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FY 2018 BUDGET

FY 2018 - 2022
COMMUNITY INVESTMENT PLAN

Mayor
Jennifer Roberts

Mayor Pro Tem
Vi Lyles

City Council
Dimple Ajmera
Ed Driggs
Julie Eiselt
Claire Fallon
Carlenia Ivory
Patsy Kinsey
LaWana Mayfield
James Mitchell
Greg Phipps
Kenny Smith

City Manager
Marcus D. Jones
GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation Award

PRESENTED TO

City of Charlotte
North Carolina

For the Fiscal Year Beginning

July 1, 2016

Jeffrey R. Evans
Executive Director
July 1, 2017

Honorable Mayor and City Council  
City of Charlotte, North Carolina

I respectfully submit to you the Adopted Fiscal Year (FY) 2018 Strategic Operating Plan and FY 2018–2022 Community Investment Plan (CIP) for the City of Charlotte.

Discussions through the budget workshops, budget adjustments, and straw votes resulted in amendments to the Proposed FY 2018 Budget. These amendments were adopted at the May 24, 2017 Straw Votes Meeting. The amendments only impacted the General Fund. A summary of the Adopted Budget is outlined in the table below:

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<thead>
<tr>
<th>Adopted FY 2018 Budget</th>
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<tr>
<td>General Fund</td>
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<td>Transfers to Other Funds</td>
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<td><strong>Subtotal General Fund</strong></td>
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<td>Aviation</td>
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<td>Charlotte Area Transit System (CATS)</td>
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<td>Charlotte Water</td>
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<td>Storm Water</td>
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<td><strong>Subtotal Enterprise Funds</strong></td>
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<td>General Capital Debt Service</td>
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<td>General Community Investment Plan</td>
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<td><strong>Subtotal Capital Investment</strong></td>
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<tr>
<td>Special Revenue Funds</td>
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<tr>
<td>Grand Total All Funds</td>
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The Adopted FY 2018 Budget builds on past successes, addresses current community needs, and poises Charlotte to become the winning city of the future. Charlotte is a growing, diverse, and innovative city. As our city continues to change, recognizing the importance of laying the foundation for sustainable growth in the future will be critical for our success. This budget represents the first of many steps towards creating the winning city of tomorrow. This process will take time, but working together, this goal will become a reality.

Operating Amendments
City Council approved eight amendments to the Proposed FY 2018 Budget. These amendments total $688,000. Of this total, $250,000 represents ongoing operating expenses, with the remaining $438,000 dedicated towards one-time expenses. These amendments are funded by reallocating $250,000 in operating funds originally planned for various community initiatives and $438,000 in Pay-As-You-Go capital funds reallocated to the one-time expenses.

Amendment 1: Code Enforcement
An additional $250,000 for an additional Code Enforcement crew in the Department of Housing and Neighborhood Services, including one supervisor and five inspectors.

Once fully operational, this team will support Housing and Neighborhood Services’ efforts to improve the quality of life in our neighborhoods by increasing the number of code violations addressed by an estimated 10,000 cases (once fully staffed) per year. Additionally, this Code Enforcement crew will engage in proactive neighborhood work with residents, target repeat and chronic offenders, and address after hours and weekend enforcement requests.

Amendment 2: Paid Parental Leave
The Pay and Benefits recommendations for the FY 2018 have been amended to include six weeks of Paid Parental Leave for city employees beginning in January 2018. This benefit will continue Charlotte’s efforts to become the employer of choice. It is anticipated the costs associated with this benefit can be addressed with existing appropriations.

One-Time Funding Amendments

Amendment 3: Arts and Science Council
Each year, the city contributes $2.9 million to the Arts and Science Council in operating fund for the ASC for cultural programing. This amendment provides an additional $250,000 to the Arts
and Science Council to expand community/neighborhood-based Cultural Vision Grants that align with the recommendations of the Opportunity Task Force.

**Amendment 4: Crisis Assistance Ministries**
Crisis Assistance Ministries is an established City of Charlotte Financial Partner. This amendment adds $38,000 to the proposed amount of $380,000 for a total of $418,000 in Pay-As-You-Go Capital – Innovative Housing funding. Crisis Assistance Ministries will use the funds to provide emergency utility bill and rental funding for financially eligible families and individuals.

**Amendment 5: Siloam School Relocation**
This amendment provides $50,000 to the Charlotte Museum of History for the relocation of the Siloam School. The Siloam School is one of thousands of Rosenwald style schools built throughout the South in the early 1900s to educate African American students. The schools were established as a result of a philanthropic partnership between Booker T. Washington and Julius Rosenwald, Chief Executive Officer of Sears, Roebuck and Co.

**Amendment 6: Centrolina Economic Development Commission’s Career Headlight Initiative**
The Centralina Economic Development Commission’s (CEDC) Career Headlight Initiative is an online career exploration tool used to expose users about education and skills required for specific career pathways. Career Headlight subscribers have the ability to create a customized profile and bookmark information regarding the education or training requirements for specific career fields. This amendment provides $25,000 to help expand the reach of the program by enhancing the website.

**Amendment 7: Tree Canopy Maintenance**
Charlotte has one of the nation’s best tree canopies. This amendment provides $25,000 in additional funding for canopy maintenance. The FY 2018 Adopted CIP also includes $2,775,000 for tree planting and canopy maintenance.

**Amendment 8: YMCA Summer Opportunity Partnership**
This amendment contributes $50,000 to the YMCA to support the Summer of Opportunity Partnership. This new program will be offered at three Charlotte locations, and is projected to serve approximately 150 youth per site each Friday and Saturday evening. Charlotte-Mecklenburg Schools will provide meals, Charlotte-Mecklenburg Police will provide Police Officers, and the YMCA will provide space and support staff. The YMCA is currently developing
programming for this effort and will collaborate with groups such as Big Brothers Big Sisters, Communities in Schools, and other community partners to provide fun and engaging activities for youth.

**Next Steps**

The guiding principle for the FY 2018 budget, and future budgets, is building and maintaining a “well-managed government.” The Adopted FY 2018 Budget is the first step in a process intended to enhance municipal operations in the City of Charlotte.

As Charlotte continues to grow, so too does the demand for limited resources. Becoming a well-managed government will involve establishing a review of current practices and continuous improvement through the upcoming year, as referenced in the Proposed FY 2018 Transmittal Letter.

It is my pleasure to present to you the City of Charlotte’s Adopted FY 2018 Budget.

Sincerely,

Marcus D. Jones
City Manager
May 1, 2017

Honorable Mayor and City Council
City of Charlotte, North Carolina

I respectfully submit to you the Proposed Fiscal Year (FY) 2018 Strategic Operating Plan and FY 2018 –2022 Community Investment Plan (CIP) for the City of Charlotte. A summary of the Proposed Budget is outlined in the table below:

<table>
<thead>
<tr>
<th>Proposed FY 2018 Budget</th>
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<tbody>
<tr>
<td>General Fund</td>
<td>$668,512,660</td>
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<tr>
<td>Transfers to Other Funds</td>
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<tr>
<td>Special Revenue Funds</td>
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</tr>
<tr>
<td><strong>Grant Total All Funds</strong></td>
<td><strong>$2,390,444,040</strong></td>
</tr>
</tbody>
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The Proposed FY 2018 Budget is $2.4 billion. The total Proposed Budget is comprised of the annual operating budget and the Community Investment Plan for all funds. The General Fund Budget is $668.5 million, a $33.6 million or 5.3 percent increase above the Adopted FY 2017 General Fund Budget. The Proposed FY 2018 Budget demonstrates a commitment to making Charlotte a destination where people flock to, want to live in and thrive. By integrating past successes with new initiatives, we are building the winning city of the future.
This budget builds upon the long history of strong fiscal management for the City of Charlotte. Charlotte has enjoyed a AAA credit rating for decades, a true validation of the city’s strong and effective financial management practices. The Proposed FY 2018 Budget adheres to the City Council’s Budget and Financial Management Principles that were developed to ensure the long-term financial stability of the organization. The Proposed Budget also includes investments in our neighborhoods, infrastructure, public safety, and Team Charlotte. The budget is structurally balanced, ensuring the continued success of the city.

The major driver of the 5.3 percent, or $33.6 million, increase in the General Fund is related to public safety investments and our commitment to employee compensation. Taken together, they account for $26.3 million or 78 percent of the increase.

For Charlotte residents, there will be no property tax rate increase. The overall tax burden stays relatively flat, with minor increases in water and sewer and solid waste fees.

Though I have been City Manager for a short time, the past five months affirmed what I knew when I accepted this job: Charlotte is a growing, diverse, and innovative city. The spirit and energy of Charlotte have created a thriving urban environment where people want to raise a family, start a business, or simply visit for the weekend. In 2018, Charlotte will celebrate its 250th anniversary. Reflecting on this historic achievement, we recognize the importance of laying the foundation for sustainable growth as we look forward to the next 250 years. The future of Charlotte is a city beyond borders that serves as the hub for developing connections between urban, suburban, and rural communities.

### Building Blocks

When developing the Proposed FY 2018 Budget, several key tools were used to ensure the new investments in the operating and capital program were strategic and aligned to the needs of our community. This budget is built around City Council’s priorities, including the 10 Traits of Winning Cities, the five Focus Areas, and the Community Letter. These priorities have served as the foundational...
elements against which all FY 2018 budget decisions were measured.

**Incredible Growth**

There is no question – Charlotte is a community that is growing and growing quickly. Charlotte’s economy, the largest in North Carolina, weathered the Great Recession that began in 2007 and has had a roaring recovery since the recession ended in 2011. The city is the heart of North Carolina’s bullish 2017 economic forecast – predicted to be the seventh consecutive year of growth. Sales Tax revenue – the city’s second-largest revenue source – is projected to grow at 3.5 percent per year for the next five years. Charlotte’s property tax valuation is $96.6 billion, nearly $11.1 billion more than it was in FY 2012. Consistent growth in both commercial and residential construction activity which bodes well for future tax base growth, particularly as Mecklenburg County prepares for its next property value reassessment in 2019.

Strength in construction and revenue collection enhances our capacity to absorb and support the thousands of new residents who move to Charlotte every year. The number of jobs in the city and county has increased five percent in the last year, and the unemployment rate continues to stay low at 4.9 percent in February 2017; the same as the national average.

The Charlotte region’s gross regional product (GRP) has grown at an average of 5.3 percent, per year, since 2010. This region accounts for more than 22 percent of the total economic output of North Carolina and South Carolina combined. As the driver of the Carolinas’ economy, Charlotte sees more and more tourism and new business every year; tourism revenues have increased dramatically since 2011. Charlotte’s status as a destination for visitors, and the increasing numbers of both relocating companies and relocating workers all contribute to the improving employment rate, the tax base, revenue collection, and to the overall strength of our economy.

As Charlotte has grown, the city’s General Fund has also grown, but not at the same
pace. From FY 2011 to FY 2017, Charlotte’s population grew from 731,424 to 834,420 and the City’s General Fund personnel count grew from 5,264 to 5,501 during the same time period. This is a decline in employees per 10,000 residents from 72 to 66. Ten years ago in FY 2007, this ratio was 75 city employees per 10,000 residents. As shown above, by 2040, the Charlotte population is projected to be 1.2 million. As our city continues to grow, we will need to reexamine service delivery models and necessary staffing levels to maintain service levels and the quality of life in the community.

**Acute Shocks and Chronic Stresses**

While our economy prospered and population has grown tremendously over the past several decades, this prosperity has not been realized by the entire community. Various events over the past year have brought systemic, pervasive issues to light across all corners of the community, sparking an important dialog leading to a cross-sector commitment to provide opportunity to all residents.

Charlotte’s complex social, economic, and neighborhood conditions require a more comprehensive and aggressive approach to economic development and neighborhood revitalization. To that end, a new structure is being developed to align city departments more strategically with this need.

