Charlotte Water (Utility) provides water and sewer services for the City of Charlotte as well as customers in the six towns in Mecklenburg County. The Utility also has regional service agreements that cross County boundaries including contracted operations at the Union County Wastewater plants. The FY2016 operating budget is \$122,509,622, an increase of 2.1%. Highlights include:

- Change the rate methodology to eliminate the Tier 1 subsidy, which is not based on financial need
- Increase the Availability Fee from \$7.03 to \$8.14 to recover 25% of Debt Service
- With the change in methodology, customer rate impacts will vary from \$0.93 per month to \$3.41 per month, depending on usage tier
- Tier 1 customers (0-4 ccf) will see the largest impact due to increased fixed costs and the elimination of the subsidized Tier 1 rate, with monthly impacts ranging from \$2.41 per month to \$3.41 per month
- For the typical 7 ccf customer in Tier 3, the increase will be \$1.55 per month, a 2.7% increase
- The following chart shows how monthly bill increases will impact all customers based on water usage rates

Executive Summary

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

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

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

Water and Sewer Rates

Current	Current FY2015	Recommended FY2016
Water Rates		
Fixed Billing Charges	\$2.50	\$3.15
Availability Fee	2.47	3.03
Tiered Rate		
Tier 1: 0-4 ccf	1.33	1.58
Tier 2: 5-8 ccf	2.66	2.04
Tier 3: 9-16 ccf	4.71	4.71
Tier 4: >16 ccf	8.91	8.91
Non Residential	2.61	2.73
Sewer Rates		
Fixed Billing Charges	\$2.50	\$3.15
Availability Fee	4.56	5.11
Volume Rate *	4.51	4.51

*up to 16 ccf for residential customers

1 ccf = 748 Gallons

Typical Residential Bill

Typical user = 7 ccf/month		
Water Rates for avg. ccf use:	\$13.30	\$12.44
Fixed Billing Charge:	2.50	3.15
Availability Fee:	2.47	3.03
Total Water Cost:	\$18.27	\$18.62
Sewer Rates:	\$31.57	\$31.57
Fixed Billing Charge:	2.50	3.15
Availability Fee:	4.56	5.11
Total Sewer Cost:	\$38.63	\$39.83
<i>Average User's Monthly Fee:</i>	\$56.90	\$58.45

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

Executive Summary

Pay & Benefits

- Investing in the employees who delivery City services •

Pay & Benefits – Investing in Employees

The vast majority of City services are delivered by employees, which is reflected by the dedication of over 50% of the total Operating budget to personnel related expenditures. The FY2016 personnel budget reflects the Human Resources Philosophy adopted by the City Council:

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

Compensation

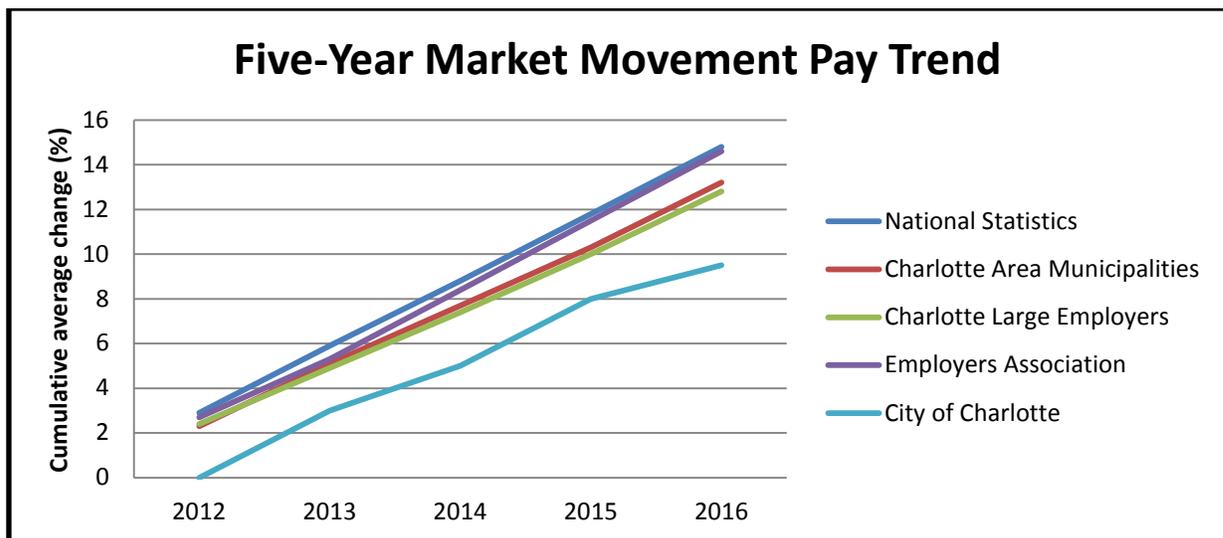
The ability to provide compensation increases has been limited over the past five years, challenging the City's recruitment and retention strategies. The City regularly benchmarks pay adjustments with other employers, including: national statistics, Charlotte area municipalities, Charlotte large private sector employers, and the Employer's Association. **Of these five categories of employers, the average projected pay adjustment in 2016 is 3.0%.**

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

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

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

Including 2016 projections, the City of Charlotte's five-year average market adjustment is 1.9%, falling below that of national statistics (3.0%), Charlotte area municipalities (2.6%), large private-sector Charlotte employers (2.6%), and the Employers Association (2.9%). The following chart illustrates the five-year trend; for these reasons, an increase of at least 1.5% is recommended.



Executive Summary

Other Compensation Considerations

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

Benefits

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

- Group Medical Insurance
 - The City's increased costs are 4%, a notable achievement compared to a national trend of 9%. Charlotte's lower increase results from the City's favorable claims experience and aggressive cost management
 - Effective January 1, 2016, employee rates for the **Basic PPO Plan** will be flat.
 - Effective January 1, 2016, employee rates for the PPO Plus Wellness Plan will increase by 4%.
 - Effective July 4, 2015, enrollment in the PPO Plus Plan will be restricted to only employees and pre-65 retirees currently enrolled in the health insurance plan; new employees will only be permitted to enroll in the PPO Basic Plan.
- Dental Insurance
 - The dental plan rates are held flat.
 - The dental plan contract will expire December 31, 2015, and it may be necessary to rebid the plan.
- Other Considerations
 - In an effort to continue to address rising health care costs and improve employee health and productivity, the City is currently in the final stages of recommending implementation of near-site employee health clinics through a third party vendor with a target implementation date of January 1, 2016. The first year costs for implementation of the health clinics are projected to be approximately \$1.7 million. This cost will initially be funded by the anticipated FY2015 projected claims surplus, estimated \$2.4 million. Additional information will be presented to City Council before a commitment is made.

Executive Summary

Position Changes

The FY2016 budget includes 7,332.50 full-time and temporary positions across all funds, a decrease of .75 positions. This position number reflects a decrease of 101.50 positions in the General Fund due to FY2016 budget reductions. The Enterprise Funds' position count increases by 100.75, funded by user rates and charges.

Fund	FY2015 Revised Full-time Equivalent Positions	FY2015 Revised Total Positions	FY2016 Full-time Equivalent Positions	FY2016 Budget Total Positions	FY2017 Full-time Equivalent Positions	FY2017 Budget Total Positions	Position Change from FY2015 to FY2016
General Fund	5,411.50	5,497.75	5,339.75	5,396.25	5,348.75	5,405.25	(101.50)
Enterprise & Grant Funds	1,770.75	1,835.50	1,896.75	1,936.25	1,989.75	2,029.25	100.75
Total All Funds	7,182.25	7,333.25	7,236.50	7,332.50	7,338.50	7,434.50	(0.75)

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

Executive Summary

Total Capital Budget

All debt-funded projects included in the prior year capital program for fiscal year's FY2015 through FY2019 are included with no changes in the recommended FY2016-FY2020 General Community Investment Plan. Any potential adjustments or additions to these debt-funded capital projects will be considered in FY2017 as part of the biennial review of the General Community Investment Plan.

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

General Community Investment Plan

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

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

General Community Investment Plan programs include:

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

Executive Summary

Enterprise Funded Community Investment Plan

Aviation

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

Charlotte Area Transit System

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

Storm Water

Storm Water totals \$332.7 million, and is funded by \$202.5 million in cash and \$130.2 million in revenue bonds. The program is self-funded through user fees charged to property owners according to areas of impervious surface. The Storm Water capital program includes major flood control, minor flood control maintenance repairs, and stream restoration projections. However, major unmet needs on private property remain an issue.

Water and Sewer

Water and Sewer totals \$633.5 million, and is funded by \$289.8 million in cash and \$343.7 million in revenue bonds. The Water and Sewer capital projects are related to maintaining and expanding infrastructure to support growth and demand.

Executive Summary

External Impacts and Future Budget Considerations

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

Potential External Impacts

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

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

City Strategy

Strategic planning is an integral component of the City overall management philosophy. City Council sets policy direction through their Focus Area Plans, followed by the departmental creation of aligning performance measures. Council's Focus Areas Plans are a critical tool in making budget recommendations. The Council Focus Areas, along with their associated vision statement and strategic goals are provided below:

Community Safety

Charlotte will be one of America's safest communities

- Reduce the crime rate
- Enhance citizen perception of safety
- Develop a workforce that is reflective of the community's demographics
- Improve response times for emergency calls
- Develop infrastructure that promotes a safer community
- Enhance emergency preparedness

Economic Development & Global Competitiveness

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

- Facilitate the growth of small businesses and high growth entrepreneurs in our community
- Promote the holistic development of targeted business districts and neighborhoods
- Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness and job creation and job retention in the energy, finance, information technology, logistics, and advanced manufacturing sectors
- Introduce youth and young adults to employment opportunities with potential for long-term growth and development
- Grow Charlotte's tourism industry through amateur sports development and programming

Environment

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

- Increase diversion of waste from the landfill
- Work towards achieving a carbon neutral footprint for the community
- Reduce potable water user per capita
- Work towards making all Charlotte waterways swimmable and fishable
- Continue goal of achievement 50% tree canopy by 2050
- Develop a baseline towards 100% of households located within a five minute walk of a transit option by 2015
- Develop a Happiness Index for Charlotte
- Develop baseline towards 100% LEED certified government facilities

Housing & Neighborhood Development

Charlotte will sustain and create distinct and diverse neighborhoods for residents of all ages

- Preserve and create healthy, vibrant, and distinct neighborhoods
- Coordinate public/private partnership investments to attract the amenities neighborhoods need
- Market housing programs to achieve geographical dispersion of diverse housing options throughout the City
- Utilize the Quality of Life Study and open data to inform strategic neighborhood investments and programs
- Support partners and programs that enhance opportunity for economic mobility

Transportation & Planning

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

- Establish public and private sector partnerships to achieve effective transportation and land use results, which support economic development and livability
- Engage the community to support the City's land use and transportation goals to create more mixed-use places and neighborhoods connected by more travel choices
- Implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan, and Transportation Action Plan
- Implement land use and transportation decisions that increase safety, livability, transportation choices, and enhance economic growth
- Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services
- Refine the regulatory system

City Departments' Budget Overview by Category

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

Budget	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Service					
Police	\$ 214,517,582	222,236,394	226,830,124	227,036,354	2.1%
Fire	107,440,929	110,140,486	112,502,166	112,617,918	2.1
Solid Waste Services	46,226,801	48,709,935	52,431,090	52,786,183	7.6
Transportation	21,489,243	23,331,434	23,872,148	23,913,677	2.3
Neighborhood & Business Services	11,165,263	12,218,420	12,212,992	12,242,995	0.0
Engineering & Property Management	18,287,858	20,020,742	18,180,016	18,210,153	-9.2
Planning	5,250,621	5,643,972	5,690,734	5,685,469	0.8
Total Expenditures	\$ 424,378,297	442,301,383	451,719,270	452,492,749	2.1%
Less Total Revenues	\$ 48,228,932	50,329,450	45,701,524	45,701,524	-9.2%
Net Expenditures	\$ 376,149,365	391,971,933	406,017,746	406,791,225	3.6%
Enterprise					
Aviation	\$ 112,194,559	129,991,071	144,667,936	152,294,918	11.3%
Charlotte Area Transit System	108,646,858	114,206,941	119,041,001	126,037,003	4.2
Charlotte Water	108,071,611	120,022,894	122,509,622	124,569,287	2.1
Storm Water Services	12,136,932	13,056,324	14,911,201	14,966,146	14.2
Risk Management	3,020,981	3,318,960	3,351,677	3,454,696	1.0
Total Expenditures	\$ 344,070,941	380,596,190	404,481,437	421,322,050	6.3%
Government					
Mayor and City Council	\$ 1,713,976	1,516,663	1,487,919	1,489,796	-1.9%
Attorney	2,459,896	2,458,427	2,477,484	2,459,002	0.8
Clerk	513,278	550,174	559,702	560,051	1.7
City Manager's Office:	13,078,499	14,582,316	13,851,563	13,857,600	-5.0
Total Expenditures	\$ 17,765,649	19,107,580	18,376,669	18,366,449	-3.8%
Less Total Revenues	\$ 2,556,970	2,496,690	2,369,034	2,369,034	-5.1%
Net Expenditures	\$ 15,208,679	16,610,890	16,007,635	15,997,415	-3.6%
Support					
Human Resources	\$ 3,946,980	4,221,143	4,221,400	4,221,407	0.0%
Innovation & Technology	21,198,392	22,711,859	24,504,208	24,480,742	7.9
Management & Financial Services	18,595,626	19,972,232	19,592,192	19,605,359	-1.9
Total Expenditures	\$ 43,740,998	46,905,234	48,317,800	48,307,508	3.0%
Less Total Revenues	\$ 33,563,436	38,098,797	41,182,473	41,159,014	8.1%
Net Expenditures	\$ 10,177,562	8,806,437	7,135,327	7,148,494	-19.0%

General Fund Service Departments Overview

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

Responsibilities

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

Budget and Staffing Overview

Budget	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Police	\$ 214,517,582	222,236,394	226,830,124	227,036,354	2.1%
Fire	107,440,929	110,140,486	112,502,166	112,617,918	2.1
Solid Waste Services	46,226,801	48,709,935	52,431,090	52,786,183	7.6
Transportation	21,489,243	23,331,434	23,872,148	23,913,677	2.3
Neighborhood & Business Services	11,165,263	12,218,420	12,212,992	12,242,995	0.0
Engineering & Property Management	18,287,858	20,020,742	18,180,016	18,210,153	-9.2
Planning	5,250,621	5,643,972	5,690,734	5,685,469	0.8
Total Expenditures	\$ 424,378,297	442,301,383	451,719,270	452,492,749	2.1%
Less Total Revenues	\$ 48,228,932	50,329,450	45,701,524	45,701,524	-9.2%
Net Expenditures	\$ 376,149,365	391,971,933	406,017,746	406,791,225	3.6%

Staffing (General Fund Service Departments)					Position Count Change
Full Time Equivalents	4,729.00	4,744.00	4,704.00	4,713.00	-40.00
Temporary	99.00	75.00	51.50	51.50	-23.50
Total Positions	4,828.00	4,819.00	4,755.50	4,764.50	-63.50

General Fund Service Department Police

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 188,663,872	191,591,780	195,757,657	196,447,301	2.2%
Operating	32,237,278	36,652,482	37,266,094	37,686,107	1.7
Capital	155,175	0	10,000	10,000	100.0
Department Charges	(6,538,743)	(6,007,868)	(6,203,627)	(7,107,054)	3.3
Total Expenditures	\$ 214,517,582	222,236,394	226,830,124	227,036,354	2.1%
Total Revenues	\$ 20,904,006	22,613,752	23,146,077	23,146,077	2.4%
Net Expenditures	\$ 193,613,576	199,622,642	203,684,047	203,890,277	2.0%

<u>Staffing</u>					Position Count Change
Full Time Equivalent	2,313.50	2,307.50	2,308.50	2,317.50	1.00
Temporary	65.50	50.50	50.50	50.50	-
Total Positions	2,379.00	2,358.00	2,359.00	2,368.00	1.00

General Fund Service Department Police

Program Summary (Focus Area)	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Community Policing/Crime Prevention (Community Safety)	\$ 145,871,956	151,120,748	154,229,373	154,384,721
Provides police field services to the City and the unincorporated areas of Mecklenburg County. Includes Patrol Divisions, Burglary, Auto Theft, Special Events, and the Charlotte Area Transit Liaison	1,557.50	1,558.50	1,555.50	1,555.50
Patrol Support Services (Community Safety)	17,161,407	17,778,910	18,150,188	18,162,908
Investigates vice, gathers criminal intelligence information, and investigates gangs. Includes Vice and Narcotics, Gang and Firearm Enforcement Division, Airport Law Enforcement, Animal Care and Control, and Criminal Intelligence	246.50	224.50	236.50	245.50
Criminal Investigations (Community Safety)	15,016,231	15,556,548	15,881,414	15,892,545
Investigates major Part One crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect. Includes Homicide/Missing Persons, Robbery/Sexual Assault, Fraud, and Special Victims	160.00	160.00	160.00	160.00
Special Operations (Community Safety)	7,079,080	7,333,801	7,486,952	7,492,200
Provides tactical support for patrol operations. Includes Crime Scene Search, Canine Unit, Aviation/Field Force, Electronic Monitoring Unit, SWAT Team, and Arson/Bomb Squad	60.00	60.00	60.00	60.00
Police Communications (Community Safety)	13,085,573	13,556,420	13,839,518	13,849,218
Answers and dispatches 911 calls for service in the City of Charlotte, Davidson, Huntersville, and unincorporated Mecklenburg County	193.00	193.00	193.00	193.00
Community Services (Community Safety)	3,003,246	3,111,310	3,176,283	3,178,509
Provides a variety of services that promote positive police-citizen interaction	28.00	28.00	22.00	22.00
Police Officer Training/Recruiting (Community Safety)	4,719,387	4,889,201	4,991,302	4,994,800
Conducts recruitment, background investigations, and hiring of police officers; provides recruit and in-service training to sworn and non-sworn personnel	44.00	44.00	43.00	43.00
Crime Lab (Community Safety)	8,580,703	8,889,456	9,075,094	9,081,453
Administers, directs, and controls all activities of the forensic services for the City and County including forensic analysis, DNA analysis, latent print analysis, and quality assurance	90.00	90.00	89.00	89.00
Total Budget	\$ 214,517,582	222,236,394	226,830,124	227,036,354
Total Positions	2,379.00	2,358.00	2,359.00	2,368.00