The work done by the Charlotte-Mecklenburg Opportunity Task Force provides a roadmap of 91 recommendations for organizations to improve access to economic growth for all Charlotte residents. Collaborative efforts of municipal government, faith based organizations, businesses, and educational and non-profit organizations have begun to address the economic mobility of all of Charlotte’s residents.

**Building a Well-Managed Government**

The development of the Proposed FY 2018 Budget is the first step in a process intended to enhance municipal operations in the City of Charlotte. New ideas will be welcomed. Existing policies and practices will be strengthened. We will move the organization forward with a focus on becoming the winning city of tomorrow. The guiding principle for this budget and future budgets will be building and maintaining a “well-
managed government,” which means ensuring city programs and services are efficient, effective, accountable, responsive, inclusive, and customer focused.

In the 1990s, city administration adopted a “run the business” model in which departments operated independently and separate from one another. Without a cohesive set of centralized policies, functions were replicated across the organization creating an inefficient distribution of resources. This model is no longer sustainable when we are striving to become a more collaborative, responsive organization focused on providing the highest quality services possible in a cost effective and publically accountable manner.

As Charlotte continues to grow, so too does the demand for limited resources. Becoming a well-managed government will involve evaluating our current service delivery methods to create an organization that has a unified, data-driven strategy for distributing resources. Over the course of the next year, we will review internal services to find ways to improve our operations. Deputy City Manager Sabrina Joy-Hogg will lead this initiative.

Part of our internal review will include evaluating the city’s current Balanced Scorecard performance management strategy. Charlotte was a local government pioneer when it started using the tool in the 1990s, and the Balanced Scorecard has served an important role in helping evaluate organizational performance for the past twenty years. But, to be the winning city, a more customer-focused outcome based strategy needs to be developed. To help achieve this goal, Dr. Kim Eagle, Assistant City Manager, will lead a year-long initiative to revamp our current performance management processes into a comprehensive outcome-oriented strategy.

The year ahead will bring much change to how our organization functions day-to-day. What will not change is our dedication to serving our community and ensuring a coordinated, effective, and judicious method of providing services.

Creating a Unified Brand

The development of a community-wide brand is an important city-led initiative that will take shape in FY 2018. Together with community partners, a community-wide brand will help establish a shared narrative and positive buzz about the city. Developing this brand, in collaboration with our partners, will allow all of us to move to the next level in marketing and economic development recruitment efforts.
A branded house is a critical component of several traits of winning cities. It’s the shared story of advancing a seamless narrative. It helps create positive buzz by inspiring positive word of mouth. It encourages open borders by fostering collaboration and creating proactive communication.

A Renewed Focus on Neighborhoods

Neighborhoods are the fabric of our city, where our residents invest both their time and money. The array of unique neighborhoods in Charlotte showcase the city’s history and character. Moving forward, it is critical to continue to strengthen our neighborhoods by promoting comprehensive revitalization, fostering job growth, and providing opportunities to achieve increased economic mobility. We want to embrace a culture of neighborhood collaboration and connectivity through enhanced community engagement. By reinforcing the connections both between and within neighborhoods, we can become a city where neighbors build neighborhoods.

Establishing the Department of Housing and Neighborhood Services

The Proposed Budget reaffirms our commitment to promoting neighborhood health through the creation of the independent Department of Housing and Neighborhood Services. As of July 1, this department, led by Pamela Wideman, will work alongside residents to build on existing neighborhood strengths. The department’s philosophy is rooted in enhancing community engagement to build relationships, connecting residents to networks of economic opportunity, and building long-term neighborhood vitality. With Ms. Wideman’s leadership, we will integrate existing resources to advocate for neighborhoods, leverage partnerships, and improve the quality of life for all residents in Charlotte.

Comprised of affordable housing, code enforcement, community engagement, CharMeck311, and the International Affairs division, Housing and Neighborhood Services takes a comprehensive approach to developing and maintaining vibrant neighborhoods. To help support this new department, six staff positions will be added to ensure full integration without losing the important momentum already occurring with various city housing programs. Each facet of this department is viewed as an opportunity to interact with a variety of residents in a unique way. By approaching community engagement in a more inclusive manner, we can empower residents to be catalysts for positive change.
**Code Enforcement**

Code Enforcement will see some changes as part of this effort. Plan reviewers tasked with residential zoning review and approval for the city’s zoning ordinance that are currently housed within Code Enforcement are moving to the Department of Planning. This realignment will allow the deployment of code enforcement officers more intentionally into neighborhoods while eliminating redundant procedures in the development review process.

**Creating a Welcoming City**

As part of an ongoing effort to enhance community participation, beginning in FY 2018, the International Affairs division will also be located within Housing and Neighborhood Services. This division will provide a renewed focus on facilitating the recommendations of the 2015 Immigrant Integration Taskforce in accordance with state and federal law. With the addition of one position, this three-person division will assist in coordination of city agencies to engage the community, serve new residents, and promote effective service delivery.

**Capital Investments in Neighborhoods**

The FY 2018-2022 General Fund Community Investment Plan (CIP) includes several key additional investments for neighborhoods. Totaling $11.3 million, they include:

**FY 2018 CIP Investments:**

- **Corridor Studies – Safety Implementation Projects:** $6.0 million
  Implementation of transportation infrastructure projects designed to improve the safety of pedestrian, bikeway, and transit access along four important roadways in Charlotte: South Tryon, South Boulevard, West Boulevard, and Parkwood/The Plaza. We worked closely with the residents along these corridors to identify solutions to make it easier and safer to travel, especially by foot, bike and transit along and across these roadways.

- **Neighborhood Transportation Program:** $3.0 million
  These additional funds allow this program to continue sponsoring projects that enhance safety and mobility for all travel modes on thoroughfares and local streets. The Program provides opportunities to leverage other projects, support community development,
promote bicycle use, pedestrian crossings, and respond to traffic safety concerns in neighborhoods. Previously, the Neighborhood Transportation Program received $5.2 million in FY 2015 and $5.0 million in FY 2017 for community transportation improvement projects.

- Americans with Disabilities Act (ADA) Implementation: $1.4 million
  This program provides for improvements designed for compliance with the federal Americans with Disabilities Act (ADA) Standards, specifically for transportation-related infrastructure in neighborhoods including sidewalks and pedestrian crossings.

**FY 2018-2022 CIP Investments**

- Code Enforcement: $525,000
  Additional funding of $105,000 per year is added to the existing five-year CIP commitment of $2.8 million for a total of $3.3 million to preserve the existing housing stock or eliminate deteriorated housing when the owner fails to comply with the housing code ordinance. The funds are used to repair or demolish housing units that are blighted.

- Neighborhood Matching Grants: $375,000
  Additional funding of $75,000 per year is provided to the existing five-year CIP commitment of $1.6 million for a total of $2.0 million to meet resident demands for the expanded Neighborhood Matching Grants program. Founded in 1992, this program provides support to neighborhood organizations undertaking physical improvements, public safety, education, cultural, recreation, and organizational training projects. The program is designed to strengthen neighborhood capacity through neighborhood participation while undertaking a worthwhile community project.

**Leveraging Federal Resources**

Community Development Block Grant (CDBG) funding, also administered by the Department of Housing and Neighborhood Services, will be leveraged to address a wide range of unique community development needs. We use our allocation of CDBG grants as a primary funding source for providing affordable housing and out-of-
school time activities to low-to-moderate income families. For FY 2018, we anticipate receiving $5.3 million.

CDBG grant funding also allows for rehabilitation programs such as repairing minimum housing code violations, improving health and safety, providing energy efficient retrofits, and accessibility modifications to families earning at or below 80 percent ($53,600) of the area median income.

Outcomes enabled through the CDBG Program include completing 130 critical housing repairs and single family rehabilitations, partnering with nonprofit housing organizations to provide housing solutions, and providing approximately 1,000 low-to-moderate income children the opportunity to attend city-funded out-of-school activities.

**Connecting the Community to City Leadership**

Also added in the Proposed FY 2018 Budget are three staff positions for the Office of Constituent Services, housed within Charlotte Communications and Marketing. This new team supports administrative, communications, and constituent needs for City Council. The goal of this new alignment is to enhance our ability to engage with residents, with a focus on improving relationships within all of our neighborhoods between city leadership and the residents served.

**Leveraging Partnerships to Increase Our Collective Impact**

**Collaborating with Community Partners**

Charlotte’s success is bolstered through partnerships with non-profit organizations, higher education institutions, faith-based institutions, and other key community stakeholders. These partnerships spur economic investment, accelerate innovation, build momentum, promote opportunity, and improve the quality of life in our community.

The Proposed FY 2018 Budget continues to leverage community partnerships and opportunities for collaboration to create an atmosphere of collective impact. Across multiple funding sources, $33.9 million is dedicated to 20 different partner agencies. The programs created and supported through these partnerships represent community-led initiatives aligned with the city’s priorities and address the diverse needs of residents, ranging from homeownership counseling services and job skills training to after school enrichment programming and support of the cultural sector.

Included in the $33.9 million commitment, is $24.0 million in support of the work of Charlotte Center City Partners, University City Partners, the Charlotte Regional Visitors Authority and the
Charlotte Regional Partnership. Our longtime partnership with Crisis Assistance Ministry continues with $380,000 dedicated to help fund utility bill and emergency rental assistance for Charlotte residents in need. Community Development Block Grant funds, through the Department of Housing and Neighborhood Services, support after school enrichment programming through Out-of-School Time partner agencies and are used to contribute $2.1 million to the Charlotte-Mecklenburg Housing Partnership’s efforts to provide affordable housing options.

**Ensuring Safety, Trust, and Accountability**

As we adapt to the changes that lie ahead, we remain committed to our principles of protecting communities through a combination of community engagement and providing the Charlotte-Mecklenburg Police Department (CMPD) and the Charlotte Fire Department (CFD) with the resources needed to carry out that mission. During the FY 2017 budget process, public safety was identified as the highest priority. The City Council made a commitment to the community to not only ensure public safety, but to also build trust and accountability within our neighborhoods. CMPD and CFD have and will continue to go beyond traditional duties of fighting fire and stopping crime; they are educators, mentors, and members of the communities which they serve. Safe neighborhoods are a foundation of a great city. As Charlotte grows, so too must our public safety efforts.

Charlotte is grateful to be home to two nationally accredited public safety organizations that regularly receive state and national recognition for excellence. CFD is one of eight fire departments in North Carolina, and one of 241 departments nationwide to be recognized as Class 1 Public Protection Classification by the Insurance Service Office. This rating demonstrates CFD provides the highest possible standard of service and commitment to preserving life and property. CFD is also accredited by the Commission on Fire Accreditation International. CMPD is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies. With this accreditation, CMPD is connected to a network of law enforcement professionals to develop and maintain policing standards that strengthen crime prevention, develop nondiscriminatory personnel practices, and improve service delivery.
Ensuring Future Public Safety Excellence

We will continue to face challenges as we become an increasingly urban and dense environment. We must continue to engage with our residents, families, and children to promote mutual understanding. This is a collaborative effort between Housing and Neighborhood Services, CMPD, and CFD. These three departments are connected by the common thread of working to create and maintain safe and healthy neighborhoods.

To further our community policing efforts, strengthen neighborhoods, and strengthen relationships with residents, we are working to implement policies set forth in the President’s Task Force on 21st Century Policing. The six pillars of 21st Century Policing align with City Council’s Letter to the Community: Building Trust and Legitimacy. While CMPD’s existing policies align with the 21st Century Recommendations, we continually evaluate and update policies to promote positive interactions. To support an on-going effort to engage with our community, CMPD hosts a variety of community events such as Cops and Kids Learn Spanish, Community Safety Town Hall Forums, transparency workshops, and the CMPD Youth Symposium. These events are designed to remove the barriers between law enforcement and the community to facilitate an honest conversation around neighborhood concerns.

Seamlessly connecting community engagement with a rapid and effective response is fundamental to aiding residents in times of crisis. In addition, it is critical to equip our first responders with appropriate personnel, technology, and strategically located facilities. With the addition of 62 sworn officers and 25 civilian positions in FY 2018 for CMPD we are following through on City Council’s two-year commitment to add 125 sworn officers and a number of civilian positions. To support these officers, the Proposed FY 2018 Budget includes $1.3 million to purchase and equip 31 new police vehicles and one crime scene vehicle. Additionally, to meet the needs of a rapidly developing uptown, $12.5 million in CIP funds have been committed to build a new Central Division Police Station.

To complement our investments in CMPD, the Proposed FY 2018 Budget adds $1.5 million in operating and capital equipment funds to support 18 firefighters for Engine Company 65 for a second engine company at Fire Station 42. Located in the Eastland Mall Area, this area experiences the highest call-volume in the city. Through the
addition of the new Engine Company, CFD is able to more effectively respond to residents in times of crises. Also included in the FY 2018-2022 CIP is $5.8 million for a new fire station at Clanton Road and Interstate 77 to address the need for increased resources as a result of the area’s intensifying population density.

The dedicated members of CMPD and CFD risk their lives every day to ensure we have safe neighborhoods in which to live and work. We will continue to strengthen our efforts to engage and collaborate with residents to develop solutions that prevent crime and foster safe neighborhoods.

**Investing in Infrastructure through the Community Investment Plan**

To meet today’s needs as well as invest in our future, the Community Investment Plan (CIP) is a five-year capital and infrastructure plan, which matches the city’s highest priority capital needs with a financing schedule. The plan totals $4.1 billion, and includes investments in neighborhoods, housing, storm water projects, roads, transit, sidewalks and bikeways, water and sewer projects, the airport, and public safety and maintenance facilities. The General Fund Community Investment Plan is $751.8 million.

General Obligation Bonds are the primary source of funding for the General Fund Community Investment Plan which allows us to keep pace with an expanding population, replace aging infrastructure, and improve quality of life. Funding for the current CIP is proposed to occur over four bond cycles; previous voter-approved bonds in 2014 and 2016 and future bonds in 2018 and 2020.

CIP funds are being deployed in FY 2018 to include investments designed to create vibrant, local business districts through intentional revitalization efforts. To further stimulate economic development opportunities and attract and retain businesses, the FY 2018-2022 CIP adds $5.0
million for the Business Corridor Revitalization Program to target the areas of North Tryon, Beatties Ford Road, Rozzelles Ferry Road, and Wilkinson Boulevard/Morehead/Freedom Drive. An additional $3.0 million will spur the redevelopment of North Tryon to incentivize investments by businesses and employers. Once complete, the North Tryon corridor will be redeveloped with improved infrastructure between Dalton Avenue and 30th Street.

Transit funding in the FY 2018-2022 CIP includes $307.1 million over five years for the Blue Line Extension. This funding will connect the Town of Pineville with the University Area to help relieve traffic congestion and provide alternative transportation options all while spurring increased investment in the transit corridors.

Water and sewer infrastructure, critical to neighborhood safety, health, and vitality will see $944.0 million dedicated to preserving existing infrastructure and ensuring water and sewer capacity for new connections driven by infill and other growth throughout the community, and Storm Water improvements of $333.0 million are also planned in flood control projects in neighborhood water basins and other storm water system repairs.

These strategic investments are part of the overall effort in FY 2018 to lay the ground work to ensure Charlotte continues to grow, provide high-quality housing options, attract businesses and improve the city’s overall infrastructure and transit networks.

Expanding Affordable Housing Opportunities

As outlined in the Charlotte-Mecklenburg’s Opportunity Task Force report, segregation is one of two recurring barriers to social and economic mobility. As Charlotte continues to grow, we have a unique opportunity to thoughtfully plan and integrate our expanding communities.

To address the need for affordable housing, the City Council pledged to create 5,000 affordable housing units in three years. To date, we have achieved 1,876 units towards that goal. Our approach to affordable housing is not exclusive to unit creation. Through the coordinated use of various federal Housing and Urban Development funding sources, we provide financial support with down payments on a home, rental assistance, or funds for unit rehabilitation.
The Proposed FY 2018 Budget uses bold strategies to expand the supply of affordable and workforce housing within Charlotte. With the additional $6.0 million to support affordable housing in the FY 2018-2022 CIP we may be able to:

- Expand housing options for individuals earning up to 80 percent of the area median income;
- Strategically purchase property close to jobs, high performing schools, retail amenities, and transit to create an estimated 100 mixed-income units.

Just as we create affordable housing, we must also build capacity within our organization to oversee the successful implementation of those developments. The addition of a Housing Services Division Manager, within the Housing and Neighborhood Services Department, will remain focused on expanding the supply of workforce and affordable housing citywide which includes City Council’s three-year commitment to create 5,000 affordable housing units.

**Renewed Focus on Economic Development**

*Establishing the Department of Economic Development*

Sustainable economic growth is dependent upon ensuring residents and businesses alike have access to economic opportunities. To support this effort, the Proposed FY 2018 Budget proposes to create an independent Department of Economic Development. The department, led by Pat Mumford, will be a driving force behind the economic development of our vibrant and unique neighborhoods. With a heightened focus on placemaking, this new department will play a key role in creating distinct neighborhoods that attract residents and businesses. By serving as the conduit between business and workforce development, the Department of Economic Development will continue to work with outside partners to build capacity for job growth and business expansion.

We value our partnerships with the local organizations dedicated to the attraction and diversification of Charlotte businesses such as Charlotte Center City Partners, University City Partners, the Charlotte Regional Visitors Authority, and the Charlotte Regional Partnership. These
relationships play a central part in shaping Charlotte’s business environment, and we remain open to collaboration in the years ahead.

To encourage economic growth within our neighborhoods, we must invest in both the relationships and the infrastructure that make our neighborhoods unique. This budget strategically uses the CIP to enhance the existing character of our neighborhoods and transform them into thriving communities with a diverse collection of residents and businesses. One highlight in the FY 2018-2022 CIP includes $3.0 million to spur the redevelopment of North Tryon to incentivize investments of businesses and employers. This historic neighborhood sits in a critical location as a connection between Uptown Charlotte and the University of North Carolina-Charlotte. North Tryon epitomizes just one of many neighborhoods with the potential to become a 15-minute livable community.

Building a Smart City

It is expected that by the year 2050, 70 percent of the global population will call urban cities, such as Charlotte, home. Moving forward, meeting the needs of our growing and technology-dependent population through smart city applications will be critical for us. Being a smart city means that we employ integrated technology solutions to drive our decision-making processes.

Smart city implementation can impact how we deliver services in the most basic of ways, such as more customer oriented trash pickup or the use of traffic and pedestrian data to drive street planning decisions. In a cutting edge city such as ours, we have an incredible opportunity to develop data-driven service delivery techniques that improve outcomes for residents, businesses, and the community. Neighborhoods such as Northend, Beatties Ford Road, and Uptown have been initially highlighted as areas prepared to pilot such initiatives.

Creating a smart city does not occur overnight, it takes thoughtful and visionary leadership, and investment from our community. To accelerate Charlotte’s evolution as a smart city, in FY 2018 we are proposing to establish a smart city work group and engage in conversations to help bridge the digital divide and support smart city infrastructure such as sensors, digital nodes, and data analytics software. Applying a people-centric approach, the technologies will support City Council priorities, such as public safety, economic development, and workforce development. Using the work of Envision Charlotte as a springboard, preliminary conversations have already begun with potential partners to establish an ongoing commitment whereby all partners are invested in the forward movement of the city.
Developing Our Youth

A key strategy in our approach to promoting economic opportunity is providing youth educational enrichment and career awareness programming. Investments in youth educational enrichment strengthen Charlotte’s future workforce and create a foundation for future prosperity.

Over 35,000 youth are reached annually through city-sponsored career awareness and after school enrichment programming. Youth enrichment and career awareness opportunities include programs such as Camp Ignite, a camp designed to get high school girls interested in pursuing a career with the Fire Department. The Mayor’s Youth Employment Program (MYEP) is another successful youth initiative that is administered by the Department of Housing and Neighborhood Services to connect area youth with job readiness training, summer internships, and pre-apprenticeship pathway programs. The Proposed FY 2018 Budget provides two additional staff resources to support youth programming in the Housing and Neighborhood Services Department including MYEP, the Charlotte-Mecklenburg Youth Council, Summer Youth Job Fairs, and the Mayor’s Mentoring Alliance. These positions will provide additional administrative capacity for youth programming and will support the goal to expand MYEP participation from 500 to 1,000 youth.

Creating Charlotte’s Own Workforce Pipeline

Workforce Planning is an essential component of ensuring the future success of Charlotte. Much like the rest of the nation, Charlotte is experiencing a shift in our workforce. As baby boomers retire, and millennials drive change in the workplace, it is essential we develop multifaceted innovative strategies to engage, build, market, and train our workforce. Our approach to enhance economic stability is an organized means to developing skills in the workforce. There is no one-size fits all approach, we must be deliberate in our workforce planning to establish career pathways for all skill levels, create career ladders where none currently exist, ensure succession planning, invest in and develop future leaders, and construct tailored job training and apprenticeship programs.
Creating the Apprenticeship Program

The Apprenticeship Program is a key addition to the Proposed FY 2018 Budget. The Program will provide new and important career pathways, helping to add economic vitality while building a workforce of the future.

The Apprenticeship Program will create a talent pipeline for hard-to-fill jobs while also helping members of the community find good paying jobs with robust city benefits. Two new dedicated staff members will be added to the Department of Human Resources to create, manage, and evaluate the program on a citywide basis for an overall participation of 50 apprentices.

In designing the program, we will look strategically at job and skill needs across the city organization to identify the best places for apprentices to learn important job skills. The apprentices will be paired with experienced city staff in a ratio of no more than 2:1. This will also provide opportunities for members of our current workforce to gain supervisory skills. The pay for apprentices increases incrementally while they learn progressively more demanding components of their craft. Also, the program will be structured with the understanding it is a system of education and training using a planned, closely supervised combination of hands-on, on-the-job training, and academic classroom-style education.

Investing in apprenticeship is a long-term strategy that differs from current organization efforts that provide on-the-job-training. The program will partner with organizations like Central Piedmont Community College and other workforce development partners for classroom training and other required skill attainment. Further, the Apprenticeship Program will be certified by the North Carolina Department of Commerce.

While many jobs in the city include on-the-job training and the hiring of individuals with multiple barriers to employment, this will strategically acknowledge the city’s role as a local anchor institution, leveraging the full force of the large and dynamic job types to help members of the local community find and keep good paying jobs. Under Human Resource’s leadership, Charlotte Water and Aviation will house the initial program participants, giving the program an opportunity to build upon itself in a scalable manner to ensure long-term vitality. By beginning with Charlotte Water and Aviation, the program takes full advantage of the diversity of job types within these two departments. The goal is to expand in subsequent fiscal years to include other city departments.
Connecting Charlotteans to Good Paying Jobs

Project P.I.E.C.E.

Project P.I.E.C.E. - Partnerships for Inclusive Employment and Career Excellence - developed as a result of the $1.0 million investment outlined in City Council’s Letter to the Community, is centered on providing job skills and training, as well as supportive services to help eligible individuals obtain and keep a job. In January 2017, the Department of Economic Development’s Project P.I.E.C.E. enrolled its first cohort of participants. The initial class of 65 participants received job training for one of three career paths: Broadband and Fiber Optic Cabling; Residential and Commercial Construction; or Highway Construction. In addition to traditional job training, participants undergo mock interviews, attend recruitment events, and participate in Corporate Advisory Councils.