General Fund Service Department Fire

Mission

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

Responsibilities

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

Budget and Staffing Overview

Budget	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 94,821,939	97,482,684	99,139,604	99,255,356	1.70 %
Operating	12,976,282	13,054,624	13,790,180	13,790,180	5.63
Department Charges	(357,292)	(396,822)	(427,618)	(427,618)	7.76
Total Expenditures	\$ 107,440,929	110,140,486	112,502,166	112,617,918	2.14 %
Total Revenues	\$ 7,651,263	8,070,980	9,066,194	9,066,194	12.33 %
Net Expenditures	\$ 99,789,666	102,069,506	103,435,972	103,551,724	1.34 %
					Position Count Change
Staffing					
Full Time Equivalents	1,166.00	1,172.00	1,166.00	1,166.00	-6.00
Temporary	11.00	8.00	1.00	1.00	-7.00
Total Positions	1,177.00	1,180.00	1,167.00	1,167.00	-13.00

General Fund Service Department

Fire

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Fire Emergency Response (Community Safety)	\$ 97,985,772	100,224,280	102,241,281	102,346,476
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, aircraft crash rescue, and the annual Firemen's Retirement Actuarial Study	1,070.00	1,073.00	1,061.00	1,061.00
Emergency Preparedness/Homeland Security (Community Safety)	741,939	745,128	630,665	631,314
Coordinates large-scale emergency situations in Charlotte and Mecklenburg County	5.00	5.00	4.00	4.00
Fire Communications (Community Safety)	3,017,751	3,098,824	3,305,907	3,309,308
Provides 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department	39.00	39.00	39.00	39.00
Fire Investigations (Community Safety)	924,953	983,660	1,010,574	1,011,614
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson	10.50	10.50	10.50	10.50
Fire Code Enforcement (Community Safety)	2,731,240	2,845,650	2,954,811	2,957,851
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings	36.00	36.00	36.00	36.00
Fire Community Education/Involvement (Community Safety)	396,409	421,569	433,103	433,549
Provides prevention education as a key component of reducing fires and injuries to the citizens of Charlotte through an aggressive and comprehensive fire and life safety educational program	4.50	4.50	4.50	4.50
Fire Training (Community Safety)	1,642,865	1,821,375	1,925,825	1,927,806
Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community	12.00	12.00	12.00	12.00
Total Budget	\$ 107,440,929	110,140,486	112,502,166	112,617,918
Total Positions	1,177.00	1,180.00	1,167.00	1,167.00

General Fund Service Department

Solid Waste Services

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 16,495,030	17,817,892	18,509,719	18,864,852	3.88 %
Operating	30,137,625	31,389,170	34,430,728	34,430,728	9.69
Department Charges	(405,854)	(497,127)	(509,357)	(509,397)	2.46
Total Expenditures	\$ 46,226,801	48,709,935	52,431,090	52,786,183	7.64%
Total Revenues	\$ 12,362,788	12,485,000	4,161,206	4,161,206	-66.67%
Net Expenditures	\$ 33,864,013	36,224,935	48,269,884	48,624,977	33.25%
					Position Count Change
<u>Staffing</u>					
Full Time Equivalents	289.00	302.00	302.00	302.00	0.00
Temporary	13.00	7.00	0.00	0.00	-7.00
Total Positions	302.00	309.00	302.00	302.00	-7.00

General Fund Service Department

Solid Waste Services

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Residential Collections (Environment)	\$ 40,221,619	42,382,177	46,023,564	46,335,262
Provides weekly curbside collection of garbage, yard waste, bulky waste, and bi-weekly collection of recycling. Weekly collection of garbage, recycling, and bulky waste for multi-family complexes using dumpsters and compactors.	218.00	225.00	217.00	217.00
Special Collections and Services (Environment)	6,005,182	6,327,758	6,407,526	6,450,921
Collects small business garbage, refuse, and recyclables from public receptacles. Provides street sweeping, removes litter and dead animals from City streets and rights-of-way. Manages the infrastructure and cleanliness of the Central Business District and supports special events. Maintains bus stops and light rail corridor for the Charlotte Area Transit System. Supports neighborhood cleanup efforts. Communicates information and provides educational materials to the public on solid waste services.	84.00	84.00	85.00	85.00
Total Budget	\$ 46,226,801	48,709,935	52,431,090	52,786,183
Total Positions	302.00	309.00	302.00	302.00

General Fund Service Department Transportation

Mission

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

Responsibilities

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

Budget and Staffing Overview

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

					Position Count Change	
<u>Staffing</u>						
Full Time Equivalents		431.50	431.50	408.50	408.50	-23.00
Temporary		2.00	2.00	0.00	0.00	-2.00
Total Positions		433.50	433.50	408.50	408.50	-25.00

General Fund Service Department Transportation

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Street Maintenance (Transportation & Planning)	\$ 6,958,330	7,591,541	7,708,688	7,810,213
Provides road maintenance services, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance	251.50	250.75	230.75	230.75
Traffic Control (Transportation & Planning)	6,582,025	7,427,874	7,665,301	7,677,387
Provides new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance	109.50	109.75	109.75	109.75
Transportation Safety & Neighborhood Services (Transportation & Planning)	3,249,260	3,304,483	3,391,551	3,453,384
Provides ParkIt! (parking meter) operations, Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures	15.25	15.50	15.50	15.50
Land Development Regulations (Transportation & Planning)	2,696,565	2,777,625	2,932,851	2,793,921
Reviews development plans for conformance with City ordinances	21.25	21.50	20.50	20.50
Capital Program Planning & Management (Transportation & Planning)	2,003,063	2,229,911	2,173,757	2,178,772
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares	36.00	36.00	32.00	32.00
Total Budget	\$ 21,489,243	23,331,434	23,872,148	23,913,677
Total Positions	433.50	433.50	408.50	408.50
	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
Powell Bill Fund	\$ 29,827,292	23,547,520	25,874,428	24,926,486
Transportation is responsible for the street maintenance program that is primarily funded by the Powell Bill. More information regarding the Powell Bill can be found in the Executive Summary and in the Summary Schedule section.				
Powell Bill Fund Total	\$ 29,827,292	23,547,520	25,874,428	24,926,486

General Fund Service Department Neighborhood & Business Services

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change FY2015
<u>Budget</u>		Actual	Revised	Budget	Budget	FY2016
Personnel	\$	9,869,587	10,676,055	10,794,374	10,813,679	1.11%
Operating		3,123,231	3,754,482	3,636,663	3,647,361	-3.14
Department Charges		(1,827,555)	(2,212,117)	(2,218,045)	(2,218,045)	0.27
Total Expenditures	\$	11,165,263	12,218,420	12,212,992	12,242,995	-0.04%
Total Revenues	\$	845,424	865,000	873,600	873,600	0.99%
Net Expenditures	\$	10,319,839	11,353,420	11,339,392	11,369,395	-0.12%
						Position Count Change
<u>Staffing</u>						
Full Time Equivalents		144.00	145.00	137.00	137.00	-8.00
Temporary		1.00	1.00	0.00	0.00	-1.00
Total Positions		145.00	146.00	137.00	137.00	-9.00

General Fund Service Department Neighborhood & Business Services

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Community & Commerce (Housing & Neighborhood Development)	\$ 1,779,645	1,947,510	1,954,121	1,957,018
Provides services to neighborhoods and business corridors, including plan implementation, outreach and problem solving, leadership and organization training, infrastructure and financial assistance programs	17.00	17.00	16.00	16.00
Housing Services (Housing & Neighborhood Development)	611,229	668,882	669,071	672,148
Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies	20.00	20.00	20.00	20.00
Code Enforcement (Housing & Neighborhood Development)	7,225,303	7,906,826	7,889,832	7,910,350
Conducts housing, property, and zoning inspections to enforce City codes	94.00	95.00	87.00	87.00
Business Services (Economic Development & Global Competitiveness)	1,549,086	1,695,202	1,699,968	1,703,479
Supports public/private partnerships, business attraction and retention, small business growth and opportunity, workforce development, and transit corridor development	14.00	14.00	14.00	14.00
Total Budget	\$ 11,165,263	12,218,420	12,212,992	12,242,995
Total Positions	145.00	146.00	137.00	137.00

General Fund Service Department Engineering & Property Management

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change
		Actual	Revised	Budget	Budget	FY2015 FY2016
<u>Budget</u>						
Personnel	\$	24,720,074	26,413,562	26,994,570	27,024,707	2.2%
Operating		12,168,798	13,103,063	11,000,830	11,000,830	-16.0
Capital		283,749	276,500	276,500	276,500	0.0
Department Charges		(18,884,763)	(19,772,383)	(20,091,884)	(20,091,884)	1.6
Total Expenditures	\$	18,287,858	20,020,742	18,180,016	18,210,153	-9.2%
Total Revenues	\$	6,877,614	6,966,035	7,440,854	7,440,854	6.8%
Net Expenditures	\$	11,410,244	13,054,707	10,739,162	10,769,299	-17.7%
<u>Staffing</u>						Position Count Change
Full Time Equivalents		322.00	322.00	325.00	325.00	3.00
Temporary		4.50	4.50	0.00	0.00	-4.50
Total Positions		326.50	326.50	325.00	325.00	-1.50

General Fund Service Department

Engineering & Property Management

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Municipal Capital Project Planning, Design, and Construction (Transportation & Planning)	\$ 6,225,742	7,105,883	7,200,040	7,323,596
Provides planning, engineering, landscape design, construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environment, transportation, sidewalk, streetscapes, economic development programs, and project management services for Charlotte Area Transportation System (CATS). Provides land acquisition and disposition, and management of property	185.50	184.50	186.00	186.00
Land Development Regulation, Plan Review, and Inspection (Environment)	2,844,330	3,324,809	3,442,561	3,478,923
Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional re-zoning, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district	34.00	33.00	31.00	31.00
Municipal Facilities Maintenance (Environment)	3,149,067	3,631,223	1,567,323	1,442,960
Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities	51.00	51.00	51.00	51.00
Landscape Management (Environment)	6,068,719	5,958,827	5,970,092	5,964,674
Provides landscape planning, management, and grounds maintenance of most public rights-of-way, public buildings, City-owned parks and green spaces, medians, islands, and park and ride lots, which are the City's responsibility. Examples of some public facilities include Tryon Street Mall, CATS facilities and rail line, cultural arts facilities, and Police facilities	56.00	58.00	57.00	57.00
Total Budget	\$ 18,287,858	20,020,742	18,180,016	18,210,153
Total Positions	326.50	326.50	325.00	325.00

General Fund Service Department Planning

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
<u>Budget</u>						
Personnel	\$	4,828,572	5,334,130	5,416,359	5,412,787	1.5 %
Operating		1,015,792	978,028	985,627	985,627	0.8
Department Charges		(593,743)	(668,186)	(711,252)	(712,945)	6.4
Total Expenditures	\$	5,250,621	5,643,972	5,690,734	5,685,469	0.8%
Total Revenues	\$	672,836	514,875	1,100,319	1,100,319	113.7%
Net Expenditures	\$	4,577,785	5,129,097	4,590,415	4,585,150	-10.5%
						Position Count Change
<u>Staffing</u>						
Full Time Equivalents		63.00	64.00	56.00	56.00	-8.00
Temporary		2.00	2.00	0.00	0.00	-2.00
Total Positions		65.00	66.00	56.00	56.00	-10.00

General Fund Service Department Planning

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Development Services (Transportation & Planning)	\$ 1,680,199	1,806,071	1,821,035	1,819,350
Provides administrative and planning services for Subdivision Administration, Zoning Services, Zoning Administration, Urban Design, Historic District, and Committee Support for Charlotte-Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission	27.50	27.50	19.50	19.50
Strategic Planning Services (Transportation & Planning)	997,618	1,072,355	1,081,239	1,080,239
Responsible for Economic Development planning efforts in targeted areas including distressed business corridors and transit corridors, and coordinates the City's annexation process. Responsibilities include: Economic Development, Transit Planning Services, Capital Facilities, Plan Implementation, Annexation, and Developer Response	9.50	10.50	9.50	9.50
Long Range Planning Services (Transportation & Planning)	2,572,804	2,765,546	2,788,460	2,785,880
Coordinates collaborative and comprehensive long-range land use and transportation planning services, which include: Land Use Planning, Charlotte Regional Transportation Planning Organization (CRTPO), Research, Information and Technology, and Communication/Public Outreach; provides support to City and County budget offices in the development of capital budget needs, and committee support for the Charlotte-Mecklenburg Planning Commission Planning Committee and CRTPO	28.00	28.00	27.00	27.00
Total Budget	\$ 5,250,621	5,643,972	5,690,734	5,685,469
Total Positions	65.00	66.00	56.00	56.00

Enterprise Fund Departments Overview

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Aviation	\$ 112,194,559	129,991,071	144,667,936	152,294,918	11.3%
Charlotte Area Transit System	108,646,858	114,206,941	119,041,001	126,037,003	4.2
Charlotte Water	108,071,611	120,022,894	122,509,622	124,569,287	2.1
Storm Water Services	12,136,932	13,056,324	14,911,201	14,966,146	14.2
Risk Management	3,020,981	3,318,960	3,351,677	3,454,696	1.0
Total Expenditures	\$ 344,070,941	380,596,190	404,481,437	421,322,050	6.3%

<u>Staffing (Enterprise Fund Departments)</u>					Position Count Change
Full Time Equivalents	1,532.75	1,748.75	1,393.75	1,455.75	355.00
Temporary	214.50	64.75	22.00	22.00	42.75
Total Positions	1,747.25	1,813.50	1,415.75	1,477.75	397.75

Enterprise Fund Department Aviation

Mission

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

Responsibilities

- Ensure the continuous operation, maintenance, and repair of the Airport complex facilities, infrastructure, technology, and fleet to support over 700 daily flights and over 43.5 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

		FY2014	FY2015	FY2016	FY2017	Percent Change
<u>Budget</u> ⁽¹⁾		Actual	Revised	Budget	Budget	FY2015 FY2016
Personnel	\$	23,484,238	33,185,894	34,008,801	35,201,739	2.5%
Operating		71,059,757	81,273,754	94,637,726	97,014,172	16.4
Capital		7,881,879	783,121	1,421,500	1,360,200	81.5
Grants & Contributions		9,768,687	14,748,302	17,504,881	21,631,504	18.7
Department Charges				(2,904,972)	(2,912,697)	
Total Expenditures	\$	112,194,560	129,991,071	144,667,936	152,294,918	11.3%

					Position Count Change	
<u>Staffing</u>						
Full Time Equivalents		262.00	454.00	503.00	534.00	49.00
Temporary		186.00	39.00	17.50	17.50	-21.50
Total Positions		448.00	493.00	520.50	551.50	27.50

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

Enterprise Fund Department

Aviation

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Airport Operations (Transportation & Planning)	\$ 53,875,158	65,455,206	69,019,769	70,311,213
Provides Law Enforcement, Parking and Ground Transportation, Facilities Operations, and Valet Parking Operations □	267.00	293.00	274.50	281.50
Airport Development (Transportation & Planning)	4,694,575	5,576,806	2,831,270	4,564,815
Provides Oversight of the Planning, Design, and Construction of new facilities	20.00	17.00	22.00	25.00
Airport Maintenance (Transportation & Planning)	38,835,021	43,775,675	52,901,290	54,643,100
Provides Maintenance and Repair of the Buildings, Airfield, and Fleet	117.00	123.00	155.00	162.00
Airport Technology (Transportation & Planning)	2,400,279	3,830,972	7,475,591	8,224,558
Provides technology infrastructure and systems	10.00	10.00	13.00	17.00
Airport Finance (Transportation & Planning)	1,841,721	2,277,501	2,175,209	2,465,298
Provides Development and Oversight for the Annual Budget, Accounting, Procurement, and Revenue Collection	13.00	15.00	17.00	22.00
Airport Business Office (Transportation & Planning)		858,061	1,330,674	1,453,511
Provides Property Management and Lease Negotiations	0.00	11.00	13.00	15.00
Airport Administration (Transportation & Planning)	10,547,805	8,216,850	8,934,133	10,632,423
Provides Human Resources and External Communications	21.00	24.00	26.00	29.00
Total Budget	\$ 112,194,559	129,991,071	144,667,936	152,294,918
Total Positions	448.00	493.00	520.50	551.50