Project P.I.E.C.E. is an on-going collaboration with the entire Charlotte community. To date, 23 city departments and private sector firms have participated in the Corporate Advisory Council, mock interviews, and/or hiring participants. We have also worked with non-profits for outreach and participant referrals, and coordinated with Mecklenburg County and Charlotte-Mecklenburg Schools for the use of venues to host events.

Moving forward, Project P.I.E.C.E will continue to play a vital role in training and supporting residents as they work to obtain a sustainable career. Solidifying the connection between a workforce training for residents and placement in high-demand jobs is critical to increasing economic mobility and strengthening our neighborhoods.

Encouraging Workforce Planning

The Proposed FY 2018 Budget initiates the relationship between the City of Charlotte and the Aviation Institute of Maintenance (AIM) to create pathways to employment opportunities. AIM is the largest Federal Aviation Administration (FAA) certified aviation maintenance technician trainer in the world. In partnership with us, AIM is expected to open its 12th campus in our city in early 2018. Once AIM-Charlotte receives its approvals from the FAA and its accrediting body later this year, the school will teach Airframe and Powerplant (A&P) certification courses. Individuals with an A&P certification fill a very unique role in the United States airline industry - only A&P certified mechanics may work on aircraft licensed in the United States.
Recent data reported at the Aviation Technical Education Conference in Seattle indicate 40 percent of all working aircraft mechanics are over the age of 60, and 77 percent are over the age of 50. It is estimated the aviation industry will need over 679,000 certified aviation mechanics over the next 20 years. Additionally, the Bureau of Labor and Statistics reports aviation mechanics are the top-compensated maintenance profession, with an average annual salary of approximately $60,000 and a typical starting salary of $46,000. The partnership with AIM directly connects Charlotte residents to a high-demand, skilled-labor profession that offers sustainable compensation.

We anticipate AIM-Charlotte to support 500 students annually and in the spirit of true partnership, AIM will provide scholarships for two Charlotte residents – a value of almost $100,000 over a two-year period.

**Becoming an Employer of Choice**

City staff are the foundation of Team Charlotte. Our employees represent an array of talented professionals. Charlotte employees are protecting our neighborhoods, fighting fires, collecting refuse, providing clean drinking water, and ensuring city operations run smoothly.

Attracting, training, and retaining capable and dedicated employees are a key to our ongoing success. In order for Charlotte to be a magnet for highly motivated, dedicated, and visionary employees, Charlotte must become an employer of choice.

**Compensation**

Employee compensation is guided by the foundation of attracting and retaining qualified, productive, and motivated employees who provide efficient and effective services.

Keeping this tenent at the forefront, every effort is made to compensate employees according to prevailing market conditions. We strive to attract and retain skilled employees through the following:

- Competitive market rates set at the median of actual salaries paid in the applicable recruitment area for jobs of a similar nature;
- Annual increases equal to the national average given by thousands of employers;
- Pay for performance through annual merit raises in our broadbanding and Non-Exempt Pay Plans, and through steps in our Public Safety Pay Plan;
Increasing minimum hourly pay to provide good-paying jobs;

- Skill-based rewards, such as certification incentives.

It is well-known that qualified and skilled employees have a variety of choice in employment opportunities. In becoming an employer of choice, we recognize that competitive pay practices contribute to attracting and retaining these employees.

During FY 2017, the Non-Exempt/Hourly Pay Plan was implemented to provide our lowest paid employees with an unprecedented seven percent average pay increase.

During this past year, the Public Safety pay plan was reviewed. The proposed redesigned compensation plan is a two-year approach to address competitiveness, retention, and compression issues. Based on recommendations from a Human Resources and a Public Safety employee committee, I am proposing modifications to the current structure to keep competitive with the current market in FY 2018. The most significant modification is increasing the FY 2018 market adjustment for Police and Fire by 2.0 percent, instead of the traditional 1.5 percent.

Other FY 2018 employer of choice-focused initiatives include:

- A three percent merit-based raise in broadbanding, with a corresponding merit and market adjustment in the Non-Exempt Pay Plan;
- Raising the minimum pay to $15.00 per hour, meeting a City Council priority two years ahead of schedule;
- Replacing the employee four-hour match requirement for the existing school-support leave with a total of an employer-sponsored, eight-hour volunteer day;
- Providing additional health care coverage options while mitigating premium increases for employees.

Providing Dynamic Benefit Offerings

The Proposed FY 2018 Budget provides a multi-medical plan offering with a robust decision support platform to help employees and retirees select the benefits that best meet their needs.

As a multigenerational workforce, we must represent the diverse needs of our employees with a variety of benefit options. The new medical plan designs will provide a range of offerings, but most importantly, it will provide opportunities for employees to save for healthcare in retirement through account based health plans. By offering multiple medical plan options employees will have options for lower medical premiums and options to buy-up if they need a
higher level of coverage. They allow our employees the opportunity to choose the right amount of coverage based on individual need and foster a work environment that is solid, employee focused and caring.

**Engaging Our Employees**

To become an employer of choice, we must empower employees to identify issues or concerns. By providing an opportunity to develop and present innovative solutions to challenging issues, we can create a culture where employees trust their ideas will be heard and concerns be addressed. To guide the process for employee input, I am establishing an employee relations committee. This committee will give a voice to employees and provide an opportunity to participate in the decision-making process and shape the future of our city.

**Conclusion and Next Steps**

The Proposed FY 2018 Budget focuses on strengthening our neighborhoods, community engagement, investing in employees, and establishing Charlotte as a model for a well-managed government. Using the lens of meeting the goals of the Letter to the Community, the Focus Areas, and the 10 Traits of Winning Cities, we are able to better evaluate existing services and practices. This budget builds on Charlotte’s existing organizational infrastructure and further enhances efforts to build relationships within our neighborhoods to promote inclusion.

Charlotte, a city of neighborhoods that are diverse, recognizes that healthy neighborhoods are essential to the attraction of new residents, talented workers, and businesses. By investing in public safety, affordable housing, economic development, and neighborhood services, we are demonstrating a commitment to stimulating neighborhood growth and revitalization.

Being a well-managed government and providing the highest quality and most efficient services to residents is essential to success. In the coming months, we will analyze the sustainability of the existing water, storm water, and waste management fee structures to maximize cost recovery. Moving forward, decision-making and budget development processes will employ a five-pronged approach to examine revenues, reduce expenditures, identify efficiencies, grow the economy, and share services. These efforts will result in an organization that can meet the increasing demands of a growing city while effectively managing expenditure growth in future years.
A commitment to well-managed government includes cultivating an environment that attracts and retains qualified and innovative employees. Employees are the heartbeat of our organization, and without their input, ideas, and recommendations, none of our work is possible. The Proposed FY 2018 Budget takes a holistic view of the qualities necessary to become an employer of choice: competitive pay and a $15.00 per hour minimum wage, awarding excellence through merit increases, creating opportunities for employee input through the employee relations committee, and developing a culture of collaboration both within and between departments.

In closing, this budget represents the first of many steps towards creating the winning city of tomorrow. Positioning Charlotte for the next 250 years of prosperity will require objective evaluation, data-driven decision making, and open conversations with residents about how we can work together to make Charlotte the city in which we all want to live, work, and play. This process will take time, but the work has already begun.

Sincerely,

Marcus D. Jones
City Manager
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Reader’s Guide

This reader’s guide describes the structure of two plans contained in this document: the Adopted Fiscal Year 2018 Budget and Fiscal Years 2018 –2022 Community Investment Plan. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations.

Fiscal Year 2018 Budget
This document provides a detailed record of the spending plan by the City Council for Fiscal Year 2018. It contains the following elements:

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>An overview of the Strategic Operating Plan, which highlights the priorities reflected in the budget, itemized budget decreases and increases, fund summaries, and Community Investment Plan Summary.</td>
</tr>
<tr>
<td>City Strategy and Operating Budget</td>
<td>An overview of the City’s corporate strategy and operating budget, Strategic Policy Objectives, and Focus Area Plans (Community Safety, Housing and Neighborhood Development, Environment, Transportation and Planning, and Economic Development). Each City Department has a section that outlines their mission, responsibilities, budget, full-time equivalents, and performance measure highlights.</td>
</tr>
<tr>
<td>Summary Statistics and Schedules</td>
<td>Presentations of key revenue and expenditure information as City-wide totals, as well as totals by fund.</td>
</tr>
<tr>
<td>Community Investment Plan</td>
<td>A five-year plan, matching the City’s highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities. The plan reflects both general and enterprise funds.</td>
</tr>
<tr>
<td>User Fees</td>
<td>A listing of city regulatory and non-regulatory fees by City department.</td>
</tr>
<tr>
<td>Key Terms and Acronyms</td>
<td>A list of references and definitions used throughout the document.</td>
</tr>
</tbody>
</table>
FY 2018 Budget Process

Overview of Budget Process

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

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

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

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

1. Budget policy development, comprised of the following
   - City Council engagement on policy direction,
   - Department services review process,
   - Staff engagement on strategic planning/performance management activities, and

2. Budget deliberations and adoption, comprised of the following
   - A presentation of the recommended budget to the Mayor and Council,
   - Community engagement and feedback through the Public Hearing process, and
   - The Mayor and Council adoption of the budget by June 30.

Budget Policy Development – Phase One (November – April)

The budget process is guided by the Budget Principles adopted by City Council. The process begins in the fall with a Strategic Operating Plan Kick-off event. The event provides the City Manager and the Budget Director the opportunity to share information with departments pertaining to:

- Key dates and submittals for department budgets,
- Federal and state legislature activities,
- Revenue projections, and
- Budget considerations for achieving the vision set forth in the City Council’s Focus Areas.

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

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

Between February and April, the City Manager and the Strategy and Budget Director facilitate several meetings with the Council Budget Committee as well as the Mayor and Council to continue discussions related to key components of the City’s operating and capital budgets. Staff engages the Mayor and Council through two different series of meetings, Council Budget Committee Meetings and Council Budget Workshops.
FY 2018 Budget Process

Budget Policy Development – Phase One (continued)

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

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

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

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

1. The Council makes budget adjustments, with issues garnering five or more votes moving forward for further staff analysis and inclusion in the Straw Votes Meeting.
2. At a later date, the Mayor and Council reconvene for the Council Budget Straw Vote Meeting, where a vote of six or more on each proposed adjustment advances the budget adjustment for inclusion in the budget ordinance.
3. Budget Adoption at a Council Business Meeting must occur no later than June 30 of each year.
4. After Budget Adoption, the Office of Strategy and Budget coordinates with other City Departments to close out the current year budget, appropriate funds for the new budget, and complete budget-related documents and publications. In order for the adopted budget to be amended, an action item and ordinance must be brought before the City Council with a majority vote approving the Budget Ordinance.
# FY 2018 Budget Process

## PHASE I – BUDGET POLICY DEVELOPMENT

### November 2016
- **Budget Kick-off**

### December 2016
- **City Council Business Meeting**
  - Approve FY 2018 Budget Calendar
- **Council Budget Committee Meeting**
  - City/County Real Estate Ledger
  - Management of City Real Estate Portfolio
  - Sales Tax Redistribution Overview

### January 2017
- **Mayor and Council Annual Retreat**
  - FY 2017 Mid-Year Report
  - City Strategy
  - FY 2018-2022 General Fund Projections
  - Enterprise Funds – Operating Budget Considerations
  - Capital Budget
  - Budget and Financial Indicators
- **Council Budget Committee Meeting**

### February 2017
- **Council Budget Committee Meeting**
  - Budget Committee Retreat Follow-up
  - February 22nd Council Budget Workshop Agenda
  - Charlotte Area Transit System FY 2018 Budget
- **Mayor and Council Budget Workshop**
  - Council Retreat Follow-Up
  - Charlotte Area Transit System Budget
  - Financial Partners Requests
  - General Community Investment Plan – Capacity and Critical needs

### March 2017
- **Council Budget Committee Meeting**
  - Balancing Act Online Budget Simulation Tool
  - Asset Management Guidelines
  - Operating Budget and Services Review
  - FY 2018-2022 Community Investment Plan
  - Storm Water FY 2018 Budget
  - Aviation FY 2018 Budget
- **Mayor and Council Budget Workshop**
  - General Fund Update
  - General Community Investment Plan Update
  - Storm Water Budget
  - Aviation Budget
- **Council Budget Committee Meeting**
  - Compensation and Benefits
  - General Fund Update
  - Charlotte Water FY 2018 Budget

### April 2017
- **Mayor and Council Budget Workshop**
  - General Fund Update
  - Financial Partner Preliminary Funding Recommendations
  - Compensation and Benefits
  - Charlotte Water FY 2018 Budget

### May 2017
- **Budget Presentation by City Manager**
- **Public Hearing on Budget**
- **Council Budget Adjustments Meeting**

### June 2017
- **Council Budget Adjustments and Straw Votes Meeting**
- **Budget Adoption for FY 2018**
Budget Principles

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

1. The City will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.

2. Program funding will be approved in the overall context of competing priorities across City services. Anticipated future needs will play a prominent role in the prioritization process.

3. The City will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New, significant expenses brought forward outside the budget process should be avoided, when feasible.

4. Provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.

5. Provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.

6. Engage in a continual evaluation of the most cost-effective means for providing City services.

7. Evaluate the total tax and fee burden – not just the property tax rate – the citizen pays in exchange for government services as part of the budget development process.

8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.

9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent.

10. The City will continue to promote a user fee goal of 100 percent cost recovery.

11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.

12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.

13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.

14. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.

15. The general government debt program will maintain adequate cash and fund balance reserves at levels required to maintain top-tier credit ratings.
Financial Policies and Practices

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

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
   a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor’s Office.
   b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year.
   c. The tax rate shall be set each year based on the cost of providing general government services.
   d. The City shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.

2. The City will set fees for services to maximize user charges for identifiable services.
   a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services.
   b. To the extent practical, any general City service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges.
   c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.

3. In accordance with North Carolina General Statute 143C, the City will accumulate and maintain a general fund balance equal to or greater than 8 percent (City policy is higher at 16 percent) of the prior year’s General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, and welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As-You-Go Capital Program.

4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.

5. The City will strive to achieve a structurally, balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures.

Inter-fund Policies and Practices

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

Capital Investment Policies and Practices

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

Accounting Policies and Practices

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

Basis for Budgeting

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

Debt Policies and Practices

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

3. Outstanding long-term maturity variable rate bonds not to exceed a sum equal to the debt service fund equity requirement plus 15 percent of total long-term fixed rate debt.

4. Continue the dedication of multiple revenues to a Pay-As-You-Go fund established to provide a material portion of the non-enterprise, general government capital needs. The revenue sources include a dedicated portion of the property tax rate, sales tax, and motor vehicle fees.

5. The debt issuance method will be periodically re-evaluated as City conditions change or new or changed financial market methods emerge. The review and change of issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the City. Accordingly, the following issuance method(s) will be currently utilized:
   − New money fixed rate bond issues may be placed on a competitive or negotiated basis
   − New money variable rate bond issues will be placed on a negotiated basis
   − Refunding bond issues may be placed on a competitive or negotiated basis
   − Issuance methods will be continuously reviewed and changes made to various offerings methods as appropriate and cost efficient for the City.

6. The City will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

1. The City maintains a cash management pool to facilitate disbursement and investment and maximize investment income. Earnings on the pooled funds are apportioned and credited to the funds monthly based on the average daily balance of each fund. Since individual funds may deposit additional amounts at any time and may withdraw funds at any time without prior notice or penalty, the pool is used essentially as a demand deposit account and considered cash and cash equivalents. This pool is used by all funds except the Firefighters’ Retirement System Fund. For arbitrage purposes, the City also maintains separate pools for the proceeds of each bond sale subsequent to 1986 in compliance with the Internal Revenue Code relative to yield restrictions and rebate requirements. For funds not included in the pools described above, cash and cash equivalents consist of cash, demand deposits, and short-term, highly liquid investments.

2. North Carolina General Statute 159-30 authorizes the City to invest in obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States; obligations of the state of North Carolina; bonds and notes of any North Carolina local government or public authority; obligations of certain non-guaranteed federal agencies; certain high quality issues of commercial paper and bankers’ acceptances; repurchase agreements having third-party safekeeping; and the North Carolina Capital Management Trust (NCCMT), a Securities and Exchange Commission (SEC) registered mutual fund. The City is not authorized to enter into reverse repurchase agreements. Although the City does not have a formal investment policy, internal investment guidelines prohibit maturities longer than five years, which helps manage exposure to fair value losses in rising interest rate environments.

3. All deposits of the City are made in board-designated official depositories and are secured as required by North Carolina State Statutes. The City may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. Also, the City may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.

4. The City has no formal policy on custodial credit risk. However, the City’s internal policy limits custodial credit risk by providing that security in the collateral be delivered to a third party safekeeping bank designated by the City.

5. The City’s informal investment policy limits the amount of commercial paper or bankers acceptances to a maximum of 25 percent of the portfolio. For commercial paper, a maximum of $20,000,000 may be invested in any one issuer. For bankers’ acceptances, the maximum investment is limited to 10 percent of the portfolio for any one issuer.
Financial Policies and Practices

6. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.

7. North Carolina state law limits investments in commercial paper to the top rating issued by Nationally Recognized Statistical Rating Organizations (NSRO’s). Although the City had no formal policy on managing credit risk, internal investment guidelines for commercial paper require at least two ratings from either Standard & Poor’s (S&P), Fitch Ratings (Fitch), or Moody’s Investors Service (Moody’s).

8. Investments, except for North Carolina Capital Management Trust (NCCMT) and Firefighters’ Retirement System Fund, are reported at fair value as determined by quoted market prices. The securities of the NCCMT Cash Portfolio, a Securities and Exchange Commission registered money market mutual fund, are valued at fair value, which is the NCCMT’s share price. The NCCMT Term Portfolio’s securities are valued at fair value. Money market investments that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Non-participating interest earning investment contracts are reported at cost. Investments with an original maturity of three months or less are considered cash equivalents.

City Manager Contract Approval Policy

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

2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).

3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed $100,000.
Financial Policies and Practices

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Executive Summary

The approved FY 2018 Operating Budget and FY 2018 - 2022 Community Investment Plan focuses on implementing the Mayor and Council’s strategic priorities while cost-effectively providing the core services upon which residents rely without a tax increase. The structurally balanced FY 2018 approved budget ensures accountability to the public by maintaining a well-managed government while supporting safe, healthy, and inclusive neighborhoods, promoting economic opportunity and development, and advancing efforts to become an employer of choice.

The property tax rate for FY 2018 is 47.87¢ per $100 of assessed valuation, which remains unchanged from FY 2017. Additional resources included in the FY 2018 approved budget reflect the City Manager’s emphasis on achieving the Mayor and Council’s objectives for public safety, quality affordable housing, strong neighborhoods, and economic opportunity as outlined in City Council’s Letter to the Community.

The FY 2018 approved budget is based on three strategic foundational components:
1. The Council Focus Area Plans
2. The City Council Letter to the Community
3. The 10 Traits of Winning Cities

The strategic foundational elements work in concert to create a framework that ensures the City is addressing the need to promote economic opportunity for all residents and poise the community to accommodate future growth. City Council’s priorities serve as a critical tool for developing and vetting budget considerations.
Executive Summary

Value of City Services

- A strong value to tax and rate payers -

The FY 2018 operating budget ensures residents will continue to receive good value for the level and quality of all services provided through residential fees and an unchanged property tax rate.

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 320 service calls
- 388 Police Field Units, responding to over 1,050 resident and 600 officer-initiated calls
- 757 signalized intersections operated over 2,400 miles of City streets
- 4,400 service calls received by CharMeck 311
- 43,200 households receive trash pick up
- More than 107 million gallons of drinking water treated and delivered
- Approximately 88 million gallons of wastewater collected and treated
- 79,292 transit riders (this total includes bus, rail, special transportation, and vanpool).

The following table reflects the FY 2018 City tax and fee impact for home values at the 25th, 50th, and 75th percentiles, calculated based on owner-occupied, single family homes.

<table>
<thead>
<tr>
<th>City of Charlotte taxes and fees - 25th Percentile</th>
<th>Prior Year FY 2017</th>
<th>FY 2018</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes on $97,600 home</td>
<td>$467.21</td>
<td>$467.21</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Solid Waste fee (Residential)</td>
<td>$33.00</td>
<td>$39.00</td>
<td>$6.00</td>
<td>18.2%</td>
</tr>
<tr>
<td>Water and Sewer (Average user rate)</td>
<td>$731.88</td>
<td>$752.64</td>
<td>$20.76</td>
<td>2.8%</td>
</tr>
<tr>
<td>Storm Water (Average user rate)</td>
<td>$97.56</td>
<td>$97.56</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Annual</strong></td>
<td><strong>$1,329.65</strong></td>
<td><strong>$1,356.41</strong></td>
<td><strong>$26.76</strong></td>
<td><strong>2.0%</strong></td>
</tr>
<tr>
<td><strong>Total Monthly</strong></td>
<td><strong>$110.80</strong></td>
<td><strong>$113.03</strong></td>
<td><strong>$2.23</strong></td>
<td><strong>2.0%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City of Charlotte taxes and fees - 50th Percentile</th>
<th>Prior Year FY 2017</th>
<th>FY 2018</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes on $141,100 home</td>
<td>$675.45</td>
<td>$675.45</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Solid Waste fee (Residential)</td>
<td>$33.00</td>
<td>$39.00</td>
<td>$6.00</td>
<td>18.2%</td>
</tr>
<tr>
<td>Water and Sewer (Average user rate)</td>
<td>$731.88</td>
<td>$752.64</td>
<td>$20.76</td>
<td>2.8%</td>
</tr>
<tr>
<td>Storm Water (Average user rate)</td>
<td>$97.56</td>
<td>$97.56</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Annual</strong></td>
<td><strong>$1,537.89</strong></td>
<td><strong>$1,564.65</strong></td>
<td><strong>$26.76</strong></td>
<td><strong>1.7%</strong></td>
</tr>
<tr>
<td><strong>Total Monthly</strong></td>
<td><strong>$128.16</strong></td>
<td><strong>$130.39</strong></td>
<td><strong>$2.23</strong></td>
<td><strong>1.7%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City of Charlotte taxes and fees - 75th Percentile</th>
<th>Prior Year FY 2017</th>
<th>FY 2018</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes on $229,875 home</td>
<td>$1,100.41</td>
<td>$1,100.41</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Solid Waste fee (Residential)</td>
<td>$33.00</td>
<td>$39.00</td>
<td>$6.00</td>
<td>18.2%</td>
</tr>
<tr>
<td>Water and Sewer (Average user rate)</td>
<td>$731.88</td>
<td>$752.64</td>
<td>$20.76</td>
<td>2.8%</td>
</tr>
<tr>
<td>Storm Water (Average user rate)</td>
<td>$97.56</td>
<td>$97.56</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Annual</strong></td>
<td><strong>$1,962.85</strong></td>
<td><strong>$1,989.61</strong></td>
<td><strong>$26.76</strong></td>
<td><strong>1.4%</strong></td>
</tr>
<tr>
<td><strong>Total Monthly</strong></td>
<td><strong>$163.57</strong></td>
<td><strong>$165.80</strong></td>
<td><strong>$2.23</strong></td>
<td><strong>1.4%</strong></td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
Executive Summary

Implementation of Council Priorities

Public Safety. The Mayor and City Council identified public safety as the highest priority for this budget. In response to this guidance, 112 new public safety positions are included in the FY 2018 budget: 91 in police personnel (62 sworn, 24 civilian, four Aviation officers and one converted temporary employee). This completes the Police Chief’s phased request of 125 additional sworn officers beginning in FY 2017. The budget also includes 18 firefighters for a new engine company at Fire Station 42 in the Eastland area and three Construction Services Inspections Positions for Fire. The cost of the public safety investment is $4.0 million in FY 2018. This expansion is absorbed through revenue growth.