Enterprise Fund Department

Charlotte Area Transit System

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change
<u>Budget</u>		Actual	Revised	Budget	Budget	FY2015 FY2016
Personnel	\$	77,912,929	81,423,775	90,309,607	92,285,668	10.9%
Operating		40,497,920	45,039,747	45,327,079	50,577,321	0.6
Grants & Contributions		3,370,592	3,438,004	3,439,356	3,542,536	0.0
Department Charges		(13,134,583)	(15,694,585)	(20,035,041)	(20,368,522)	27.7
Total Expenditures	\$	108,646,858	114,206,941	119,041,001	126,037,003	4.2%
<u>Staffing</u>						Position Count Change
Full Time Equivalents		361.75	384.75	419.75	481.75	35.00
Temporary		20.75	22.00	22.00	22.00	0.00
Total Positions		382.50	406.75	441.75	503.75	35.00

Enterprise Fund Department

Charlotte Area Transit System

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Transportation Services (Transportation & Planning)	\$ 111,083,013	115,008,559	123,541,561	130,259,881
Provides day-to-day public transportation services across the Charlotte-Mecklenburg region: conducts operations planning; vehicle maintenance; route scheduling; facilities security; transit support and management□	273.00	298.25	333.25	395.25
Transit Development (Transportation & Planning)	2,608,595	3,149,424	3,304,549	3,342,205
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan	25.50	24.50	24.50	24.50
Marketing and Communications (Transportation & Planning)	4,273,149	4,638,676	4,733,884	4,796,251
Provides customer service, public relations, communications and service marketing; develops market research, sales, and promotional activities	32.00	32.00	32.00	32.00
Executive and Administration (Transportation & Planning)	6,491,011	7,104,867	7,496,046	8,007,187
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission; manages financial planning, budget, and grants administration	52.00	52.00	52.00	52.00
Transfers to Transit Capital Projects	(15,808,910)	(15,694,585)	(20,035,039)	(20,368,521)
Total Budget	\$ 108,646,858	114,206,941	119,041,001	126,037,003
Total Positions	382.50	406.75	441.75	503.75

Enterprise Fund Department

Charlotte Water

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 49,038,900	54,749,933	55,295,666	55,428,998	1.0 %
Operating	73,360,005	79,736,514	83,241,787	85,077,186	4.4
Department Charges	(14,327,294)	(14,463,553)	(16,027,831)	(15,936,897)	10.8
Total Expenditures	\$ 108,071,611	120,022,894	122,509,622	124,569,287	2.1 %
<u>Staffing</u>					
Full Time Equivalents	778.00	796.00	822.00	822.00	22.25
Temporary	3.75	3.75	0.00	0.00	0.00
Total Positions	781.75	799.75	822.00	822.00	22.25

Enterprise Fund Department

Charlotte Water

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Administration (Environment) \$	26,578,902	27,893,609	28,582,419	29,297,475
Provides department level functions such as key business decisions, human resources, budget, financial management, rate setting, technology, communications, training, revenue recovery, safety, security, and competitiveness via continuous improvement	48.50	50.50	55.50	55.50
Customer Service (Environment)	6,838,049	7,645,321	7,290,574	7,270,941
Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and backflow prevention	122.00	122.00	112.00	112.00
Utility System Planning & Engineering (Environment)	-	-	-	-
Provides design and construction of Charlotte Water facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying	94.00	98.00	109.00	109.00
Laboratory Services (Environment)	236,178	1,421,246	1,647,145	1,739,877
Provides testing of water, wastewater, and industrial users for compliance and manages water quality issues relating to taste, color, and odor	35.50	35.50	37.50	37.50
Environmental Management (Environment)	46,098,024	49,281,252	49,083,789	49,895,985
Manages the treatment of wastewater before being discharged back into the environment and protects our system by regulating industrial/commercial wastewater discharges, and oil and grease reduction. Also, provides treatment and pumping of water to distribute drinking water to customers	186.50	186.50	186.50	186.50
Union County Operations (Environment)	300,000	3,201,542	3,201,542	3,201,542
Operation of Union County's Wastewater Treatment Plants pursuant to signed inter-local agreement	16.00	16.00	20.00	20.00
Field Operations (Environment)	28,020,458	30,579,924	32,704,153	33,163,467
Maintains more than 8,000 miles of water and sewer pipe and more than 257,000 service connections	279.25	291.25	301.50	301.50
Total Budget	\$ 108,071,611	120,022,894	122,509,622	124,569,287
Total Positions	781.75	799.75	822.00	822.00

Enterprise Fund

Storm Water Services

(Department of Engineering & Property Management)

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change
<u>Budget</u>		Actual	Revised	Budget	Budget	FY2015 FY2016
Personnel	\$	7,900,165	9,497,110	11,227,801	11,331,459	18.2%
Operating		8,507,902	7,844,174	8,789,381	8,863,484	12.0
Grants and Contributions		977,208	1,019,960	1,035,000	1,050,000	1.5
Department Charges		(5,248,343)	(5,304,920)	(6,140,981)	(6,278,797)	15.8
Total Expenditures	\$	12,136,932	13,056,324	14,911,201	14,966,146	14.2%

					Position Count Change	
<u>Staffing</u>						
Full Time Equivalents		100.00	108.00	124.00	124.00	16.00
Temporary		4.00	0.00	0.00	0.00	0.00
Total Positions		104.00	108.00	124.00	124.00	16.00

Enterprise Fund

Storm Water Services

(Department of Engineering & Property Management)

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Storm Water Services (Environment)	\$ 12,136,932	13,056,324	14,911,201	14,966,146
Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction	104.00	108.00	124.00	124.00
	36,000,000	35,000,000	43,000,000	40,000,000
Contribution to Storm Water Capital Fund				
	10,083,405	11,630,252	13,004,243	16,566,557
Contribution to Storm Water Debt Service				
Total Budget	\$ 58,220,337	59,686,576	70,915,444	71,532,703
Total Positions	104.00	108.00	124.00	124.00

Enterprise Fund Risk Management

(Department of Management & Financial Services)

Mission

Risk Management will provide outstanding risk management services

Responsibilities

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

Budget and Staffing Overview

	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
<u>Budget</u>					
Personnel	\$ 2,013,538	2,169,934	2,246,248	2,304,267	3.5%
Operating	516,531	648,296	555,570	569,268	-14.3
Grants and Contributions	490,912	500,730	549,859	581,161	9.8
Total Expenditures	\$ 3,020,981	3,318,960	3,351,677	3,454,696	1.0%
<u>Staffing</u>					
Full Time Equivalents	27.00	28.00	28.00	28.00	0.00
Temporary	0.00	0.00	0.00	0.00	0.00
Total Positions	27.00	28.00	28.00	28.00	0.00

Enterprise Fund Risk Management

(Department of Management & Financial Services)

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Risk Management Operations	\$ 2,774,476	3,061,234	3,086,609	3,187,487
Administers risk financing, risk retention, and insurance placement for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, and other small public agencies	25.00	26.00	26.00	26.00
Defensive Driving Range	246,505	257,726	265,068	267,209
Manages the Charlotte Vehicle Operations Center a training facility, which provides driver training for all departments of the City	2.00	2.00	2.00	2.00
Total Budget	\$ 3,020,981	3,318,960	3,351,677	3,454,696
Total Positions	27.00	28.00	28.00	28.00

Governance Departments Overview

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Mayor and City Council	\$ 1,713,976	1,516,663	1,487,919	1,489,796	-1.9%
Attorney	2,459,896	2,458,427	2,477,484	2,459,002	0.8
Clerk	513,278	550,174	559,702	560,051	1.7
City Manager's Office:					
CharMeck 311	7,538,477	9,001,534	8,442,621	8,454,744	-6.2
Community Relations	940,160	990,262	909,934	909,043	-8.1
City Administration	2,456,047	2,465,060	2,328,074	2,323,171	-5.6
Corporate Comm.	2,143,815	2,125,460	2,170,935	2,170,642	2.1
Total Expenditures	\$ 17,765,649	19,107,580	18,376,669	18,366,449	-3.8%
Total Revenues	\$ 2,556,970	2,496,690	2,369,034	2,369,034	-5.1%
Net Expenditures	\$ 15,208,679	16,610,890	16,007,635	15,997,415	-3.6%

<u>Staffing (General Fund Service Departments)</u>					Position Count Change
Full Time Equivalents	220.50	233.50	211.75	211.75	-21.75
Temporary	5.00	5.00	4.00	4.00	-1.00
Total Positions	225.50	238.50	215.75	215.75	-22.75

Governance Department

Mayor & City Council

Mission

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

Responsibilities

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

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 1,280,233	1,214,879	1,249,813	1,251,690	2.9%
Operating	445,743	301,784	238,106	238,106	-21.1
Department Charges	(12,000)				
Total Expenditures	\$ 1,713,976	1,516,663	1,487,919	1,489,796	-1.9%
Net Expenditures	\$ 1,713,976	1,516,663	1,487,919	1,489,796	-1.9%

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

Governance Department

Mayor & City Council

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Mayor, City Council, and Administrative Support	\$ 1,713,976	1,516,663	1,487,919	1,489,796
Provides leadership and strategic vision for the City of Charlotte	9.00	21.00	21.00	21.00
Total Budget	\$ 1,713,976	1,516,663	1,487,919	1,489,796
Total Positions	9.00	21.00	21.00	21.00

Governance Department

City Attorney

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change
<u>Budget</u>		Actual	Revised	Budget	Budget	FY2015 FY2016
Personnel	\$	3,240,641	3,637,887	3,554,388	3,547,529	-2.3%
Operating		304,960	418,963	388,453	391,303	-7.3
Department Charges		(1,158,167)	(1,598,423)	(1,465,357)	(1,479,830)	-8.3
Total Expenditures	\$	2,459,896	2,458,427	2,477,484	2,459,002	0.8%
Net Expenditures	\$	2,459,896	2,458,427	2,477,484	2,459,002	0.8%
<u>Staffing</u>						Position Count Change
Full Time Equivalents		28.50	28.50	27.00	27.00	-1.50
Temporary		0.50	0.50	0.00	0.00	-0.50
Total Positions		29.00	29.00	27.00	27.00	-2.00

Governance Department

City Attorney

Program Summary	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
<p>City Attorney Services</p> <p>The City Attorney's Office drafts or reviews all ordinances and resolutions considered by the City Council. The City Attorney's Office also drafts or reviews all contracts, leases, deeds, franchises, and other legal documents to which the City is a party.</p>	\$ 2,459,896 29.00	2,458,427 29.00	2,477,484 27.00	2,459,002 27.00
Total Budget	\$ 2,459,896	2,458,427	2,477,484	2,459,002
Total Positions	29.00	29.00	27.00	27.00

Governance Department

City Clerk

Mission

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

Responsibilities

- Maintain a permanent history of government actions
- Assist Mayor and Council with records requests and oaths of office
- Administer Boards and Commissions
- Create, dispense, and archive verbatim minutes of all City Council meetings
- Manage public records and research

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change FY2015 FY2016
<u>Budget</u>		Actual	Revised	Budget	Budget	
Personnel	\$	381,526	422,784	437,462	437,811	3.5%
Operating		134,498	127,390	122,240	122,240	-4.0
Department Charges		(2,746)				
Total Expenditures	\$	513,278	550,174	559,702	560,051	1.7%
Total Revenues	\$	29,450	13,600	29,050	29,050	113.6%
Net Expenditures	\$	483,828	536,574	530,652	531,001	-1.1%
<u>Staffing</u>						Position Count Change
Full Time Equivalents		6.00	6.00	6.00	6.00	0.00
Temporary		0.50	0.50	0.00	0.00	-0.50
Total Positions		6.50	6.50	6.00	6.00	-0.50

Governance Department

City Clerk

Program Summary

	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
City Council Support	\$ 277,170	298,919	302,239	302,428
Serves as Clerk to the City Council, recording, transcribing, distributing, and archiving minutes for all budget workshops and retreats, business meetings, dinner briefings, citizens' forums, closed sessions, special sessions, workshops and zoning meetings; assists citizens to address Council by coordinating and disseminating the speakers' list; certifies and posts all official acts by Council; and provides public access to the records as broadly and quickly as possible.	3.25	3.25	3.00	3.00
Records Maintenance, Retention, and Administration of Boards & Commissions	236,108	251,255	257,463	257,623
Custodian of the corporate seal of the City of Charlotte and all permanent records pertaining to the City and City Seal; maintains the City Charter and City Code; provides information and research of records to citizens, staff, and City Council; publishes Notices of Public Hearings and other legal advertisements; provides attestations, certifications, and/or notarizations for contracts, deeds, and agreements; administers oaths of office; receives and certifies City-initiated annexations and protest petitions. Administers processes, maintains records, coordinates nominations and appointments for City Council's 38 Advisory Boards and Commissions, and serves as staff support and Clerk to the Citizens' Review Board and Civil Service Board.	3.25	3.25	3.00	3.00
Total Budget	\$ 513,278	550,174	559,702	560,051
Total Positions	6.50	6.50	6.00	6.00

Governance Department

City Manager

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
CharMeck 311	\$ 7,538,477	9,001,534	8,442,620	8,454,744
As the customer contact center, serves as the first contact point for general information, initiating service requests, and directing calls to other departments and agencies for problem resolution	133.00	133.00	113.75	113.75
Charlotte-Mecklenburg Community Relations	940,160	990,262	909,934	909,043
Promotes community harmony by: addressing personal and community conflicts, fairness in housing and preventing discrimination, training and education as well as police community relations	13.00	13.00	13.00	13.00
City Administration	2,456,047	2,465,060	2,328,074	2,323,171
Provides vision and leadership to the organization, is responsible for carrying out City Council's policy decisions, and for overseeing the daily operations of City government	12.00	13.00	12.00	12.00
Corporate Communications & Marketing	2,143,815	2,125,460	2,170,935	2,170,642
Provides strategic and integrated communications and marketing solutions. Partners with departments to develop and implement strategic planning to market specific campaigns, services, and initiatives for City departments and the citizens of Charlotte	19.00	19.00	19.00	19.00
Total Budget	\$ 13,078,499	14,582,316	13,851,563	13,857,600
Total Positions	177.00	178.00	157.75	157.75

Support Departments Overview

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

Responsibilities

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

Budget and Staffing Overview

Budget	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Human Resources	\$ 3,946,980	4,221,143	4,221,400	4,221,407	0.0 %
Innovation & Technology	21,198,392	22,711,859	24,504,208	24,480,742	7.9
Management & Financial Services*					
Administrative Management	2,145,577	2,245,634	2,100,363	2,091,090	-6.5
Charlotte Business INclusion	640,010	901,353	906,051	901,603	0.5
Finance	11,741,490	12,348,766	12,513,496	12,585,766	1.3
Fleet Management	1,413,317	1,674,780	1,346,300	1,236,106	-19.6
Internal Audit	1,072,961	1,177,723	1,204,775	1,283,936	2.3
Strategy & Budget	1,582,271	1,623,976	1,521,207	1,506,858	-6.3
Total Expenditures	\$ 43,740,998	46,905,234	48,317,800	48,307,508	3.0 %
Total Revenues	\$ 33,563,436	38,098,797	41,182,473	41,159,014	8.1 %
Net Expenditures	\$ 10,177,562	8,806,437	7,135,327	7,148,494	-19.0 %

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

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

Support Department Human Resources

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Percent Change FY2015 FY2016
Personnel	\$ 3,278,457	3,499,085	3,578,506	3,578,513	2.27%
Operating	913,152	1,002,348	967,032	967,032	-3.52
Department Charges	(244,630)	(280,290)	(324,138)	(324,138)	15.64
Total Expenditures	\$ 3,946,980	4,221,143	4,221,400	4,221,407	0.01%
Net Expenditures	\$ 3,946,980	4,221,143	4,221,400	4,221,407	0.01%
					Position Count Change
<u>Staffing</u>					
Full Time Equivalents	33.00	36.00	36.00	36.00	0.00
Temporary	4.50	1.50	0.00	0.00	-1.50
Total Positions	37.50	37.50	36.00	36.00	-1.50

Support Department Human Resources

Program Summary (Focus Area)	FY2014 Actual/ Positions	FY2015 Revised/ Positions	FY2016 Budget/ Positions	FY2017 Budget/ Positions
Compensation, Benefits Services, Compliance, Recruitment, and Retention	\$ 2,203,762	2,320,784	2,308,059	2,309,924
Provides oversight and consultation services in the areas of employee talent and performance management, compensation administration, and benefit design/management.	21.50	21.50	20.00	20.00
Employee Organizational Development and Learning	895,448	923,433	938,596	937,488
Provides coaching, facilitation, and training services to improve organizational and individual performance. Delivers employee leadership development and diversity/inclusion initiatives, business skills development classes, and technology training.	9.00	9.00	9.00	9.00
Human Resources Management Services	847,770	976,926	974,745	973,995
Manages the human resource management system, which produces the City's payroll and maintains employment records for pay, taxes, benefits, performance, and leave.	7.00	7.00	7.00	7.00
Total Budget	\$ 3,946,980	4,221,143	4,221,400	4,221,407
Total Positions	37.50	37.50	36.00	36.00