Infrastructure Investment. The FY 2018 - 2022 adopted capital budget continues the commitments previously adopted by Council to invest in Charlotte’s future and increases infrastructure investment to address public safety and transportation priorities across the City. The total General Community Investment Plan is $147.1 million in FY 2018.

Compensation Philosophy. The adopted budget fully funds the Council’s compensation philosophy, including the public safety pay plan and a new career path for hourly employees. Starting pay for City workers will rise to $15.00 per hour in FY 2018. This accelerates the original goal of $15.00 per hour by FY 2020, and exceeds the phased-in $15.00 per hour goals of many other cities and states when adjusted for cost of living considerations.

Overview of Total Budget

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

The total FY 2018 budget is $2.39 billion. The total budget is comprised of the annual operating budget and the Community Investment Plan (capital budget). The annual operating budget reflects day-to-day operations, while the Community Investment Plan represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.
The table below provides a high-level overview of the total FY 2018 adopted budget.

<table>
<thead>
<tr>
<th>Fund/Activity</th>
<th>Operating</th>
<th>% Change</th>
<th>Capital</th>
<th>% Change</th>
<th>Total</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>$581,708,282</td>
<td>5.2%</td>
<td>$0</td>
<td>0.0%</td>
<td>$581,708,282</td>
<td>5.2%</td>
</tr>
<tr>
<td>General CIP</td>
<td>0</td>
<td>3.3%</td>
<td>147,117,432</td>
<td>-54.7%</td>
<td>147,117,432</td>
<td>-54.7%</td>
</tr>
<tr>
<td>Aviation</td>
<td>154,701,150</td>
<td>9.2%</td>
<td>429,702,760</td>
<td>20.2%</td>
<td>584,403,910</td>
<td>15.2%</td>
</tr>
<tr>
<td>Charlotte Water</td>
<td>147,849,956</td>
<td>20.3%</td>
<td>195,477,617</td>
<td>68.5%</td>
<td>343,327,573</td>
<td>36.6%</td>
</tr>
<tr>
<td>Charlotte Area Transit System</td>
<td>148,238,752</td>
<td>5.6%</td>
<td>163,419,856</td>
<td>-45.8%</td>
<td>311,658,608</td>
<td>-26.7%</td>
</tr>
<tr>
<td>Storm Water Utility</td>
<td>15,491,316</td>
<td>6.5%</td>
<td>80,500,000</td>
<td>36.2%</td>
<td>95,991,316</td>
<td>30.3%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>232,392,361</td>
<td>2.6%</td>
<td>0</td>
<td>0.0%</td>
<td>232,392,361</td>
<td>2.6%</td>
</tr>
<tr>
<td>Powell Bill</td>
<td>22,606,242</td>
<td>4.7%</td>
<td>0</td>
<td>0.0%</td>
<td>22,606,242</td>
<td>-13.5%</td>
</tr>
<tr>
<td>Convention Center</td>
<td>24,476,148</td>
<td>-19.6%</td>
<td>0</td>
<td>0.0%</td>
<td>24,476,148</td>
<td>4.7%</td>
</tr>
<tr>
<td>NASCAR Hall of Fame</td>
<td>3,700,000</td>
<td>29.7%</td>
<td>0</td>
<td>0.0%</td>
<td>3,700,000</td>
<td>-19.6%</td>
</tr>
<tr>
<td>Public Safety and Other Grants</td>
<td>12,130,871</td>
<td>21.7%</td>
<td>0</td>
<td>0.0%</td>
<td>12,130,871</td>
<td>21.7%</td>
</tr>
<tr>
<td>Public Safety 911 Services</td>
<td>3,887,149</td>
<td>-12.3%</td>
<td>0</td>
<td>0.0%</td>
<td>3,887,149</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Housing and Neighborhood Services Grants</td>
<td>9,210,107</td>
<td>0.1%</td>
<td>0</td>
<td>0.0%</td>
<td>9,210,107</td>
<td>-12.3%</td>
</tr>
<tr>
<td>Municipal Service Districts</td>
<td>4,907,591</td>
<td>2.4%</td>
<td>0</td>
<td>0.0%</td>
<td>4,907,591</td>
<td>0.1%</td>
</tr>
<tr>
<td>Risk Management*</td>
<td>1,542,590</td>
<td>18.0%</td>
<td>0</td>
<td>0.0%</td>
<td>1,542,590</td>
<td>2.4%</td>
</tr>
<tr>
<td>Tourism Operating</td>
<td>6,006,696</td>
<td>635.2%</td>
<td>0</td>
<td>0.0%</td>
<td>6,006,696</td>
<td>18.0%</td>
</tr>
<tr>
<td>Pay-As-You-Go (Transit Investment Fund)</td>
<td>4,953,520</td>
<td>829.2%</td>
<td>0</td>
<td>0.0%</td>
<td>4,953,520</td>
<td>635.2%</td>
</tr>
<tr>
<td>Pay-As-You-Go (General)</td>
<td>334,651</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>334,651</td>
<td>829.2%</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$1,374,137,382</strong></td>
<td>6.4%</td>
<td><strong>$1,016,217,665</strong></td>
<td>-12.3%</td>
<td><strong>$2,390,355,047</strong></td>
<td>-2.5%</td>
</tr>
</tbody>
</table>

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

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

Total Operating Budget
Within the operating budget and Community Investment Plan, there are both General Fund and Enterprise Fund departments. The General Fund departments are those supported primarily by tax revenues, while Enterprise Funds are self-supporting entities that charge fees for services or receive restricted grants. The FY 2018 operating budget is $1.37 billion, an increase of 6.4% above the FY 2017 budget.

The General Fund and Enterprise departments are:

<table>
<thead>
<tr>
<th>General Fund Departments</th>
<th>Enterprise Fund Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>Aviation</td>
</tr>
<tr>
<td>Mayor and City Council</td>
<td>Charlotte Area Transit System</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Charlotte Water</td>
</tr>
<tr>
<td>Fire</td>
<td>Storm Water (a division of Engineering and Property Management)</td>
</tr>
<tr>
<td>City Attorney</td>
<td>Risk Management (a division of Management and Financial Services)</td>
</tr>
<tr>
<td>Solid Waste Services</td>
<td></td>
</tr>
<tr>
<td>City Clerk</td>
<td></td>
</tr>
<tr>
<td>Management and Financial Services</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
</tr>
<tr>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>Strategy and Budget</td>
<td></td>
</tr>
<tr>
<td>Housing and Neighborhood Services</td>
<td></td>
</tr>
<tr>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>Community Relations Committee</td>
<td></td>
</tr>
<tr>
<td>Engineering and Property Management</td>
<td>Internal Audit</td>
</tr>
<tr>
<td>Planning</td>
<td></td>
</tr>
</tbody>
</table>

The following chart illustrates the composition of the total FY 2018 Adopted Budget (includes both Operating and Capital funds for General Fund and Enterprise Fund departments), which totals $2.39 billion, a decrease of 2.5 percent below FY 2017.

FY 2018 Adopted Budget
Net of Transfers
($2.39 Billion - $ millions)

- CATS, $328.2, 13.7%
- Charlotte Water, $419.3, 17.5%
- General Fund, $581.7, 24.3%
- Aviation, $625.8, 26.2%
- General Debt/Interest, $91.7, 3.8%
- Special Revenue Funds, $93.8, 3.9%
- General CIP, $147.1, 6.2%
- Storm Water Services, $103.1, 4.3%
Executive Summary

General Fund
The FY 2018 General Fund budget is $668.8 million, a 5.3 percent increase above FY 2017 to address the Mayor and Council’s priorities and provide for a well-managed government.

FY 2018 General Fund Expenditures
Where the Money Goes
$668.8 million
Below is a summary of key FY 2018 budgetary increases, sorted by the Mayor and Council’s objectives for strong neighborhoods, public safety, affordable housing, good paying jobs, and becoming an employer of choice.

### Key Budgetary Increases

<table>
<thead>
<tr>
<th>1. Well-Managed Government</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractual increases required to maintain current service levels</td>
<td></td>
<td>$5.6</td>
</tr>
<tr>
<td>Utilities and maintenance increases</td>
<td></td>
<td>$0.6</td>
</tr>
<tr>
<td>This program provides for improvements designed for compliance with the Federal Americans with Disabilities Act (ADA) Standards.</td>
<td></td>
<td>$4.4</td>
</tr>
<tr>
<td>To expand the existing Charlotte Vehicle Operations Center to expand training opportunities and implement annual in-service driver refresher training for all departments.</td>
<td></td>
<td>$3.6</td>
</tr>
<tr>
<td>This project will provide funding to renovate roads and storm water infrastructure at the City’s cemeteries, and to develop a master plan for managing future improvements to the cemeteries.</td>
<td></td>
<td>$3.5</td>
</tr>
</tbody>
</table>

**Total Mayor and Council Objective 1** $17.7

<table>
<thead>
<tr>
<th>2. Building Community through Strong Neighborhoods</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional funding in Code Enforcement, Capacity Building, and Neighborhood Problem Solving to better meet the needs of a growing community</td>
<td>7</td>
<td>$0.7</td>
</tr>
<tr>
<td>Funding to conduct transportation safety implementation projects designed to improve the safety of pedestrian, bikeway, and transit access along four important roadways in Charlotte: South Tryon, South Boulevard, West Boulevard, and Parkwood/The Plaza</td>
<td></td>
<td>$6.0</td>
</tr>
<tr>
<td>Additional funding for the Neighborhood Transportation Program specifically to support community development, promote bicycle use, and respond to traffic safety concerns in Charlotte neighborhoods</td>
<td></td>
<td>$3.0</td>
</tr>
<tr>
<td>Additional funding to provide for improvements designed for compliance with the Federal Americans with Disabilities Act (ADA) Standards, specifically for transportation-related infrastructure including sidewalks and pedestrian crossings.</td>
<td></td>
<td>$1.4</td>
</tr>
<tr>
<td>Additional annual funding to preserve the City's existing housing stock or eliminate deteriorated housing when the owner fails to comply with the housing code ordinance. The funds are used to repair or demolish housing units that are a blighting influence on the neighborhood</td>
<td></td>
<td>$0.1</td>
</tr>
<tr>
<td>Additional annual funding to meet citizen demands for the expanded Neighborhood Matching Grants program, which provides support to neighborhood organizations undertaking physical improvements, public safety, education, cultural, recreation, and organizational training projects</td>
<td></td>
<td>$0.1</td>
</tr>
</tbody>
</table>