Support Department Innovation & Technology

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change FY2015 FY2016
		Actual	Revised	Budget	Budget	
<u>Budget</u>						
Personnel	\$	11,627,899	14,161,484	14,288,801	14,265,335	0.9%
Operating		13,414,965	15,421,741	16,457,998	15,869,499	6.7
Capital		15,930				
Grants and Contributions		331,946				
Department Charges		(4,192,348)	(6,871,366)	(6,242,591)	(5,654,092)	-9.2
Total Expenditures	\$	21,198,392	22,711,859	24,504,208	24,480,742	7.9%
Total Revenues	\$	4,073,353	4,706,024	3,582,224	3,582,224	-23.9%
Net Expenditures	\$	17,125,039	18,005,835	20,921,984	20,898,518	16.2%
<u>Staffing</u>						Position Count Change
Full Time Equivalents		130.00	134.00	130.00	130.00	-4.00
Temporary		3.25	3.25	1.00	1.00	-2.25
Total Positions		133.25	137.25	131.00	131.00	-6.25

Support Department Innovation & Technology

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Office of the Chief Information Officer	\$ 2,416,613	2,278,814	3,195,649	3,190,846
Provides executive-level leadership for the City's Technology Governance Policy and coordinates IT initiatives across the organization to support, enhance, and advance citizen service delivery	12.00	18.00	16.00	16.00
Technology Management	18,045,936	19,216,612	18,945,402	18,930,939
Ensures the City receives the most reliable and best value technology infrastructure available to enable the effective delivery of City services	101.50	101.50	97.00	97.00
Enterprise Resource Planning*	735,843	1,216,433	2,363,157	2,358,957
Builds, maintains, and operates the City's financial management, budgetary, and procurement platforms necessary for the City to conduct daily business	19.75	17.75	18.00	18.00
Total Budget	\$ 21,198,392	22,711,859	24,504,208	24,480,742
Total Positions	133.25	137.25	131.00	131.00

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

Support Department Management & Financial Services

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2014	FY2015	FY2016	FY2017	Percent Change
<u>Budget</u>		Actual	Revised	Budget	Budget	FY2015 FY2016
Personnel	\$	20,197,047	21,491,876	21,577,399	21,553,045	0.4%
Operating		11,384,154	12,040,316	11,775,040	11,595,598	-2.2
Capital		112,526	200,000	100,000	100,000	-50.0
Grants & Contributions		831,946	140,836	100,000	100,000	-29.0
Department Charges		(13,930,048)	(13,900,796)	(13,960,248)	(13,743,284)	0.4%
Total Expenditures	\$	18,595,625	19,972,232	19,592,191	19,605,359	-1.9%
Total Revenues	\$	8,418,064	11,165,795	12,456,865	12,456,865	11.6
Net Expenditures	\$	10,177,561	8,806,437	7,135,326	7,148,494	-19.0
						Position Count Change
<u>Staffing</u>						
Full Time Equivalent		270.00	267.00	263.00	263.00	-4.00
Temporary		2.50	2.50	0.00	0.00	-2.50
Total Positions		272.50	269.50	263.00	263.00	-6.50

Support Department

Management & Financial Services

Program Summary	FY2014	FY2015	FY2016	FY2017
	Actual/ Positions	Revised/ Positions	Budget/ Positions	Budget/ Positions
Administrative Management Provides centralized administrative support, communications/marketing, business resource analysis, human resources, and budget/financial management services.	\$ 2,145,577 16.00	2,245,634 14.00	2,100,362 14.00	2,091,090 14.00
Charlotte Business INclusion Provides registration and certification services to small businesses, local minority and/or women-owned businesses; Provides monitoring and reporting services to ensure compliance with the program.	640,010 11.00	901,353 11.00	906,051 11.00	901,603 11.00
Finance Provides strategic financial planning, general accounting services, financial reporting including the Comprehensive Annual Financial Report; Manages billing, collection, and deposit of all City monies for citywide services. Provides procurement services to City and County departments for the acquisition of goods and services, facilitates cost savings through cooperative procurement opportunities, and supports asset recovery and disposal.	11,741,490 100.50	12,348,766 99.50	12,513,496 98.00	12,585,766 98.00
Fleet Management Provides full spectrum fleet management services including equipment specification, predictable preventative maintenance, and commission/decommission services focused on achieving the peak operating efficiency at the lowest cost.	1,413,317 122.50	1,674,780 122.50	1,346,300 119.00	1,236,106 119.00
Internal Audit Conducts reviews of the City's system of internal controls and reports findings, recommendations, and corrective actions to department managers.	1,072,961 9.50	1,177,723 10.50	1,204,775 9.00	1,283,936 9.00
Office of Strategy & Budget Recommends strategy and resource allocation for achievement of the City's vision and mission through the Performance Management and Strategic Planning, Budgeting, Community Investment Plan, and Council Business Agenda processes.	1,582,271 13.00	1,623,976 12.00	1,521,207 12.00	1,506,858 12.00
Total Budget	\$ 18,595,626	19,972,232	19,592,191	19,605,359
Total Positions	272.50	269.50	263.00	263.00

Other Operating Overview

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

Non-Departmental Accounts

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

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES				
Arts & Science Council	\$ 2,940,823	2,940,823	2,940,823	2,940,823
Supports cultural and arts agencies in the City.				
Safe Alliance (formerly United Family Services)	333,977	333,977	333,977	333,977
Funding for program that provides counseling and guidance for crime victims and their families.				
Community Building Initiative	49,000	50,000	50,000	50,000
Serves as community resource providing strategic assistance in addressing race and ethnicity issues.				
Library	2,500	2,500	2,500	2,500
Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.				
Protocol Services	33,358	40,000		
Provides assistance to City officials with regards to visiting dignitaries and international protocol.				
City Memberships and Subscriptions	708,731	779,669	579,590	579,590
Funds the City's participation in the following organizations:				
UNC Chapel Hill School of Government	83,472	87,493	92,737	92,737
NC League of Municipalities	76,242	97,822	98,964	98,964
NCLM - Charlotte Host City	50,000			
Alliance for Innovation		8,250		
US Conference of Mayors	26,216	26,216	26,216	26,216
National League of Cities	32,000	25,490	25,490	25,490
ICMA - Charlotte Host City	50,000	50,000		
NC Metropolitan Coalition	16,225	17,848	19,633	19,633
Charlotte Regional Partnership	199,034	141,008	141,008	141,008
Charlotte Regional Film Commission - CRVA		150,000		
Centralina Council of Governments	175,542	175,542	175,542	175,542
Total Financial Partners and Other Community Agencies	\$ 4,068,389	4,146,969	3,906,890	3,906,890

Non-Departmental Accounts

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
COUNTY ADMINISTERED				
County Storm Water Provides for the City's payment of its County storm water fees.	\$ 1,631,692	1,664,326	1,631,724	1,680,676
Elections Office Provides the City's share of the normal expenses of the County Elections Office, per the cost sharing formula in the City-County Interlocal Agreement. FY2016 includes the 2015 City Elections and FY2017 includes the 2016 presidential election.	1,300,462	1,826,528	2,185,795	2,251,369
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license.	761,800	1,040,865	259,362	267,143
Total County Administered	\$ 3,693,954	4,531,719	4,076,881	4,199,188
CAPITAL INVESTMENT				
Municipal Equipment Provides a contribution to fund capital outlay via cash and lease/purchase agreements for capital equipment items such as police cars, fire trucks, and solid waste trucks.	\$ 17,795,507	15,662,983	16,241,238	16,711,993
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	288,000	520,000	552,500	682,500
Street Resurfacing Provides supplemental funding to the Powell Bill street maintenance fund for increased level of street resurfacing. The reduction in FY2016 reflects an overall 4% decrease to the City's street resurfacing program.	5,419,629	4,261,000	3,403,735	3,403,735
City Storm Water Fee Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas.	4,539,291	4,539,291	4,539,291	4,539,291
Capital Support (Pay-As-You-Go Sales Tax) Transfers sales tax revenues to the Pay-As-You-Go (PAYGO) Fund to support capital programs funded with cash versus debt. Sales tax revenues are received in the General Fund and transferred to the PAYGO Fund.	2,445,362	15,500,000	16,539,822	17,118,716
Total Capital Investment	\$ 30,487,789	40,483,274	41,276,586	42,456,235

Non-Departmental Accounts

<u>Services Provided</u>	FY2014	FY2015	FY2016	FY2017
<u>OTHER ACCOUNTS</u>	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Budget</u>
Street Lighting Represents electrical operating costs for the City's street lighting program.	\$ 10,411,113	10,697,617	10,697,617	10,923,887
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events.	3,876,024	4,259,919	4,721,222	4,851,309
Mecklenburg Towns' Tourism Subsidy Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per North Carolina State Statute.	2,891,854	2,993,069	3,236,719	3,333,821
Unemployment Insurance Reserve Provides funding for creation of State mandated reserve fund for unemployment insurance. Establishment of the reserve must equate to 1% payroll and will be established over two fiscal years. Funding for the reserve is provided within General Fund fund balance.		550,000		
Retirement Contingency Funding provides a compensation contingency for potential sworn officer and other retirement payouts in FY2016.		500,000	1,000,000	1,500,000
Refunds of Multi-Family Solid Waste Fees Funding provides refund contingency for multi-family collection customers.			300,000	300,000
A Way Home Program The initial allocation of \$2 million to support the \$10 million A Way Home Program (formerly Rental Assistance Endowment program) City pledge to the Foundation for the Carolinas was provided through the General Fund in FY2014. In FY2015, a second \$2 million allocation was provided in the Pay-As-You-Go Fund. For FY2016 through FY2019, an additional \$4 million in City contributions are programmed in the Pay-As-You-Go Fund. Future City contributions are contingent upon the Foundation's ability to secure the full private sector pledge.	2,000,000			
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties. This will be the responsibility of individual Departments beginning in FY2016.	158,490	275,000		

Non-Departmental Accounts

Services Provided	FY2014	FY2015	FY2016	FY2017
	Actual	Revised	Budget	Budget
OTHER ACCOUNTS (continued)				
Charlotte-Mecklenburg Government Center Parking	\$ 332,018	358,479	358,479	358,479
Provides funding for operation, utilities, and maintenance of the CMGC parking deck. The cost is 39.4% funded by Mecklenburg County, based on the ratio of the number of parking spaces.				
Business Investment Grants	2,360,202	2,213,465	2,128,101	2,251,781
Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County.				
Contributions and Grants		300,000	200,000	200,000
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.				
Road Use Tax	272,379	200,000	200,000	200,000
Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.				
CIAA Men's Basketball Tournament	200,000	300,000	300,000	300,000
The City successfully won rights to host the CIAA Men's Basketball Tournament in FY2006. In 2011, the City received approval for a three-year award, through 2014. In 2014, the City received approval for a six-year extension, through 2020.				
City Participation in Regional Grants and Organizations	396,014	345,000	345,000	345,000
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.				
City Council Discretionary Account		200,000	100,000	100,000
Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund. The account balance as of May 4, 2015, was \$200,000.				
Charlotte-Mecklenburg Government Center Rent	10,506	10,646	80,236	81,941
Funds building rent for unoccupied areas.				
Federal Program Representative	122,090	96,840	104,840	104,840
Provides the General Fund's share of the contract for local government liaison with the federal government. Includes \$12,840 for eCivis grant research subscription. The remaining funding portion is provided by CATS, Charlotte Water, and Aviation.				

Non-Departmental Accounts

Services Provided	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget
OTHER ACCOUNTS (continued)				
Maintenance of Public Spaces	\$ 153,252	156,317	188,149	191,913
Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.				
Annual Audit	57,059	66,000	67,980	70,019
Represents the pro rata amount charged to the General Fund for the annual audit.				
CityLYNX Gold Line Operations		750,000		
In FY2015, the first half year of funding for the operating cost of Phase 1 of the CityLYNX Gold Line was provided through the General Fund. Beginning in FY2016, the first full year of Phase 1 operations, funding of approximately \$1.5 million per year for operating costs will be provided through the newly established Pay-As-You-Go Transit Investment Fund.				
Zoning Ordinance Update		400,000		
Provides the initial year of funding to update, modernize, and increase customer ease of use, consistent with today's urban design environment. The entire update to the Zoning Ordinance is estimate at \$1.1 million over four years and will be funded from capital reserves appropriated in FY2015.				
Citizens Review Board	30,766	20,000	20,000	20,000
Funds operating expenses for the volunteer citizens committee, which reviews police-related incident complaints.				
Synthetic Tax Increment Grant	2,102,978	1,994,717	1,851,996	1,915,233
Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council:				
	FY2016	FY2017		
Cultural Facilities	1,268,871	1,268,871		
External Agreements	583,125	646,362		
Total	1,851,996	1,915,233		
City Burials				
Funds burials in City-owned cemeteries for indigent citizens	3,400	3,400	3,400	3,400
Total Other Accounts	\$ 22,423,920	26,190,469	25,903,740	27,051,623
Total Non-Departmental Accounts	\$ 69,772,422	77,388,917	75,164,097	77,613,936

Financial Partner Summary

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

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

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

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

New Financial Partner Funding Recommendations

Economic Opportunity Task Force

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

Out of School Time Partners

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

Changes to Existing Financial Partners Funding

General Fund Discretionary

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

Dedicated Revenue Sources

- The two agencies providing services to the Municipal Service Districts – Charlotte Center City Partners and University City Partners – are budgeted at the revenue projection level provided by the County Tax Assessor’s Office; due to the decline in property valuations, revenues are anticipated to be 12% below FY2015
- The Charlotte Regional Visitors Authority budget increases by 9%, consistent with revenue projections for the Occupancy Tax and Food & Beverage Tax

Federal Grant Funds

- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation (the PAYGO portion is held flat at the FY2015 level)

PAYGO Funds

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

Financial Partner Summary

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

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

Financial Partner Summary

General Fund Discretionary	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Arts & Science Council	\$ 2,940,823	2,940,823	2,940,823	2,940,823	0.0%
Charlotte Regional Partnership	199,034	141,008	141,008	141,008	0.0
Community Building Initiative	49,000	50,000	50,000	50,000	0.0
Safe Alliance	333,977	333,977	333,977	333,977	0.0
Charlotte Regional Visitors Authority - Film Commission	0	150,000	0	0	-100.0
TOTAL	\$ 3,522,834	3,615,808	3,465,808	3,465,808	-4.1%

Dedicated Revenue Sources	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Charlotte Center City Partners	\$ 3,967,333	4,555,470	4,000,022	4,000,022	-12.2%
University City Partners	678,934	734,123	643,792	643,792	-12.3
Charlotte Regional Visitors Authority	11,499,500	12,467,298	13,597,941	13,597,941	9.1
Charlotte Regional Visitors Authority - Film Commission	0	0	150,000	150,000	100.0
TOTAL	\$ 16,145,767	17,756,891	18,391,755	18,391,755	3.6%

100% Federal Grant Funds	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Carolinas Care Partnership	\$ 830,903	1,060,917	1,640,862	1,640,862	54.7%
Charlotte Family Housing	200,000	330,000	330,000	330,000	0.0
TOTAL	\$ 1,030,903	1,390,917	1,970,862	1,970,862	41.7%

100% PAYGO Funds	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Community Link	\$ 450,000	450,000	450,000	450,000	0.0%
Crisis Assistance Ministry	380,000	380,000	380,000	380,000	0.0
YMCA Community Development	48,699	48,699	0	0	-100.0
TOTAL	\$ 878,699	878,699	830,000	830,000	-5.5%

Federal & PAYGO Funds	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	\$ 1,960,000	1,960,000	1,960,000	1,960,000	0.0%
Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte	231,000	231,000	231,000	231,000	0.0
TOTAL	\$ 2,191,000	2,191,000	2,191,000	2,191,000	0.0%

Out of School Time Partners	FY2014 Actual	FY2015 Revised	FY2016 Budget	FY2017 Budget	Change
Citizen Schools	\$ 0	306,342	200,000	200,000	-34.7%
Greater Enrichment Program	400,000	350,000	200,000	200,000	-42.9
Police Activities League	287,410	287,410	200,000	200,000	-30.4
YWCA	307,000	158,826	200,000	200,000	25.9
Bethlehem Center	0	0	113,934	113,934	100.0
Behailu Academy	0	0	66,000	66,000	100.0
Above and Beyond Students	124,158	110,358	0	0	-100.0
Youth Development Initiative	0	94,710	0	0	-100.0
First Baptist Church West	81,432	0	0	0	0.0
TOTAL	\$ 1,200,000	1,307,646	979,934	979,934	-25.1%

Financial Partner Summary

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Citywide Summary of Tax Levies

	FY2014 <u>Actual</u>	FY2015 <u>Revised</u>	FY2016 <u>Budget</u>	FY2017 <u>Budget</u>
<u>Citywide Assessed Valuation</u>				
Assessed Property Value	\$ 90,633,781,000	89,604,350,473	91,992,101,515	93,831,943,545
<u>Citywide Tax Rate Per \$100 Valuation</u>				
<u>Fund</u>				
General	0.3600	0.3600	0.3801	0.3801
Municipal	0.0650	0.0967	0.0942	0.0942
Pay-As-You-Go	0.0120	0.0120	0.0120	0.0120
Total City-wide Tax Rate	0.4370	0.4687	0.4863	0.4863
<u>Collection Rate</u>				
All Funds	0.9720	0.9720	0.9750	0.9750
<u>Citywide Tax Levy*</u>				
<u>Fund</u>				
General	\$ 323,162,672	318,097,150	338,520,428	345,338,837
Municipal Debt Service	57,145,978	85,655,762	85,533,061	87,397,756
Pay-As-You-Go	10,551,366	10,603,238	10,912,476	11,010,156
Total Citywide Tax Levy	\$ 390,860,016	414,356,150	434,965,965	443,746,749
* Levy includes estimated rebates				
<u>Municipal Service Districts Rates Per \$100 in Valuation</u>				
District 1 - Center City	0.0168	0.0168	0.0168	0.0168
District 2 - Center City	0.0233	0.0233	0.0233	0.0233
District 3 - Center City	0.0358	0.0358	0.0358	0.0358
District 4 - South End	0.0668	0.0668	0.0668	0.0668
District 5 - University City	0.0279	0.0279	0.0279	0.0279
<u>Municipal Service Districts Assessed Valuation</u>				
District 1 - Center City	\$ 7,867,432,273	8,977,046,766	7,701,402,881	7,701,402,881
District 2 - Center City	3,260,141,406	3,493,805,469	3,311,871,720	3,311,871,720
District 3 - Center City	3,609,775,266	4,548,845,491	3,441,770,592	3,441,770,592
District 4 - South End	1,159,716,580	1,101,812,066	1,223,942,505	1,223,942,505
District 5 - University City	2,361,190,543	2,707,063,640	2,373,968,211	2,373,968,211