**Total Mayor and Council Objective 2** $11.3
### Executive Summary

<table>
<thead>
<tr>
<th>3. Safety, Trust, and Accountability</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional sworn Police resources to better address the service demands of a growing community</td>
<td>62</td>
<td>$2.3</td>
</tr>
<tr>
<td>Fire Engine Company 65 to help address response time issues in the area surrounding Eastland Mall</td>
<td>18</td>
<td>$0.9</td>
</tr>
<tr>
<td>Additional Crime Scene/Crime Lab Technicians, Analysts, Administrators, and Specialists full-time equivalents to support policing services, help process evidence, investigate crimes, and solve cases</td>
<td>25</td>
<td>$0.7</td>
</tr>
<tr>
<td>Four additional Airport Law Enforcement Officers to achieve a sustainable staffing level that will improve security and safety at the airport (These positions will be 100 percent funded by Aviation)</td>
<td>4</td>
<td>$0.4</td>
</tr>
<tr>
<td>Two Fire Code Inspectors and one Administrative Officer full-time equivalent to ensure businesses are inspected according to the state inspection frequency requirement (100% of the cost of these positions will be covered by user fee revenue)</td>
<td>3</td>
<td>$0.2</td>
</tr>
<tr>
<td>Reserve funding for the potential replacement of the CMPD Animal Care and Control Facility</td>
<td></td>
<td>$21.0</td>
</tr>
<tr>
<td>Additional funding for CMPD Central Division Station to cover additional space needs and cost increases due to rising construction and land acquisition prices</td>
<td></td>
<td>$12.5</td>
</tr>
<tr>
<td>Funding is being requested for one new infill fire station in the Clanton Road and I-77 area. The new station will house one Engine Company requiring the addition of 18 Firefighters</td>
<td></td>
<td>$5.8</td>
</tr>
<tr>
<td><strong>Total Mayor and Council Objective 3</strong></td>
<td><strong>112</strong></td>
<td><strong>$43.8</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Affordable Housing</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional funding in Housing Administration and Housing Rehabilitation to better meet the needs of a growing community</td>
<td>2</td>
<td>$0.5</td>
</tr>
<tr>
<td>This investment will provide additional support to the Affordable Housing Program to increase the supply of affordable and workforce housing through innovative, public-private partnerships</td>
<td></td>
<td>$2.0</td>
</tr>
<tr>
<td><strong>Total Mayor and Council Objective 4</strong></td>
<td><strong>2</strong></td>
<td><strong>$2.5</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Good Paying Jobs</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional funding to support youth skills training and for Targeted Area Economic Development to better meet the needs of a growing community.</td>
<td>3</td>
<td>$0.2</td>
</tr>
<tr>
<td>A new Apprentice program to look strategically at job and skill needs across the city, identifying the best places for apprentices to learn important job skills. (75% of the cost of these positions will be covered by Enterprise funds)</td>
<td>2</td>
<td>$0.2</td>
</tr>
<tr>
<td>Additional funding to complete the North Tryon Streetscape Redevelopment project to revitalize North Tryon between Dalton Ave and 30th St. A primary goal of this project is to create infrastructure improvements as an incentive for economic development and to attract businesses and employers along the North Tryon corridor.</td>
<td></td>
<td>$3.0</td>
</tr>
</tbody>
</table>
## Executive Summary

<table>
<thead>
<tr>
<th>5. Good Paying Jobs (continued)</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides funding for business corridor investments to stimulate growth and economic development opportunities along business corridors. The priority business corridors are: North Tryon, Beatties Ford Road, Rozzelles Ferry Road, and Wilkinson Boulevard/Morehead/Freedom</td>
<td></td>
<td>$1.0</td>
</tr>
<tr>
<td><strong>Total Mayor and Council Objective 5</strong></td>
<td>5</td>
<td><strong>$4.4</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Employer of Choice</th>
<th>Full-time Equivalents</th>
<th>Budgetary Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation and benefit adjustments for Public Safety Pay Plan employees to achieve the organization’s goal of recruiting and retaining a skilled and diverse workforce, and to invest in the employees who deliver daily services</td>
<td></td>
<td>$15.0</td>
</tr>
<tr>
<td>Compensation and benefit adjustments for Broadbanding and Non-Exempt Pay Plan employees to achieve the organization’s goal of recruiting and retaining a skilled and diverse workforce, and to invest in the employees who deliver daily services</td>
<td></td>
<td>$5.9</td>
</tr>
<tr>
<td>Increase starting pay for City workers to $15.00 per hour in FY 2018</td>
<td></td>
<td>$0.3</td>
</tr>
<tr>
<td><strong>Total Mayor and Council Objective 6</strong></td>
<td></td>
<td><strong>$21.2</strong></td>
</tr>
</tbody>
</table>
The FY 2018 budget includes increased General Fund funding for additional public safety resources to address the emergency response needs of a growing community. Public safety resource needs are balanced against resource availability. The level of funding outlined in the table below represents the second phase (62 Police Officers) of the 125 Police Officers identified during the FY 2017 budget development process.

<table>
<thead>
<tr>
<th>FY 2018 Increases to General Fund Public Safety Resources</th>
<th>Additional Funding</th>
<th>Additional FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Police</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sworn FTEs (15 Paid with COPS grant)</td>
<td>$2,334,297</td>
<td>62</td>
</tr>
<tr>
<td>Crime Scene/Crime Lab/Techs/Administrative</td>
<td>$722,955</td>
<td>25</td>
</tr>
<tr>
<td>Airport Law Enforcement Officer FTEs*</td>
<td>$0</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total Police</strong></td>
<td>$3,057,252</td>
<td>91</td>
</tr>
<tr>
<td><strong>Fire</strong></td>
<td>$915,662</td>
<td>21</td>
</tr>
<tr>
<td>Engine 65 Operating (Uniform FTEs)</td>
<td>$915,662</td>
<td>18</td>
</tr>
<tr>
<td>Fire Code Inspection FTEs**</td>
<td>$0</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Fire</strong></td>
<td>$915,662</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total General Fund-Funded FTEs</strong></td>
<td></td>
<td>97</td>
</tr>
<tr>
<td><strong>Total FY 2018 Public Safety Increase</strong></td>
<td>$3,972,914</td>
<td>112</td>
</tr>
</tbody>
</table>

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

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

Development of the FY 2018 Budget also included a review of revenue and financial approaches that maintain a good value to tax and rate payers, are consistent with Council policy, and uphold the City’s strong financial ratings.

The property tax rate for FY 2018 is 47.87¢ per $100 of assessed valuation, which remains unchanged from FY 2017. The FY 2018 assessed value is estimated at $96.62 billion, with an estimated collection rate of 98.75%.
Executive Summary

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

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 2017 Tax Rate</th>
<th>FY 2018 Tax Rate</th>
<th>Change from FY 2017 to FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>37.41¢</td>
<td>37.41¢</td>
<td>0.00¢</td>
</tr>
<tr>
<td>Debt Service</td>
<td>9.26¢</td>
<td>9.26¢</td>
<td>0.00¢</td>
</tr>
<tr>
<td>Pay-As-You-Go Capital</td>
<td>1.20¢</td>
<td>1.20¢</td>
<td>0.00¢</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47.87¢</strong></td>
<td><strong>47.87¢</strong></td>
<td><strong>0.00¢</strong></td>
</tr>
</tbody>
</table>

**General Fund Revenues**

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 70 percent of total revenue. The total General Fund revenue growth is budgeted at $33.9 million, an increase of 5.3% above FY 2017.

**General Fund Revenues**

Where the Money Comes From

$668.8 million ($-millions)

- **Property Tax**, $361.4, 54.0%
- **Sales Tax**, $106.0, 15.9%
- **Intergovernmental**, $52.6, 7.9%
- **Utility Franchise Sales Tax**, $55.7, 8.3%
- **Licenses and Fees**, $78.7, 11.7%
- **Other Taxes**, $14.4, 2.2%
Executive Summary

Enterprise Funds
The City’s four Enterprise departments are funded by self-supporting revenues paid by users of the services. The FY 2018 Enterprise Fund operating budgets and supporting rates are summarized below.

Aviation FY 2017 $149.7 million; FY 2018 $154.7 million

The Charlotte Douglas International Airport is the fifth largest airport in the United States and the sixth largest internationally based upon operations. The proposed FY 2018 budget is $154,701,148, a 3.3 percent increase above the prior year budget. The Aviation budget balances needs created by a high-growth environment with a commitment to the City Council and airline partners to keep operating budget increases between three and five percent.

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

- The lowest cost structure of any large hub airport in the country
- The addition of 39 full-time equivalents in a variety of capacities, including Airport Operations, Airport Development, Airport Facilities, and Airport Business Revenue and Administration to keep up with service complexity and customer demand
- Continued efforts to convert contracted services to full-time equivalents to enhance customer service and operate at lower costs
- The implementation of new programs to ensure continuous execution of its business and revenue generation processes, environmental compliance, and sustainability initiatives

Charlotte Area Transit System FY 2017 $125.5 million; FY 2018 $148.2 million

The Charlotte Area Transit System provides core services via bus, vanpool, light rail, and paratransit transportation. The FY 2018 budget is $148,238,751, a 18.2 percent increase above the prior year budget. Highlights include:

- The Blue Line Extension is scheduled to implement revenue operations in FY 2018, including 9.3 miles of service from Center City to the campus of the University of North Carolina at Charlotte.
- The FY 2018 budget includes no increase to base fares
- Increase bus services along the I-77 Corridor to mitigate delays caused by construction
- Construction begins on the additional 2.5 miles of CityLYNX Gold Line Phase 2
- Additional state and federal funding for Charlotte Gateway Station
- Ridership growth projected to increase 24.4 percent in FY 2018
Executive Summary

Charlotte Water FY 2017 $143.3 million; FY 2018 $147.8 million

Charlotte Water (Utility) provides water and sewer services for the City of Charlotte as well as customers in the six towns in Mecklenburg County. The Utility also has regional service agreements that cross County boundaries including contracted operations at the Union County Wastewater plants. The FY 2018 proposed operating budget is $147,849,956, an increase of 3.1 percent above the prior year. Highlights include:

- Increase the Water and Sewer Availability Fees from $9.84 to $10.67 per month to recover 31 percent of the total annual water and sewer Debt Service
- Increase the Water and Sewer Billing Fees from $7.14 to $8.04 per month
- No change to the existing water and sewer usage rates
- The proposed rates summarized in the following table maintain current infrastructure and respond to changing economic and regulatory conditions

**FY 2018 Water and Sewer Rates**

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water Rates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Billing Charges</td>
<td></td>
<td>$3.57</td>
<td>$4.02</td>
</tr>
<tr>
<td>Availability Fee</td>
<td>2.97</td>
<td>3.17</td>
<td></td>
</tr>
<tr>
<td>Tiered Rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tier I: 0-4 ccf</td>
<td>1.58</td>
<td>1.58</td>
<td></td>
</tr>
<tr>
<td>Tier II: 5-8 ccf</td>
<td>2.04</td>
<td>2.04</td>
<td></td>
</tr>
<tr>
<td>Tier III: 9-16 ccf</td>
<td>4.71</td>
<td>4.71</td>
<td></td>
</tr>
<tr>
<td>Tier IV: &gt;16 ccf</td>
<td>8.91</td>
<td>8.91</td>
<td></td>
</tr>
<tr>
<td>Non Residential</td>
<td>2.73</td>
<td>2.73</td>
<td></td>
</tr>
<tr>
<td><strong>Sewer Rates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Billing Charges</td>
<td></td>
<td>$3.57</td>
<td>$4.02</td>
</tr>
<tr>
<td>Availability Fee</td>
<td>6.87</td>
<td>7.50</td>
<td></td>
</tr>
<tr>
<td>Volume Rate*</td>
<td>4.51</td>
<td>4.51</td>
<td></td>
</tr>
<tr>
<td>*up to 16 ccf for residential</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 ccf = 748 Gallons

**Typical Residential Bill**

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical user = 7 ccf/month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Rates for avg. ccf use:</td>
<td>$12.44</td>
<td>$12.44</td>
<td></td>
</tr>
<tr>
<td>Fixed Billing Charge:</td>
<td>3.57</td>
<td>4.02</td>
<td></td>
</tr>
<tr>
<td>Availability Fee:</td>
<td>2.97</td>
<td>3.17</td>
<td></td>
</tr>
<tr>
<td><strong>Total Water Cost:</strong></td>
<td>$18.98</td>
<td>$19.63</td>
<td></td>
</tr>
<tr>
<td>Sewer Rates:</td>
<td>$31.57</td>
<td>$31.57</td>
<td></td>
</tr>
<tr>
<td>Fixed Billing Charge:</td>
<td>3.57</td>
<td>4.02</td>
<td></td>
</tr>
<tr>
<td>Availability Fee:</td>
<td>6.87</td>
<td>7.50</td>
<td></td>
</tr>
<tr>
<td><strong>Total Sewer Cost:</strong></td>
<td>$42.01</td>
<td>$43.09</td>
<td></td>
</tr>
<tr>
<td><strong>Typical User’s Monthly Fee:</strong></td>
<td>$60.99</td>
<td>$62.72</td>
<td></td>
</tr>
</tbody>
</table>

The total proposed cost increase for the typical user at 7 ccf/month is approximately $1.73 per month.