Summary of Position Allocation by Fund

Departments	FY2015 Revised Full-time Equivalent Positions	FY2015 Revised Total Positions*	FY2016 Full-time Equivalent Positions	FY2016 Budget Total Positions*	FY2017 Full-time Equivalent Positions	FY2017 Budget Total Positions*	Total Position Change FY2015 to FY2016
Police	2,307.50	2,358.00	2,308.50	2,359.00	2,317.50	2,368.00	1.00
Fire	1,172.00	1,180.00	1,166.00	1,167.00	1,166.00	1,167.00	(13.00)
Solid Waste Services	302.00	309.00	302.00	302.00	302.00	302.00	(7.00)
Transportation	431.50	433.50	408.50	408.50	408.50	408.50	(25.00)
Neighborhood & Business Services	145.00	146.00	137.00	137.00	137.00	137.00	(9.00)
Engineering & Property Management	322.00	326.50	325.00	325.00	325.00	325.00	(1.50)
Planning	65.00	66.00	56.00	56.00	56.00	56.00	(10.00)
Mayor & City Council	21.00	21.00	21.00	21.00	21.00	21.00	0.00
City Attorney	28.50	29.00	27.00	27.00	27.00	27.00	(2.00)
City Clerk	6.00	6.50	6.00	6.00	6.00	6.00	(0.50)
City Manager:	12.00	13.00	11.00	12.00	11.00	12.00	(1.00)
Community Relations Committee	10.00	13.00	10.00	13.00	10.00	13.00	0.00
Corporate Communications & Marketing	19.00	19.00	19.00	19.00	19.00	19.00	0.00
CharMeck 311	133.00	133.00	113.75	113.75	113.75	113.75	(19.25)
Human Resources	36.00	37.50	36.00	36.00	36.00	36.00	(1.50)
Innovation & Technology	134.00	137.25	130.00	131.00	130.00	131.00	(6.25)
Management & Financial Services:							0.00
Administrative Management	14.00	14.00	14.00	14.00	14.00	14.00	0.00
Charlotte Business INclusion Office	11.00	11.00	11.00	11.00	11.00	11.00	0.00
Finance Office	98.00	99.50	98.00	98.00	98.00	98.00	(1.50)
Fleet Management	122.00	122.50	119.00	119.00	119.00	119.00	(3.50)
Internal Audit	10.00	10.50	9.00	9.00	9.00	9.00	(1.50)
Office of Strategy & Budget	12.00	12.00	12.00	12.00	12.00	12.00	0.00
Total General Fund	5,411.50	5,497.75	5,339.75	5,396.25	5,348.75	5,405.25	(101.50)
Charlotte Water	796.00	799.75	822.00	822.00	822.00	822.00	22.25
Aviation	454.00	493.00	503.00	520.50	534.00	551.50	27.50
Storm Water	108.00	108.00	124.00	124.00	124.00	124.00	16.00
Charlotte Area Transit System	384.75	406.75	419.75	441.75	481.75	503.75	35.00
Risk Management	28.00	28.00	28.00	28.00	28.00	28.00	0.00
Total Enterprise Fund	1,770.75	1,835.50	1,896.75	1,936.25	1,989.75	2,029.25	100.75
Total All Funds	7,182.25	7,333.25	7,236.50	7,332.50	7,338.50	7,434.50	(0.75)

*Note: "Total Positions" include Temporary Staffing

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

Summary of Expenditures

(Net of Transfers)

FY2016

Fund / Activity	Operating	Percent Change	Capital	Percent Change	Total	Percent Change
General	\$ 519,707,318	1.3%			519,707,318	1.3%
Aviation	144,667,936	12.4%	269,306,085	5.4%	413,974,021	7.8%
Water and Sewer	122,509,622	2.1%	103,200,400	-3.5%	225,710,022	-0.5%
Charlotte Area Transit System	119,041,001	4.2%	384,850,688	86.9%	503,891,689	57.4%
Storm Water Utility	14,911,201	14.2%	59,650,000	12.4%	74,561,201	12.8%
Debt Service	236,572,807	-14.7%			236,572,807	-14.7%
Powell Bill	23,141,993	3.3%			23,141,993	3.3%
Convention Center	20,090,919	-3.9%			20,090,919	-3.9%
NASCAR Hall of Fame	2,401,828	-19.9%			2,401,828	-19.9%
Public Safety and Other Grants	7,106,054	-1.0%			7,106,054	-1.0%
Public Safety 911 Services	2,379,228	-29.3%			2,379,228	-29.3%
Neighborhood & Business Svcs Grants	10,744,137	21.3%			10,744,137	21.3%
Municipal Service Districts	4,643,814	-12.2%			4,643,814	-12.2%
Risk Management	1,461,588	0.7%			1,461,588	0.7%
Tourism Operating	793,446	-60.3%			793,446	-60.3%
Pay-As-You-Go (Transit Investment Fund)	663,686				663,686	
Pay-As-You-Go (General)	18,734	-97.1%			18,734	-97.1%
General CIP			84,468,509	-63.6%	84,468,509	-63.6%
Total Budget	\$ 1,230,855,312	-0.9%	901,475,682	5.7%	2,132,330,994	1.8%

Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY2016 by the General's Fire Department, which totals \$5,224,508 is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

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

Risk and Loss at \$19,930,094; Workforce Group Insurance at \$62,512,881; Totaling to \$82,442,975

Summary of Expenditures

General Fund (Gross Expenditures)

Department	FY2014 Actual	FY2015 Revised	FY2016 Budget	Percent Change FY2015 FY2016
Police	\$ 214,517,582	222,236,394	226,830,124	2.1%
Fire	107,440,929	110,140,486	112,502,166	2.1
Solid Waste	46,226,801	48,709,935	52,431,090	7.6
Transportation	21,489,243	23,331,434	23,872,148	2.3
Engineering & Property Management	18,287,858	20,020,742	18,180,016	-9.2
Neighborhood & Business Services	11,165,263	12,218,420	12,212,993	0.0
Planning	5,250,621	5,643,972	5,690,734	0.8
Mayor & City Council	1,713,976	1,516,663	1,487,919	-1.9
City Attorney	2,459,896	2,458,427	2,477,484	0.8
City Clerk	513,278	550,174	559,702	1.7
City Manager's Office	13,078,499	14,582,316	13,851,563	-5.0
Innovation & Technology	21,198,392	22,711,859	24,504,208	7.9
Management & Financial Services ¹	18,595,625	19,972,232	19,592,191	-1.9
Human Resources	3,946,980	4,221,143	4,221,400	0.0
Non-Departmentals	86,963,752	77,388,917	75,164,096	-2.9
Total General Fund Expenditures	\$ 572,848,695	585,703,114	593,577,834	1.3%

¹ The Management & Financial Services Department was created in FY2015 using existing resources. The Department is the result of the combination of the Finance Department, Budget & Evaluation, Shared Services Department, Charlotte BusinessINCLUSION (formerly a division of the Neighborhood & Business Services Department), and Internal Audit (formerly a division of the City Manager's Office). FY2014 and FY2015 figures have been restated to show previous expenses of the current divisions of the Management & Financial Services Department.

Consolidated Municipal Service Districts Summary of Revenues and Expenditures

The FY2016 budget includes funding for the five Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

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

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY2016 is \$7,701,402,881. Budget continues the current MSD tax rate of 1.68¢ per \$100 valuation.

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

District 2 (Center City)

Assessed value for FY2016 is \$3,311,871,720. Budget continues the current MSD tax rate of 2.33¢ per \$100 valuation.

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

Municipal Service Districts

District 3 (Center City)

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

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

District 4 (South End)

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

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

District 5 (University City)

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

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

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant Program

The City uses Synthetic Tax Increment Grants (STIG) as a public/private partnership tool to advance Economic Development and land use planning goals. STIG does not require the establishment of a Tax Increment Financing district, as required by Self Financing Bonds, and utilizes locally approved financing, which is repaid by the incremental City/County property tax growth generated by the development. The three funds supported by the property tax (General Fund, Debt Service, and Pay-As-You-Go) each contribute its pro-rate share. Per City Council policy, the amount of total STIG assistance to all projects is limited to 3.0% of annual property tax levy in any given year.

City Council Approved Projects

Mid-Town Square (Metropolitan)

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

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

The Levine Center for the Arts (Cultural Facilities)

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

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	1,835,556	1,835,556	1,835,556	1,835,556	1,835,556	9,177,778
Est. STIG Payment	1,652,000	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 funded construction of Stewart Creek Parkway from the tax increment generated by the development of Wesley Village apartments - Phase I. Anticipated total private investment equals \$33 million. Total STIG payments not to exceed \$1.36 million. Completion of the Stewart Creek Parkway street triggered payment.

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

Double Oaks Redevelopment

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

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

Synthetic Tax Increment Grants

Ballantyne Area Infrastructure

Project supports construction of road improvement in the Ballantyne Synthetic Tax Increment Financing Zone through a private placement loan from Bissell Companies in an amount not to exceed \$11 million, which will be repaid through 45% of incremental City and County property taxes from the TIF Zone over 15 years. Anticipated total private investment equals \$276.2 million. Completions of infrastructure improvements will trigger payment.

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

Elizabeth Avenue Mixed-Use Development

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

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

Ikea/City Boulevard

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

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

Pope & Land Coliseum

Project supports mixed-use development of the former Tyvola Road Coliseum land. Developer revising site plan and working with Planning on zoning requirements. Infrastructure Agreement to be revised for new plan. Anticipated total private investment equals \$267.1 million. Total 45% STIG payments not to exceed \$5.81 million.

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	10%	20%	30%	40%	40%	
Est. property tax increment	-	-	-	1,068,360	1,068,360	2,136,720
Est. STIG Payment	-	-	-	480,762	480,762	961,524

Seaboard Street/NC Music Factory

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

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

Synthetic Tax Increment Grants

Merrifield/Radiator Specialty

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

	FY2016	FY2017	FY2018	FY2019	FY2020	5-Yr. Total
Est. % of investment completed	20%	30%	50%	50%	50%	
Est. property tax increment	-	-	-	398,395	398,396	796,791
Est. STIG Payment	-	-	-	358,556	358,556	717,112

First Ward Parking Deck and Park

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

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

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

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

Charlotte Premium Outlets

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

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

STIG Projects Combined Total

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

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

Est. Total STIG Payment by Fund

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
General Fund	1,851,996	1,915,233	2,457,815	4,456,484	4,693,549	15,375,077
Municipal Debt Service	497,467	514,453	660,196	1,197,061	1,260,740	4,129,917
Pay-As-You-Go	61,733	63,841	81,927	148,549	156,452	512,502

FY2016-FY2020 Community Investment Plan

INTRODUCTION

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

The FY2016-FY2020 Community Investment Plan totals **\$3.5 billion**, and includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities.

The following pages of this section of the document provide summary information and detailed funding schedules for the FY2016-FY2020 Community Investment Plan and are organized into the following subsections:

Community Investment Plan Subsections	Contents
1. General Community Investment Plan Summary	Provides an overview of the funding sources and capital projects included in the recommended General Community Investment Plan, including investments in neighborhoods, housing, roads, economic development, environment, and facilities
2. Municipal Debt-funded Project Summary	Provides a list of the General Community Investment Plan projects funded with debt-supported Certificates of Participation and General Obligation Bonds scheduled over four bond referenda between 2014 and 2020
3. General Pay-As-You-Go-funded Project Summary and Schedule	Provides a list of the General Community Investment Plan projects funded with cash-supported Pay-As-You-Go revenues for smaller and one-time capital investments
4. Transit Investment Pay-As-You-Go-funded Project Summary and Schedule	Provides a list of funding sources and uses for City-supported transit investments
5. General Community Investment Plan Program Expenditure and Revenue Summary	Provides list of total expenditures by General Capital Program and a list of each revenue source supporting the General Community Investment Plan
6. Enterprise Community Investment Plan Revenue and Expenditure Summary	Provides a list of capital revenue sources supporting each of the four Enterprise Community Investment Plans along with the total expenditures for each Program
7. Detailed Program Schedules	Provides individual funding and expenditure schedules for each capital program, including Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments, showing all capital projects and funding sources in each year in the five-year in the Community Investment Plan
8. Preliminary Public Art Schedule	Provides a summary of the public art funding allocations to each of the eligible projects
9. Capital Program and Financial Policies	Provides a description of the City Council-approved programmatic and financial policies governing the development and management of the Community Investment Plan

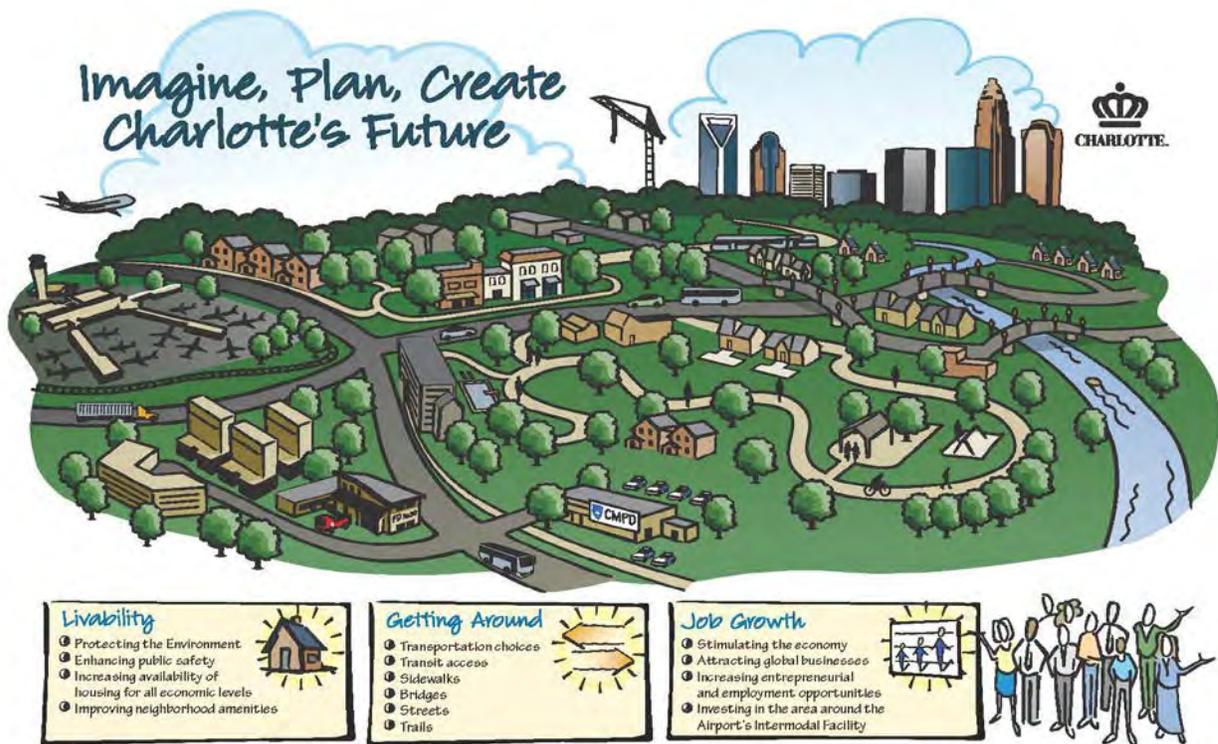
FY2016-FY2020 Community Investment Plan

1. GENERAL COMMUNITY INVESTMENT PLAN SUMMARY

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

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

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



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

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

FY2016-FY2020 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

9.42¢ of the property tax rate is dedicated to general government debt in FY2016, a 0.25¢ reduction from the current year due to a transfer of a portion of the dedicated property tax rate to the General Fund. This reduction does not affect the existing debt capacity currently committed to the debt-funded capital program.

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

Recommended Adjustments to the General Community Investment Plan

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

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

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

FY2016-FY2020 Community Investment Plan

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

	2014	2016	2018	2020	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)					
Airport/West Corridor	\$ -	\$ 31,200,000	\$ 13,520,000	\$ -	\$ 44,720,000
Spine Dixie Berryhill Infrastructure (New Garrison Road)		31,200,000			31,200,000
Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)			13,520,000		13,520,000
East/Southeast Corridor	\$ 12,500,000	\$ 26,580,000	\$ 22,320,000	\$ 6,160,000	\$ 67,560,000
Land Acquisition and Street Connections	12,500,000	12,500,000			25,000,000
Monroe Road Streetscape		2,080,000	8,320,000		10,400,000
Public/Private Redevelopment Opportunities		10,000,000	10,000,000		20,000,000
Idlewild Road/Monroe Road Intersection				4,160,000	4,160,000
Sidewalk and Bikeway Improvements		2,000,000	4,000,000	2,000,000	8,000,000
Northeast Corridor	\$ 47,200,000	\$ 43,080,000	\$ 48,540,000	\$ 27,300,000	\$ 166,120,000
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	3,000,000		12,480,000		15,480,000
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000				15,080,000
Northeast Corridor Infrastructure (NECI)	16,640,000	35,360,000	27,300,000	27,300,000	106,600,000
Applied Innovation Corridor	12,480,000	7,720,000	8,760,000		28,960,000
Road/Infrastructure Projects	\$ 17,264,000	\$ 8,632,000	\$ -	\$ -	\$ 25,896,000
Neighborhood Transportation Programs	5,200,000				5,200,000
Eastern Circumferential	12,064,000				12,064,000
Park South Drive Extension		8,632,000			8,632,000
Cross Charlotte Multi-Use Trail	\$ 5,000,000	\$ 30,000,000			\$ 35,000,000
Sidewalks and Pedestrian Safety	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 60,000,000
Traffic Control and Bridges	\$ 14,000,000	\$ 10,000,000	\$ 10,000,000	\$ 14,000,000	\$ 48,000,000
Upgrade Traffic Signal System Coordination	3,000,000	3,000,000	3,000,000	6,000,000	15,000,000
Upgrade Traffic Control devices	7,000,000	4,000,000	4,000,000	4,000,000	19,000,000
Repair and Replace Bridges	4,000,000	3,000,000	3,000,000	4,000,000	14,000,000
Housing Diversity	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 60,000,000
Comprehensive Neighborhood Improvement Program (CNIP)	\$ 20,000,000	\$ 40,000,000	\$ 40,000,000	\$ 20,000,000	\$ 120,000,000
Total General Obligation Bonds	\$ 145,964,000	\$ 219,492,000	\$ 164,380,000	\$ 97,460,000	\$ 627,296,000
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)					
East/Southeast Corridor	\$ 25,000,000	\$ -	\$ -	\$ -	\$ 25,000,000
Bojangles/Ovens Area Redevelopment	25,000,000				25,000,000
Public Safety Facilities	\$ 78,500,000	\$ 22,750,000	\$ 21,900,000	\$ 9,750,000	\$ 132,900,000
Joint Communications Center	68,000,000				68,000,000
6 Police Division Stations	10,500,000	18,750,000	21,900,000	9,750,000	60,900,000
Land Purchase for Future Fire Stations		4,000,000			4,000,000
Maintenance Facilities/Customer Service	\$ -	\$ 2,080,000	\$ 9,620,000	\$ 19,500,000	\$ 31,200,000
Sweden Road Maintenance Yard Replacement			3,120,000	19,500,000	22,620,000
Northeast Equipment Maintenance Facility		2,080,000	6,500,000		8,580,000
Total Certificates of Participation	\$ 103,500,000	\$ 24,830,000	\$ 31,520,000	\$ 29,250,000	\$ 189,100,000
Total All Projects	\$ 249,464,000	\$ 244,322,000	\$ 195,900,000	\$ 126,710,000	\$ 816,396,000

FY2016-FY2020 Community Investment Plan

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

1.20¢ of the property tax rate is dedicated to the Pay-As-You-Go (PAYGO) Fund in FY2016, no change from the current year.

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

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

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

Major programs and projects funded by PAYGO in FY2016:

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

Additions and Reductions to General PAYGO in FY2016:

- **\$2.9 million** for **Short Term Road Congestion Improvements** in critical transportation corridors. Including the \$2.9 million in FY2016, a total of \$8.9 million is programmed in FY2016 through FY2018 for this program from sales tax revenue that will be reallocated in future years to the CityLYNX Gold Line Phase 2 operations.
- **\$1.7 million** to upgrade the **PeopleSoft** payroll management system. Upgrade required to continue system support.
- **\$0.9 million** for **A Way Home Rental Assistance Endowment** to continue the City's funding commitment on a schedule to match private contributions. Including the \$0.9 million in FY2016, a total of \$4.0 million is programmed in FY2016 through FY2019 to bring total funds committed by the City to \$8.0 million. A funding source for the remaining \$2.0 million of the City's full \$10.0 million pledge will be determined in subsequent fiscal years.
- **\$0.8 million** to complete the **Government Center Elevator Upgrades**.
- **\$0.1 million** in one-time funding to support the **Economic Opportunity Task Force**, created as a result of a recent Harvard University study listing Charlotte at the bottom among the 50 largest cities for economic mobility.
- **(\$2.0) million** eliminated from the **Business Corridor Revitalization program** and recommitted to support the CityLYNX Gold Line transit corridor. Business corridor revitalization will continue to be conducted in other corridors through the bond-funded Comprehensive Neighborhood Improvement Program and other bond-funded infrastructure projects.
- **(\$1.5) million** reduced from the **Technology Investment Program**. This program will continue to be funded at \$0.5 million per year (down from \$2.0 million per year) pending development of a Master Technology Plan for the City.
- **(\$1.0) million** reduced from **Road Planning/Design/ROW** and shifted to bond-funded transportation infrastructure programs and projects.

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

FY2016-FY2020 Community Investment Plan

3. PAY-AS-YOU-GO PROGRAM SCHEDULE

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
REVENUES						
Property Tax (1.20¢)	\$ 10,819,338	11,010,156	11,151,501	11,230,158	11,391,348	55,602,501
Property Tax - Synthetic TIG	93,138	117,581	140,911	229,400	237,862	818,892
PAYGO Fund - Interest Income	287,130	354,690	481,365	557,370	557,370	2,237,925
Sales Tax	16,539,822	17,051,136	17,471,845	14,759,877	15,110,438	80,933,118
Motor Vehicle Licenses	101,452					101,452
Grant Program Income (a)	500,000	500,000	500,000	500,000	500,000	2,500,000
Capital Fund Balance & Reserves	3,923,097	508,989	884,511	203,345		5,519,942
County Contribution to CMGC Elevators	152,800					152,800
Sale of Land	709,028	1,105,658	239,785			2,054,471
TOTAL REVENUES	\$ 33,125,805	30,648,210	30,869,918	27,480,150	27,797,018	149,921,101
EXPENDITURES						
Contributions to Others						
Cultural Facilities (b)	\$ 8,272,222	8,437,666	8,606,419	8,778,548	8,954,118	43,048,973
Economic Development & Neighborhoods						
Economic Opportunity Task Force	100,000					100,000
Neighborhood Grants	325,000	325,000	325,000	325,000	325,000	1,625,000
Synthetic TIG Projects	59,499	61,531	78,962	143,173	150,789	493,954
Environmental Services						
Environmental Services Program	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Tree Replacement Program	700,000	700,000	700,000	700,000	700,000	3,500,000
Tree Trimming and Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Facilities Maintenance & Renovation						
Americans With Disabilities Act (ADA)	400,000					400,000
Building Maintenance	3,643,824	3,657,391	3,650,727	3,625,453	4,508,119	19,085,514
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Government Center and Plaza Maintenance	700,000	700,000	700,000	700,000	700,000	3,500,000
Government Center Elevator Upgrades	800,000					800,000
Landscape and Median Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Roof Replacement Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Housing Program						
HOME Grant Match (a)	852,098	852,098	852,098	852,098	852,098	4,260,490
Innovative Housing (a)	3,955,107	3,955,107	3,955,107	3,955,107	3,955,107	19,775,535
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home Rental Assistance Endowment (c)	900,000	1,200,000	1,200,000	700,000	TBD	4,000,000
Technology Services						
Technology Investments	500,000	500,000	500,000	500,000	500,000	2,500,000
PeopleSoft Upgrade	1,700,000					1,700,000
Transportation Infrastructure						
Short Term Road Congestion Improvements (d)	2,876,019	2,963,539	3,052,810			8,892,368
Road Planning/Design/ROW	1,192,036	1,145,878	1,098,795	1,050,771	1,001,787	5,489,267
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
TOTAL EXPENDITURES	\$ 33,125,805	30,648,210	30,869,918	27,480,150	27,797,018	149,921,101

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

(b) Contribution to Cultural Facilities supported by Sales Tax

(c) The allocation of \$4.0 million in FY2016 - FY2019 to A Way Home Rental Assistance Endowment brings total funds committed by the City to \$8.0 million. A funding source for the remaining \$2.0 million of the City's full \$10.0 million pledge will be determined in subsequent fiscal years.

(d) Sales Tax revenue needed in future years for Gold Line Phase 2 Operating funds is allocated in early years to Short Term Road Congestion Improvements in critical corridors

FY2016-FY2020 Community Investment Plan

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

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

Dedicated revenues totaling \$23.8 million in FY2016 to support the Transit Investment Pay-As-You-Go Fund include vehicle rental tax, motor vehicle license revenue, a portion of the City's sales taxes, and Gold Line fare revenue upon commencement of Phase 2 operations.

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

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

TRANSIT INVESTMENT PAY-AS-YOU-GO PROGRAM SCHEDULE

REVENUES	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
Vehicle Rental Tax	\$ 11,003,963	\$ 11,224,042	\$ 11,448,523	\$ 11,677,494	\$ 11,911,043	\$ 57,265,065
Motor Vehicle License	12,769,191	13,128,056	13,390,617	13,658,429	13,931,597	66,877,890
CityLynx Gold Line Fares				1,500,000	1,500,000	3,000,000
Sales Tax-Partial Transfer from PAYGO		67,580	246,026	3,578,119	3,869,388	7,761,113
TOTAL	\$23,773,154	\$24,419,678	\$25,085,166	\$30,414,042	\$31,212,028	\$134,904,068
EXPENDITURES						
CATS MOE	\$ 20,106,177	\$ 20,709,362	\$ 21,330,643	\$ 21,970,562	\$ 22,629,679	\$ 106,746,423
Transit Contribution to County & Towns	663,686	676,959	690,499	704,309	718,395	3,453,848
CityLynx Gold Line Phase 1	1,503,291	1,533,357	1,564,024	1,595,305	1,627,211	7,823,188
CityLynx Gold Line Phase 2				4,643,866	4,736,743	9,380,609
CityLynx Gold Line Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TOTAL	\$23,773,154	\$24,419,678	\$25,085,166	\$30,414,042	\$31,212,028	\$134,904,068

FY2016-FY2020 Community Investment Plan

5. PROGRAM EXPENDITURE SUMMARY

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

FY2016-FY2020 Community Investment Plan

5. GENERAL GOVERNMENT REVENUES SUMMARY

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
BONDS						
Housing Bonds TBA (2014, 2016, 2018)	\$ 7,500,000	15,000,000		15,000,000		37,500,000
Neighborhood Bonds TBA (2014, 2016, 2018)		40,000,000		40,000,000		80,000,000
Street Bonds TBA (2014, 2016, 2018)	7,000,000	159,492,000	5,000,000	104,380,000	5,000,000	280,872,000
CERTIFICATES OF PARTICIPATION (COPs)						
Central Division Police Station (2016)	13,500,000					13,500,000
Police Station Construction Program (2016)		18,750,000				18,750,000
Police Station Construction Program (2018)				21,900,000		21,900,000
NE Equipment Maintenance Facility (2016, 2018)		2,080,000		6,500,000		8,580,000
Sweden Road Maintenance Yard (2018)				3,120,000		3,120,000
Land for Future Fire Stations (2016)		4,000,000				4,000,000
Total Bonds and COPs	\$ 28,000,000	239,322,000	5,000,000	190,900,000	5,000,000	468,222,000
TAXES						
Property Tax	\$ 10,819,338	11,010,156	11,151,501	11,230,158	11,391,348	55,602,501
Property Tax - Synthetic TIG	93,138	117,581	140,911	229,400	237,862	818,892
Interest Income	287,130	354,690	481,365	557,370	557,370	2,237,925
Sales Tax	8,267,600	8,681,050	9,111,452	9,559,448	10,025,708	45,645,258
Vehicle Rental Tax	11,003,963	11,224,042	11,448,523	11,677,494	11,911,043	57,265,065
Motor Vehicle License	12,870,643	13,128,056	13,390,617	13,658,429	13,931,597	66,979,342
Capital Fund Balance	3,923,097	508,989	884,511	203,345		5,519,942
Total Taxes	\$ 47,264,909	45,024,564	46,608,880	47,115,644	48,054,928	234,068,925
GRANTS						
Community Dev Block Grant	\$ 5,183,380	5,183,380	5,183,380	5,183,380	5,183,380	25,916,900
Community Dev HOME Grant	2,008,392	2,008,392	2,008,392	2,008,392	2,008,392	10,041,960
Total Grants	\$ 7,191,772	7,191,772	7,191,772	7,191,772	7,191,772	35,958,860
FUND BALANCES, LOAN REPAYMENTS, AND OTHER						
Innovative Housing Income	\$ 150,000	150,000	150,000	150,000	150,000	750,000
CDBG Program Income	250,000	250,000	250,000	250,000	250,000	1,250,000
HOME Program Income	350,000	350,000	350,000	350,000	350,000	1,750,000
Affordable Housing Income	300,000	300,000	300,000	300,000	300,000	1,500,000
Business Grant Program Income	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Land	709,028	1,105,658	239,785			2,054,471
Contribution from Mecklenburg County	152,800					152,800
CityLYNX Gold Line Fares				1,500,000	1,500,000	3,000,000
Total Fund Balances, Loan Repayments, and Other	\$ 2,011,828	2,255,658	1,389,785	2,650,000	2,650,000	10,957,271
TOTAL GENERAL GOVERNMENT REVENUES	\$ 84,468,509	293,793,994	60,190,437	247,857,416	62,896,700	749,207,056

5. GENERAL GOVERNMENT EXPENDITURE SUMMARY

HOUSING & NEIGHBORHOOD DEVELOPMENT	\$ 21,823,977	84,623,977	14,623,977	84,123,977	13,423,977	218,619,885
TRANSPORTATION	35,391,209	141,271,095	34,786,771	94,314,813	37,763,815	343,527,703
ECONOMIC DEVELOPMENT	259,499	32,461,531	178,962	27,323,173	250,789	60,473,954
ENVIRONMENT	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
FACILITY INVESTMENTS	23,693,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514
TOTAL GENERAL GOVERNMENT EXPENDITURES	\$ 84,468,509	293,793,994	60,190,437	247,857,416	62,896,700	749,207,056

FY2016-FY2020 Community Investment Plan

6. ENTERPRISE FUNDS REVENUE SUMMARY

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

6. ENTERPRISE FUNDS EXPENDITURE SUMMARY

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

FY2016-FY2020 Community Investment Plan

7. HOUSING AND NEIGHBORHOODS PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. TRANSPORTATION PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. TRANSPORTATION PROGRAM SCHEDULE

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

Charlotte Area Transit System Revenue Summary

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

FY2016-FY2020 Community Investment Plan

7. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. ENVIRONMENT PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. ENVIRONMENT PROGRAM SCHEDULE

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

FY2016-FY2020 Community Investment Plan

7. ENVIRONMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>Total</u>
SEWER						
Rehabilitation and Replacement						
Sanitary Sewer Line Rehabilitation	\$ 13,000,000	14,000,000	14,000,000	15,000,000	15,000,000	71,000,000
Irwin Creek WWTP Upgrade	4,000,000					4,000,000
WWTP Rehab and Upgrades	5,800,000	5,800,000	5,800,000	6,800,000	7,800,000	32,000,000
Lift Station Force Main Replace and Rehab	200,000	500,000	500,000			1,200,000
Sugar Creek WWTP - Phase II		17,000,000				17,000,000
Lift Station Improvements				400,000	400,000	800,000
Regulatory Requirements						
Sugar & Irwin WAS Equalization Tanks at McAlpine	880,000					880,000
Gas Conditioning System at Mallard	170,000	1,130,000				1,300,000
Dewatering Complex Upgrade at McAlpine		440,000	2,970,000			3,410,000
Thermal Hydrolysis System at McAlpine			7,710,000	49,400,000		57,110,000
PS & WAS Pipelines from Irwin to McAlpine				1,800,000		1,800,000
Capacity for Growth						
Street and Minor Sewer Main Extension	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
Steele Creek LS Replacement	4,000,000					4,000,000
McDowell Basin Trunk Sewers	3,000,000		17,000,000			20,000,000
Clems Branch Pump Station Improvements	3,000,000					3,000,000
New Service Installation Sewer	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	13,500,000
Coffey and Taggart Creek Outfall	1,000,000					1,000,000
Torrence Creek Tributary Sewer to Hambright Rd.	975,000					975,000
Clarkes Creek to Ramah Church Road	500,000					500,000
Developer Constructed Sewer - Reimbursable	310,000	810,000	810,000	810,000	500,000	3,240,000
McAlpine Creek WWMF Final Clarifier		5,100,000				5,100,000
Gum Branch Outfall Replacement		3,000,000				3,000,000
Upper McAlpine Creek Relief Sewer		1,000,000		3,500,000		4,500,000
McMullen Creek Parallel Sewer & Flow EQ			7,000,000			7,000,000
Goose Creek PS and Outfall					3,000,000	3,000,000
North Fork of Crooked Creek Trunk Sewer					2,700,000	2,700,000
McKee Creek Tributary-Larkhaen GC Trunk					2,500,000	2,500,000
Campus Ridge Rd. LS, Force Main, & Grav Sew					2,500,000	2,500,000
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000
Fuda Creek Trunk Sewer					1,550,000	1,550,000
McCullough Branch LS Improvements					1,500,000	1,500,000
Beaver Dam Creek West Branch Outfall					1,300,000	1,300,000
Upper Clear Creek Tributary Sewer					1,000,000	1,000,000
Cane Creek Southeast Tributary Trunk Sewer					700,000	700,000
Lake Road Trunk Sewer (Matthews)					625,000	625,000
Mountain Island Tributary Extension					510,000	510,000
Cane Creek Trunk Sewer					450,000	450,000
Commitment to Public Projects and Utility Operations						
Sewer Lines in Streets to be Widened	3,100,000	2,100,000	2,100,000	2,100,000	2,100,000	11,500,000
Site Work at All WWTPs	1,500,000	500,000	500,000	250,000	250,000	3,000,000
Work and Asset Management	758,400	750,900	625,900	350,900	350,900	2,837,000
Flow Metering at Sewer Lift Stations	290,000	290,000	290,000	290,000	290,000	1,450,000
Lift Station Communications, SCADA	20,000	20,000	20,000	20,000	20,000	100,000
Mallard Creek WRF Generator Project			8,500,000			8,500,000
Dixie Berryhill Sewer Infrastructure		5,540,000				5,540,000
Total Sewer	\$ 51,203,400	66,680,900	76,525,900	89,420,900	55,345,900	339,177,000
WATER/SEWER REVENUE SUMMARY						
Water Revenue Bonds	16,130,000	12,100,000	67,210,000	20,720,000	20,370,000	136,530,000
Sewer Revenue Bonds	21,885,000	40,990,000	52,090,000	63,610,000	28,535,000	207,110,000
Water/Sewer Operating Fund	65,185,400	55,643,900	60,053,900	53,990,900	54,935,900	289,810,000
TOTAL REVENUES	\$ 103,200,400	108,733,900	179,353,900	138,320,900	103,840,900	633,450,000

FY2016-FY2020 Community Investment Plan

7. FACILITY INVESTMENTS PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>TOTAL</u>
<u>New Facilities</u>						
Police Station Construction Program	\$	18,750,000		21,900,000		40,650,000
Central Division Station	13,500,000					13,500,000
Northeast Equipment Maintenance Facility		2,080,000		6,500,000		8,580,000
Sweden Road Maintenance Yard Replacement				3,120,000		3,120,000
		4,000,000				4,000,000
<u>Facility Renovation</u>						
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Government Center Elevator Upgrades	800,000					800,000
Americans with Disabilities Act Investments	400,000					400,000
<u>Facility Maintenance</u>						
Building Maintenance Program	3,643,824	3,657,391	3,650,727	3,625,453	4,508,119	19,085,514
Roof Replacement Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Center Plaza Maintenance	700,000	700,000	700,000	700,000	700,000	3,500,000
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
<u>Technology</u>						
Technology Investments	500,000	500,000	500,000	500,000	500,000	2,500,000
Peoplesoft Upgrade	1,700,000					1,700,000
TOTAL FACILITY INVESTMENTS	\$ 10,193,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514
FACILITY INVESTMENTS REVENUE SUMMARY						
Police Station Construction Program (2016 COPs)	\$	18,750,000				18,750,000
Police Station Construction Program (2018 COPs)				21,900,000		21,900,000
Central Division Police Station (2016 COPs)	13,500,000					13,500,000
NE Equipment Maintenance Facility (2016 COPs)		2,080,000		6,500,000		8,580,000
Sweden Road Maintenance Yard Replace (2018 COPs)				3,120,000		3,120,000
Land for Future Fire Stations (2016 COPs)		4,000,000				4,000,000
Pay-As-You-Go Fund	10,193,824	7,307,391	7,300,727	7,275,453	8,158,119	40,235,514
TOTAL FACILITY INVESTMENTS REVENUES	\$ 23,693,824	32,137,391	7,300,727	38,795,453	8,158,119	110,085,514

FY2016-FY2020 Community Investment Plan

8. PUBLIC ART SCHEDULE

PROJECT TITLE	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Comprehensive Neighborhood Improvements	\$	4,000,000		4,000,000		8,000,000
Northeast Corridor Infrastructure (NECI)		3,536,000		2,730,000		6,266,000
Research Drive-J.W. Clay Connector over I-85 (N)				1,248,000		1,248,000
Cross Charlotte Multi-Use Trail		7,500,000				7,500,000
Sidewalks and Pedestrian Safety		1,500,000		1,500,000		3,000,000
SE Corridor Sidewalk and Bikeway Improvements		200,000		400,000		600,000
Police Station Construction Program		11,250,000		13,140,000		24,390,000
Northeast Equipment Maintenance Facility		1,248,000		3,900,000		5,148,000
Sweden Road Maintenance Yard Replacement				1,872,000		1,872,000
TOTAL	\$	- 29,234,000	-	28,790,000	-	58,024,000
GENERAL ART ALLOCATIONS						
Comprehensive Neighborhood Improvements	\$	40,000		40,000		80,000
Northeast Corridor Infrastructure (NECI)		35,360		27,300		62,660
Research Drive-J.W. Clay Connector over I-85 (N)				12,480		12,480
Cross Charlotte Multi-Use Trail		75,000				75,000
Sidewalks and Pedestrian Safety		15,000		15,000		30,000
SE Corridor Sidewalk and Bikeway Improvements		2,000		4,000		6,000
Police Station Construction Program		112,500		131,400		243,900
Northeast Equipment Maintenance Facility		12,480		39,000		51,480
Sweden Road Maintenance Yard Replacement				18,720		18,720
TOTAL	\$	- 292,340	-	287,900	-	580,240
REVENUES						
Neighborhood Improvement Bonds TBA	\$	40,000		40,000		80,000
Street Bonds TBA		127,360		58,780		186,140
Certificates of Participation		124,980		189,120		314,100
TOTAL	\$	- 292,340	-	287,900	-	580,240

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

FY2016-FY2020 Community Investment Plan

9. COMMUNITY INVESTMENT PLAN PROGRAM POLICIES

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

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

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

FY2016-FY2020 Community Investment Plan

9. COMMUNITY INVESTMENT PLAN FINANCIAL POLICIES

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

FY2016-FY2020 Community Investment Plan

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Proposed FY2016 User Fees

Regulatory and Non-Regulatory User Fees

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

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

- Effective July 1, 2005, City Council adopted a fully allocated cost recovery rate of 100% for regulatory user fees. The fully allocated cost recovery model includes both direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Regulatory user fees are calculated based on the annual operating budget and are driven by the complexity of the service, number of units, and amount of staff time. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

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

FY2016 User Fee Highlights

The City's User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. From July 2008 through June 2012, user fees remained the same 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 direction, in FY2016 the majority of the recommended regulatory user fees recover 100% of costs. The average cost recovery for the combined regulatory user fees increased from 83.3% to 93.8%. The recommended fees, along with the percentage of general fund subsidy are included in the User Fee Schedule by department.

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

Summary of Recovery Rate for Regulatory User Fees

	Department/Regulatory Service	FY2015 Recovery Rate	FY2016 Recovery Rate	Subsidy
1	Engineering & Property Mgmt: Land Development	79.0%	100.0%	0.0%
2	Transportation: Land Development & Right-of-Way	100.0%	100.0%	0.0%
3	Planning: Rezoning, Subdivision, Urban Plan & Zoning	76.0%	65.1%	34.9%
4	Fire: Fire Code & Plans Review	100.0%	100.0%	0.0%
5	Police: Adult Businesses, Carnival, Dance Halls & Passenger Vehicle For Hire	87.0%	81.0%	19.0%
6	Neighborhood & Business Services: Zoning Admin.	76.3%	68.1%	31.9%
7	City Clerk's Office: Legal Advertisements-Rezonings	65.5%	73.8%	26.2%
8	Total Recovery Percentage based on totals	83.3%	93.8%	6.2%

Proposed FY2016 User Fees

Regulatory and Non-Regulatory User Fees

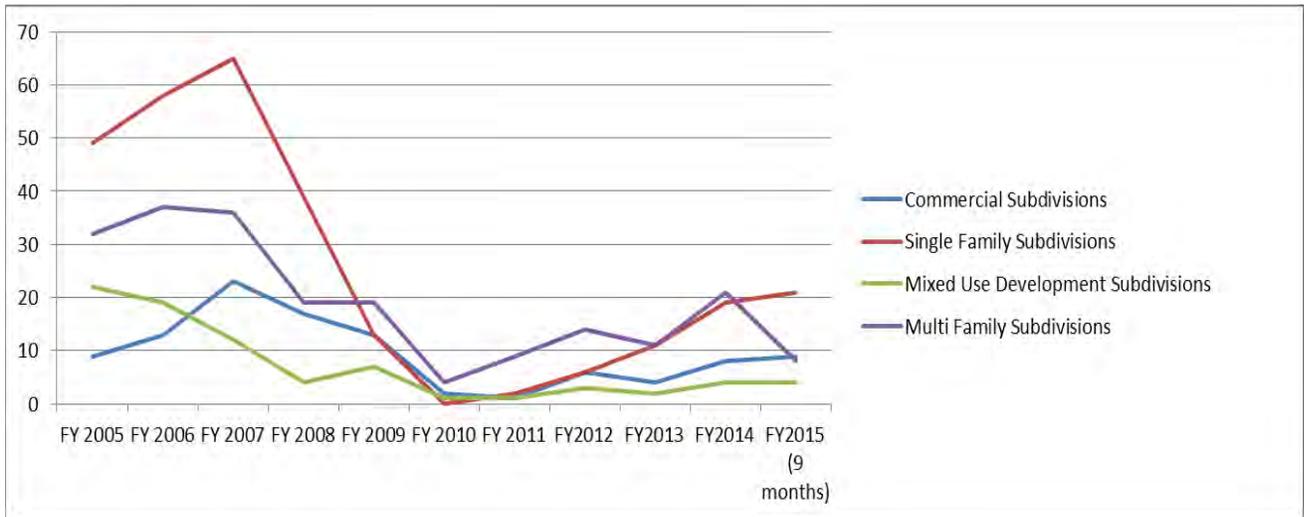
FY2016 User Fee Highlights continued:

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

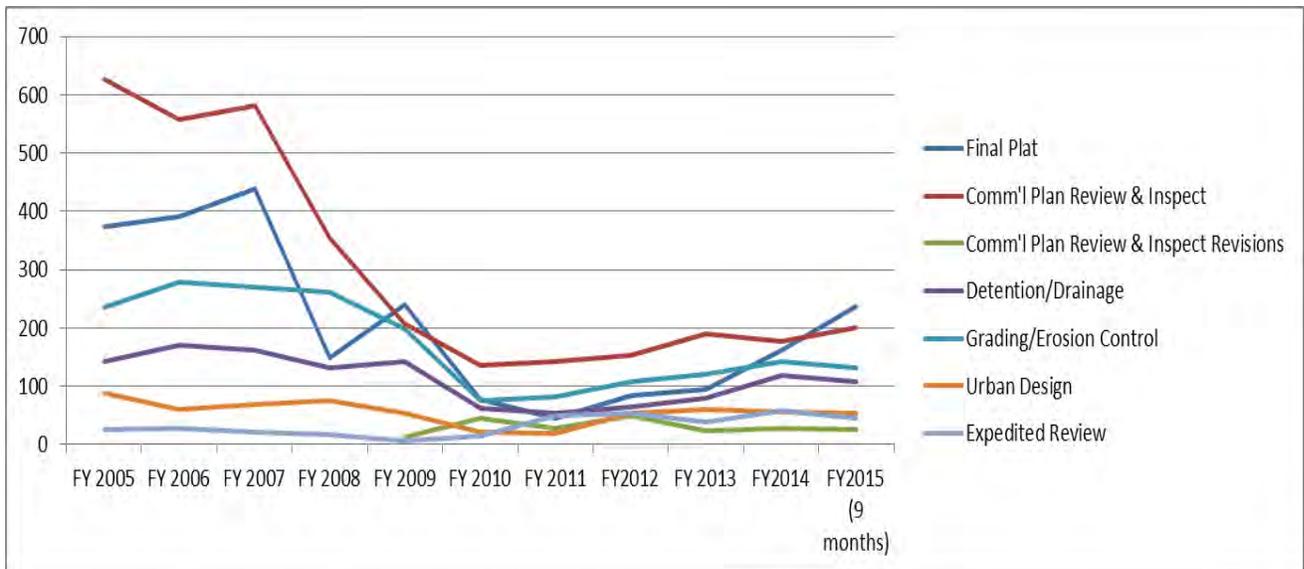
Regulatory Fees

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

Subdivision Projects



Other Land Development Approvals



Proposed FY2016 User Fees

Regulatory and Non-Regulatory User Fees

FY2016 User Fee Highlights continued:

1. Engineering & Property Management-Land Development

- Provides quality service by completing plan reviews 93% on-time and approving plans after an average of 1.93 reviews (FY2014 year-end).
- Recommendations for FY2016 include:
 - 100% cost recovery for Land Development's review and inspection fees. Fees for plans review and construction inspection of major Commercial subdivisions and Residential Subdivisions have the largest increase. The City's complete subdivision plan review and inspection includes Land Development, Planning, Water/Sewer, and Transportation staff.
 - Reduction in the following fees: Commercial Tree Ordinance, Detention/Drainage Plan review, and Grading/Erosion Control
 - Adding a new Subdivision Sketch Plan Review fee
 - Due to increased workload, and to maintain service goals, adding one Plans Reviewer in July 2015 and one Zoning Plans Reviewer in January 2016.

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

- Recommendations for FY2016 include:
 - Adding one Engineering Project Coordinator in July 2015. During the recession, CDOT decreased staffing accordingly. Land development permits have increased 53% since FY2012.
 - Restructuring rezoning review fee into major and minor to better reflect the level of effort to process and analyze rezoning petitions. Added Temporary Infrastructure Permit.
 - Combined commercial building, driveway and site plan review into one fee
 - Reduction in subdivision review fee by 6.6%

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

- FY2016 fees will increase by an average of 7% for a projected recovery rate of 65.1%. Changes to the fees will result in more equitable fee structure and better reflect the level of effort associated with fees. The current fees do not recoup all the costs associated with staff time on projects prior to submittal.
 - Although the projected recovery rate is 65.1% for FY2016, Planning will utilize a two-year phased approach to reach City Council's goal of 100% recovery by FY2018 to minimize the impact to the development community and provide time for further analysis.
 - Collection rates for FY2015 are higher than originally projected due to the increase in development activity. An increase in revenue is also projected for FY2016 due to increased development and a revised fee structure.
- New fees for FY2016 include:
 - Historic District Projects to recover costs associated with the additional staff added in FY2015.
 - Subdivision Sketch Plan Review to recoup costs, not currently included in other fees.
 - Subdivision Street Exemptions Review to recoup costs, not currently included in other fees.
 - Administrative Zoning Services (previous named "Sign Flex Option", added to recoup costs and now includes Parking Reductions, Alternate Buffer Plans, Innovative Site Plan Review, and Streetscape Modifications).
- Rezoning fees for FY2016 have been restructured to better reflect the level of effort to process and analyze rezoning petitions.
 - Currently, fees for conditional rezonings range from \$3,240 to \$5,090.
 - The recommended FY2016 fee for the City's combined major conditional rezoning review is \$9,260. Major conditional rezonings are defined as rezonings that are 10 acres or greater or rezonings that create 2,500 or more trips per day. These make up about one-third of all conditional rezonings.
 - In FY2016, the recommended combined fee for minor conditional rezonings (all rezonings that do not meet either of the thresholds for major rezonings) will be \$4,395. These make up about two-thirds of all conditional rezonings.

Proposed FY2016 User Fees

Regulatory and Non-Regulatory User Fees

FY2016 User Fee Highlights continued:

4. Charlotte Fire Department-Fire Code and Plans Review

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

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

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

6. Neighborhood & Business Services-Zoning Administration

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

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

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

8. Charlotte Water-New Services Plans Review/Inspection

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

Proposed FY2016 User Fees

Non-Regulatory Fees

9. Aviation

Airline fees are based on Aviation's cost recovery model. Parking rates and Tenant Fees are determined by the Aviation Director. FY2016 Recommended fees include the following:

- Airline Fees:
 - Landing Fees per 1,000 pounds total landing weight increased 4.6% from \$0.87 to \$0.91.
 - Maintenance/Operations fees of \$16.92 increased to \$19.52 per square foot.
- Parking Fees:
 - Hourly parking deck rates, daily parking deck rates, and all valet parking rates remain the same as the current FY2015 rates
 - Beginning January 2016, the parking fee for the long term lot will increase from \$5.00 to \$7.00 per day.
- Tenant Fees:
 - Tenant Parking Cards for employees will increase from \$245 per card to \$300 per card. Aviation benchmarked with other airports and the new fee is in line with similar airports.

10. City Clerk's Office

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

11. Engineering & Property Management

- Cemetery Fees increased for the first time since FY2010. The average fee increase is 20.2%, (or 3.3% if annualized over the last six years).
- Recommended Land Development Non-Regulatory Fees:
 - Add a new premium service option. Similar to the current premium expedited plan review service, Land Development proposes adding an expedited presubmittal meeting with an administrative charge for the premium service. Currently, four land development presubmittal meetings are available each week. No fees are associated with the weekly appointments. Due to the popularity of this service, the time slots are booked weeks in advance. To accommodate customers with time constraints, an optional expedited presubmittal meeting may be scheduled, and the administrative fee of \$500 would apply.
 - Apply the administrative fee to the issuance of Letters of Agreements (LOA). The City currently offers customers an option to enter into a Letter of Agreement to allow the completion of some non-safety requirements beyond the issuance of the certificate of occupancy. The administrative fee would recoup staff time directly related to LOAs.
 - Bond Administration Service fee for land development surety bonds increased 15%.
 - Tree Ordinance Payment in Lieu Fee remains the same at \$80,100 per acre.
- Employee Parking Fees remain unchanged.
- Public parking fees increase by \$0.25 per ½ hour to \$1.25 while maintaining a competitive and affordable uptown parking option. Daily maximum increases from \$12 to \$13.
- Application fees for Telecommunication Tower Leases remain unchanged.

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

- Adoption fees remain unchanged from FY2015 to encourage animal adoptions. Adoption rates for parrots, horses, and cows will continue to be offered at the going market rate or auction starting price.
- Spay/Neuter Fees remain unchanged
- Reclaim, boarding, rabies shots, and microchip fees remain unchanged.

Proposed FY2016 User Fees

Regulatory and Non-Regulatory User Fees

FY2016 User Fee Highlights continued:

13. Solid Waste Services

- Recommendation includes converting the annual single-family residential Solid Waste fees to property tax in FY2016
- The Solid Waste fee for multi-family units would remain; however, any complex could have its fee refunded if the City could not service the complex or the complex chose to contract for its own solid waste services.
- Veterinary Dead Animal Collection Fees remain unchanged.

14. Charlotte Department of Transportation

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

Other Fees

15. Engineering & Property Management – Storm Water Fees

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

16. Charlotte Water – Water and Sewer Fees

- The water and sewer rate methodology was modified for the FY2016 & FY2017 Recommended Preliminary Budget. The Tier 1 subsidy is eliminated and the Availability Fee has been increased to recover approximately 25% of Debt Service.
- Total fixed billing charge per month increased from \$2.50 to \$3.15 for water and sewer service.
- The sewer volume rate remained at \$4.51 per ccf for all sewer customers
- The typical monthly total water and sewer bill for residential customers is estimated to be \$58.45 in FY2016, an increase of \$1.55 per month.
- The typical bill assumes 5,236 gallons or 7 ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource.
- The common residential capacity/connection fee increased from \$2,235 to \$2,504 for water and from \$4,291 to \$4,998 for sewer.
- New land development fees are being assessed. The new fees would recover costs associated with plan review/construction inspection. Recommendation includes outreach to the development community in FY2016, and a phased implementation, with a projected start date of July 2016.

Proposed FY2016 User Fees

Engineering & Property Management					
1. Regulatory Fees: Land Development	Basis	FY2015	FY2016	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$ 610	\$ 625	2.5%	0.0%
Commercial Plan Review & Inspection ¹	Per project	1485	2040	37.4	0.0
Commercial Tree Ordinance Review & Inspection	Per project + per tree planted	1,570 + 10/tree	1,370 + 10/tree	-12.7	0.0
Commercial Tree Preservation	Per project	1400	1510	7.9	0.0
Commercial Zoning Plan Review & Inspection ²	Explanation in note 2 below	95 - 920	115 - 1105	21.1	0.0
Detention/Drainage Plan Review & Inspection ³	Per project + denuded acre	2,400 + 100	1,970 + 100	-17.9	0.0
Grading/Erosion Control Permit ³	Per project + per acre	4,485 + 100	4,360 + 100	-2.8	0.0
Major Commercial Subdivision Review & Inspection ^{3, 4,5}	Per project + denuded acre	3,740 + 100	8,110+ 100	116.8	0.0
Major Residential Subdivision Review & Inspection ^{3, 4,5}	Per project + per acre	4,200 + 100	8,535 + 100	103.2	0.0
Minor Administrative Review	Per project	485	500	3.1	0.0
Minor Residential Subdivision (without streets) □ Review & Inspection	Per project	1185	1265	6.8	0.0
Plat Review & Inspection	Per project	1185	1265	6.8	0.0
Residential Tree Ordinance (Single-family Subdivision) and Residential Tree Preservation	Per project	1,855 + 10/acre	2,040 + /acre	9.9	0.0
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	1,130	1150	1.8	0.0
Rezoning Staff Review & Inspection	Per project	265	265	0.0	0.0
Sketch Plan Review - NEW	Per project	n/a	80	new fee	0.0
Single-family Residential Lot Inspection	Per Certificate of Occupancy	50	70	40.0	0.0
Urban Design Plan Review & Inspection ⁶	Per As-Built	2825	2830	0.2	0.0

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

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

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

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

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

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

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

Proposed FY2016 User Fees

Charlotte Department of Transportation				
2. Regulatory Fees: Land Development and Right-of-Way	FY2015	FY2016	% Change	% Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan*	\$ 100-300	\$ 740	146.0%	0.0%
Rezoning - Minor*	1,400	770	-45.0	0.0
Rezoning - Major*	1,400	3,770	169.3	0.0
Rezoning Petition	1,400	see above		
Subdivision Processing*	1,400	1,310	-6.4	0.0
Urban Reviews	1,900	2,045	7.6	0.0
B. Right-of-Way Permits:				
Festival Permits:				
Small event - 1 day only	no fee	350		
Large festival >1 day (a permit is required for every day for the duration of the event)	350	1,070	205.7	0.0
Parade Permits:				
Small < 1,000 attendees	50	75	50	0.0
Medium 1,000 to 3,000 attendees	100	470	370	0.0
Large > 3,000 attendees	200	940	370	0.0
Right-of-Way (ROW) Changes:				
Right-of-Way Abandonment**	1,450	3,325	129.3	0.0
Right-of-Way Encroachment	1,800	1,800	0.00	0.0
Temporary Infrastructure Permit - NEW	n/a	300	new fee	0.0
Utility Right-of-Way (ROW) Ordinance***	Based on Actuals	Based on Actuals		0.0
Sidewalk Dining Permit	150	225	50	0.0
Valet Parking Permit (New, Renewal, & Revised)	100-250	420	320	0.0

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

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

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

Proposed FY2016 User Fees

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

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

*Planning portion of fee

Proposed FY2016 User Fees

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

Proposed FY2016 User Fees

Charlotte Fire Department				
4. Regulatory Fees: Fire Code and Plans Review continued	FY2015	FY2016	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$ 220	235	6.8 %	0.0 %
Combustible Liquids Class 2 & 3A (501-5,000 gallons on property)	220	235	6.8	0.0
Flammable & Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	220	235	6.8	0.0
Flammable & Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	220	235	6.8	0.0
Flammable & Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	220	235	6.8	0.0
Flammable & Combustible Liquids (Manufacture, process, blend/refine)	220	235	6.8	0.0
Flammable & Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	220	235	6.8	0.0
Flammable Liquids Class 1 (501-5,000 gallons on property)	220	235	6.8	0.0
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	220	235	6.8	0.0
Tire Rebuilding Plant	220	235	6.8	0.0
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, & 18)	2,200	2,200	0.0	0.0
Combustible Liquids Class 2 & 3A > 5,000	250	270	8.0	0.0
Explosives – (Manufacture, storage, handling, and sale)	250	270	8.0	0.0
Explosives – Blasting Operations	250	270	8.0	0.0
Explosives – Fireworks (Outdoors)	250	270	8.0	0.0
Flammable Liquids Class 1 (>5,000 gallons, on property)	250	270	8.0	0.0
Hazardous Chemicals >5,500 gallons; >50,000 pounds	250	270	8.0	0.0

Proposed FY2016 User Fees

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

Proposed FY2016 User Fees

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

Note 1: Penalty; not a regulatory fee

Note 2: Fee amount regulated by North Carolina State Statute

Proposed FY2016 User Fees

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

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

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

Proposed FY2016 User Fees

Charlotte Water			
8. Regulatory Fees: Plans Review/Inspection Fees	50% Cost Recovery July 1, 2016	75% Cost Recovery July 1, 2017	100% Cost Recovery July 1, 2018
Backflow Review: Plan Review	\$ 162.50	\$ 243.75	\$ 325.00
Backflow Inspection: Per Inspection	85.00	127.50	170.00
Subdivision: Project Initiation	1,000.00	1,500.00	2,000.00
Subdivision Plan Review: Per Linear Foot	0.58	0.86	1.15
Subdivision Inspection: Per Linear Foot	2.00	3.00	4.00

Recommended Implementation Phasing	Duration	Cost Recovery Percent
July 1, 2015 - June 30, 2016	12 months	Implementation
Recommendation includes outreach to the development community in FY2016, with phased implementation starting in FY2017.		
July 1, 2016 - June 30, 2017	12 months	50%
July 1, 2017 - June 30, 2018	12 months	75%
July 1, 2018 - On-going	On-going	100%

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

Proposed FY2016 User Fees

Charlotte-Douglas International Airport				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY2015	FY2016	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$ 0.87	\$ 0.91	4.6%
Terminal Rental Rates	Per square foot	25.90	25.40	-1.9
Maintenance & Operations Costs	Per square foot	16.92	19.52	15.4
City Gate Use Fee	Per available seat delivered	0.65	0.65	0.0
Loading Bridge Fee	Per turn (one-time use)	15.00	15.00	0.0
International Facility Use (FIS)	Per deplaned passenger	5.00	5.00	0.0
Fuel Flowage (Re-use of Airfield)	Per gallon delivered	0.065	0.065	0.0
Fuel through-put (fees for ground service equipment)	Per gallon delivered	0.08	0.08	0.0
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	50.00	50.00	0.0
>3-24 hours	>3 and up to 24 hours	100.00	100.00	0.0
Cargo Ground Handling	% of gross revenue	8.00	8.00	0.0
Ground Transportation Operators:				
Taxi Permits	Quarterly permit	312.50	312.50	0.0
Off Airport Rent-A-Cars	% of gross revenue	10.00	10.00	0.0
Off Airport Parking	% of gross revenue	10.00	10.00	0.0
Hotel/Motel Courtesy Vans	Annually per vehicle	400.00	400.00	0.0
Commercial Courier Vehicles	Per trip through lane	1.00	1.00	0.0
Contract Vans or Limos	Per trip through lane	1.00	1.00	0.0
Parking Fees:				
Hourly Deck (\$20.00 daily maximum) Free first hour	Per half hour	1.00	1.00	0.0
Daily Deck & Daily North (\$10.00 daily maximum)	0-1 hour	1.00	1.00	0.0
Long Term Lots (Change into effect-January 2016)	Daily maximum	5.00	7.00	40.0
Curbside Valet (\$28.00 daily maximum)	Per half hour	\$10 for 1 st half-hour; \$2 for additional half-hour	\$10 for 1 st half-hour; \$2 for additional half-hour	0.0
Business Valet (\$14.00 daily maximum)	Per half hour	\$5 for 1 st half-hour; \$1 for additional half-hour	\$5 for 1 st half-hour; \$1 for additional half-hour	0.0
Cell Phone Lot		free	free	free

Proposed FY2016 User Fees

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

Proposed FY2016 User Fees

City Clerk's Office			
10. Non-Regulatory Fees - Voluntary Annexation Petition	FY2015	FY2016	% Change
Voluntary Annexation Petition Fee	\$ 400	\$ 400	0.0 %

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

Proposed FY2016 User Fees

Engineering & Property Management			
11b. Non-Regulatory Fees: Land Development	FY2015	FY2016	% Change
Bond Administration Service	\$480/per surety posted, extension, reduction, renewal, replacement, or release	\$550/per surety posted, extension, reduction, renewal, replacement, or release	14.6 %
Expedited Presubmittal Meeting NEW	n/a	\$500 per meeting	new
Expedited Plan Review	\$1,735 per project	\$1950 per project	12.4
Letter of Intent NEW	n/a	\$500 per project	new
Tree Ordinance Payment in Lieu Fee	\$80,100 per acre	\$80,100 per acre	0.0

Engineering & Property Management			
11c. Non-Regulatory: Public and Employee Parking Fees	FY2015	FY2016	% Change
Public Parking:			
First 1/2 hour	\$1.00	\$1.25	25.0
Additional time (1/2 hour increments)	\$1.00	\$1.25	25.0
Maximum per day	\$12.00	\$13.00	8.3
After Hours and Weekends:			
Weekends Fri 7 p.m. - Mon 7 a.m.	Maximum 6 hours or \$6 After 6 hours max period, \$1.00 each 1/2 hour or 1/2 hour fraction	Maximum 6 hours or \$7 After 6 hours max period, \$1.25 each 1/2 hour or 1/2 hour fraction	16.7 to 25

Engineering & Property Management			
11d. Non-Regulatory Fees: Telecommunication Tower Lease	FY2015	FY2016	% Change
New lease:			
Application Fee	\$ 500	\$ 500	0.0 %
Installation/Inspection	5,000	5,000	0.0
Closeout Documentation	2,500	2,500	0.0
Lease Extension:			
Application Fee	500	500	0.0
Lease Extension	5,000	5,000	0.0
Lease Amendment/Modification:			
Application Fee	500	500	0.0
Amendment/Modification	5,000	5,000	0.0
Installation/Inspection	5,000	5,000	0.0
Closeout Documentation	2,500	2,500	0.0
Lease Termination:			
Lease Termination	5,000	5,000	0.0

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

Proposed FY2016 User Fees

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

Proposed FY2016 User Fees

Solid Waste Services			
13. Non-Regulatory Fees: Annual Solid Waste Disposal and Veterinary Dead Animal Collection Fee	FY2015	FY2016	% Change
Annual Solid Waste Disposal:			
Mobile Homes (Business)	\$ 47.00	\$ n/a	
Mobile Homes (Individual)	47.00	n/a	
Residential	47.00	n/a	
Manufactured	47.00	n/a	
Mobile Home	47.00	n/a	
Multi-Family Business Residential	24.00	24.00	0.0%
Multi-Family Individual Residential	24.00	24.00	0.0
Multi-Family Others	24.00	24.00	0.0
Veterinary Dead Animal Collections	\$25 per animal or \$50 minimum pickup charge	\$25 per animal or \$50 minimum pickup charge	0.0

Recommendation to convert the \$47 solid waste fee to property tax in FY2016. The \$24 solid waste fee for multi-family units would remain; however, any complex could have its fee refunded if the City could not service the complex or the complex chose to contract for its own solid waste services.

Charlotte Department of Transportation			
14. Non-Regulatory Fees: Land Development, Parking Permits & Off-Duty Police Officer Permit	FY2015	FY2016	% Change
Land Development Expedited Review	\$ 200.00	\$ 200.00	0.0%
Parking Meters: (Per hour)	1.00	\$ 1.00	0.0%
Parking Permits:			
Parking Permits (4 th Ward, 3 rd Ward, etc.)	30.00	30.00	0.0
Replacement Permits	5.00	5.00	0.0
Off-Duty Police Officer Permit:			
Permit	50.00	50.00	0.0
Permit Renewal	50.00	50.00	0.0

Proposed FY2016 User Fees

Engineering & Property Management		
15. Other Fees: Storm Water Rates	FY2015	FY2016
Single-family:		
Tier I - <2,000 square feet of impervious area	\$ 5.52/month	\$ 5.52/month
Tier II - 2,000 to <3,000 square feet of impervious area	8.13/month	8.13/month
Tier III - 3,000 to <5,000 square feet of impervious area	8.13/month	12.04/month
Tier IV - ≥5,000 square feet of impervious area	8.13/month	19.91/month
Non-Detached Single-family and Commercial:		
Per acre of impervious area	135.56/month	143.73/month
FY2016 storm water fee schedule includes a change from two detached single-family rates to four.		

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

* 1Ccf = 748 gallons

**Up to 16 Ccf for residential customers

Proposed FY2016 User Fees

User Fee Appendix

The City's User Fee Ordinance (City Ordinance 844, Chapter 2, Section 2-1(d)) requires the City Manager to notify City Council of any new or increased fees through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee.

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

Regulatory User Fee Cost Recovery Example:

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

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

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

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

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

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

Note: Fees rounded to the nearest five dollars

Proposed FY2016 User Fees

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Draft Finance and Budget Principles

Using the framework set forth by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, the City Charter and City Code, the City will follow the principles outlined below. The development of the City's annual operating budget will be a transparent process that welcomes community input and involvement. These principles were reviewed by the City Council Budget Committee on March 5, 2015, and were presented to the full City Council during the March 17, 2015, Council Budget Workshop.

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

Financial Policies and Practices

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

Revenue Policies and Practices

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

Inter-fund Policies and Practices

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

Financial Policies and Practices

Capital Investment Policies and Practices

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

Accounting Policies and Practices

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

Basis for Budgeting

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

Debt Policies and Practices

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

Financial Policies and Practices

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

Cash Management and Investment Policies and Practices

1. The City maintains a cash management pool to facilitate disbursement and investment and maximize investment income. Earnings on the pooled funds are apportioned and credited to the funds monthly based on the average daily balance of each fund. Since individual funds may deposit additional amounts at any time and may withdraw funds at any time without prior notice or penalty, the pool is used essentially as a demand deposit account and considered cash and cash equivalents. This pool is use 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 had no formal policy on custodial credit risk. However, the City's internal policy limits custodial credit risk by providing that security in the collateral be delivered to a third party safekeeping bank designated by the City.
5. The City's informal investment policy limits the amount of commercial paper or bankers acceptances to a maximum of 25% of the portfolio. For commercial paper, a maximum of \$20,000,000 may be invested in any one issuer. For bankers' acceptances, the maximum investment is limited to 10% of the portfolio for any one issuer.

Financial Policies and Practices

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

City Manager Contract Approval Policy

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

Financial Policies and Practices

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