FY 2018 Adopted Budget 31
Executive Summary

Storm Water Services  
FY 2017 $14.5 million;  FY 2018 $15.5 million

Drainage system failures and service needs are increasing as storm drainage infrastructure deteriorates, ages past useful life, or becomes too small to handle storm water. To respond to the growing number of failures, the FY 2018 budget will fund new Point Repair projects and will continue the design and construction of previously started Flood Control and Water Quality Enhancement capital projects. However, no new Flood Control and Water Quality Enhancement capital projects will start in FY 2018.

The FY 2018 Storm Water Services budget maintains the current Storm Water customer rate and rate structure. The operating budget increases from $14.5 million in FY 2017 to $15.5 million in FY 2018. The additional funds will be used for increased National Pollutant Discharge Elimination System (NPDES) permit costs and five new full-time equivalents to help address service needs. The new full-time equivalents will be a senior project manager, project manager, construction supervisor, engineer assistant, and GIS Technician.

During FY 2018, Storm Water Services will continue evaluating existing low priority service requests to provide current status of the requests. City Council will use this information to determine future funding for existing low priority requests.
Pay and Benefits – Investing in the employees delivering City services

The vast majority of City services are delivered by employees. This is reflected in the dedication of over 50 percent of the total operating budget to personnel related expenditures. The FY 2018 personnel budget reflects the Human Resources Philosophy adopted by the City Council:

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

**Compensation**

The ability to provide compensation increases has been limited over the past few fiscal years; challenging the City’s recruitment and retention strategies. The City regularly benchmarks pay adjustments with other employers, including: national statistics, Charlotte area municipalities, Charlotte large private sector employers, and the Employer’s Association. Of these five categories of employers, the average projected pay adjustment in 2018 is 3.0 percent.

The ability to provide compensation increases has been limited over the past five years. The City of Charlotte’s five-year average merit increase, including 2018 projections, is 2.5 percent, falling below that of national statistics (3.0 percent), Charlotte area municipalities (2.9 percent), large private-sector Charlotte employers (2.7 percent), and the Employers Association (3.1 percent). The following chart illustrates five-year the regional market movement pay trend:

<table>
<thead>
<tr>
<th>Source</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
<th>5 Year Average Increase</th>
<th>5 Year Cumulative Market Movement</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Statistics</td>
<td>2.9</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.1</td>
<td>3.0</td>
<td>15.0</td>
</tr>
<tr>
<td>National Municipalities</td>
<td>2.4</td>
<td>2.7</td>
<td>2.4</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>12.5</td>
</tr>
<tr>
<td>Charlotte Area Municipalities</td>
<td>2.6</td>
<td>2.6</td>
<td>3.0</td>
<td>3.2</td>
<td>3.0</td>
<td>2.9</td>
<td>14.4</td>
</tr>
<tr>
<td>Charlotte Large Employers</td>
<td>2.5</td>
<td>2.7</td>
<td>2.8</td>
<td>2.8</td>
<td>2.7</td>
<td>2.7</td>
<td>13.5</td>
</tr>
<tr>
<td>Employers Association</td>
<td>3.1</td>
<td>3.1</td>
<td>3.0</td>
<td>3.0</td>
<td>3.1</td>
<td>3.1</td>
<td>15.3</td>
</tr>
<tr>
<td>City of Charlotte Broadbanding</td>
<td>2.0</td>
<td>3.0</td>
<td>1.5</td>
<td>3.0</td>
<td>3.0</td>
<td>2.5</td>
<td>12.5</td>
</tr>
</tbody>
</table>

*2018 projected market movement based on limited data

To achieve the organization’s goal of recruiting and retaining a skilled and diverse workforce, and to invest in the employees who deliver daily services, the following compensation components are included in the FY 2018 Budget:

- 2.0 percent Public Safety market adjustment,
- 2.5 percent or 5.0 percent Public Safety step adjustment based on rank and current step,
- 3.0 percent Broadband merit budget (for all exempt/salaried general employees),
- 1.5 percent merit budget
- 1.5 percent Non-exempt/hourly market adjustment, and
- Increase minimum pay to $31,200 (equivalent to $15.00 per hour).
Executive Summary

Non-Exempt/Hourly Pay Plan
A new pay plan for entry-level, non-exempt employees in labor, trades, and administration positions (hourly classifications) was included in the FY 2017 budget. Under the new pay plan, non-exempt/hourly employees were transitioned from the current Broadbanding Pay Plan to the new Non-Exempt/Hourly Pay Plan. All non-exempt/hourly positions were converted to the new pay range and received market adjustments equal to half of the Broadbanding merit percentage increase.

Employees Currently Earning Below $15.00 per hour
In FY 2017, Council established a goal of bringing the minimum starting pay for City of Charlotte employees to $15.00 per hour by FY 2020. It is recommended that the City of Charlotte accelerate moving the minimum starting pay to $15.00 per hour by FY 2018. The cost to the general fund in FY 2018 to take employees to $31,200 ($15.00 per hour) would be $289,736.

Other Compensation Considerations
- Adjustment of Public Safety Pay Plan steps to better align with market competitiveness
- Revisions to Fire steps to better align with market data and the Police Officer step structure.
- The addition of aircraft rescue certification pay for Fire. This will be funded by the Aviation Department.

Benefits
The following benefits changes are included in the FY 2018 budget:

• Group Medical Insurance
  - The City’s overall funding for group insurance coverages will increase three percent.
  - Effective January 1, 2018, implement a multi-plan medical plan option, which will include Preferred Provider Organization (PPO) and Account Based (ABHP) health plans. The Account Based Health Plans will include Health Savings Account (HSA) and Health Reimbursement Account (HRA) options.
  - Implement an employee benefits decision support platform to simplify, personalize, and optimize how employees elect and enroll in benefits.
  - Effective January 1, 2018, the annual wellness incentive will be redesigned to align with the new medical plan options. The wellness incentive will be provided to employees and Non-Medicare Eligible Retirees.
  - Effective January 1, 2018, separate employee and retiree claims experience and create premium equivalents based on the actual experience of each group.
  - Effective January 1, 2018, adjust the employee cost sharing in the tiers of each medical plan based on separated plan experience of the retiree group and the actuarial value and the cost of the new multi-plan medical plan option.
  - Effective January 1, 2018, paid parental leave for City employees

• Prescription Drug
  - The prescription drug plan design will be modified in order to align with the new multi-option medical plan, to contain costs, promote generic utilization, and remain competitive with market practices. Changes include increases in copays and coinsurance.

• Dental Insurance
  - Effective, January 1, 2018, set the City’s dental contribution at $28 for the Basic and Plus dental plans.

• Other Benefit Considerations
  - Continue to monitor industry trends to ensure competitive benefits
  - Modify the benefits waiting period for new employees to align with Employer of Choice goals.
Executive Summary

Community Support Leave
Replace School Support Leave with Community Support Leave. The current School Support Leave provides for a four hour match of paid leave per year to support schools, whereas Community Support Leave will provide eight hours of employer paid leave per year to encourage our employees to support recognized 501(3) community service organizations, as well as school support activities.

Position Changes
The FY 2018 budget includes 7,867.75 full-time equivalents (FTEs) across all funds, an increase of 285 full-time equivalents. This full-time equivalent number reflects an increase of 178 full-time equivalents in the General Fund for Public Safety increases and full-time equivalents funded by user fees, Enterprise Funds, and other external sources. The Enterprise Funds’ full-time equivalent count increases by 107, funded by user rates and charges.

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 2017 Revised Total FTEs</th>
<th>FY 2018 Budget Total FTEs</th>
<th>FTE Change from FY 2017 to FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>5,496.00</td>
<td>5,674.00</td>
<td>178.00</td>
</tr>
<tr>
<td>Enterprise Funds</td>
<td>2,086.75</td>
<td>2,193.75</td>
<td>107.00</td>
</tr>
<tr>
<td><strong>Total All Funds</strong></td>
<td><strong>7,582.75</strong></td>
<td><strong>7,867.75</strong></td>
<td><strong>285.00</strong></td>
</tr>
</tbody>
</table>
Executive Summary

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

The Community Investment Plan is fully reviewed biennially. FY 2018 is an off-year in the biennial review schedule with no additions or adjustments to the upcoming 2018 and 2020 bond referenda. The FY 2018 – 2022 CIP preserves the priorities set forth by the community in the 2014 and 2016 bond referenda, while implementing $112.4 million in non-bond debt and PAYGO-funded adjustments and additions for capital investments that support the strategic foundation elements of the Letter to the Community, as well as critical and time-sensitive needs for a well-managed city. Highlights of additions to the CIP include:

- $46.5 million for new and renovated public safety facilities including CMPD Central Division Station, CMPD Animal Care and Control Facility, Infill Fire Station at Clanton Road and I-77, and renovations and upgrades to existing fire stations and police facilities and equipment.
- $27.5 million in capital investments over five years to support the renovation, maintenance and repair of City facilities, including renovation of roads and storm water infrastructure at the City’s cemeteries, expansion of the Charlotte Vehicle Operations Center, consolidation of employee workspace, Americans with Disability Act (ADA) improvements to City facilities, and increased support for the Environmental Services program.
- $13.4 million for additional transportation investments including Corridor Safety Implementation projects, additional funding for the Neighborhood Transportation Program and North Tryon Redevelopment, and implementation of ADA compliance for transportation infrastructure.
- $12.6 million in Pay-As-You-Go investments over five years to support the City’s technology infrastructure.
- $6.0 million for development of affordable and workforce housing.
- $5.0 million for economic development investments focused on business corridor revitalization.
- $0.9 million for additional Neighborhood Matching Grants and Code Enforcement support.
### Executive Summary

(all figures represent FY2018 unless otherwise noted)

<table>
<thead>
<tr>
<th>Category</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of Employees</td>
<td>7,867.75</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$2.39 billion</td>
</tr>
<tr>
<td>General Fund (net of transfers)</td>
<td>$581.7 million</td>
</tr>
<tr>
<td>General Bonded Debt per capita (FY 2016)</td>
<td>$959</td>
</tr>
<tr>
<td>General Bonded Debt % of Property Value (FY 2016)</td>
<td>0.87%</td>
</tr>
<tr>
<td>Debt Service % of Non Capital Expenditures (FY 2018)</td>
<td>16.90%</td>
</tr>
<tr>
<td>Assessed value (2017)</td>
<td>$96.6 billion</td>
</tr>
<tr>
<td>Land Area (square miles)</td>
<td>307.13</td>
</tr>
<tr>
<td>Street Miles</td>
<td>2,461</td>
</tr>
<tr>
<td>Retail Sales - Meck County (2016)</td>
<td>$20.5 billion</td>
</tr>
<tr>
<td>General Obligation Bond Rating (FY2017)</td>
<td>AAA</td>
</tr>
</tbody>
</table>

#### Fire Protection

- Fire Prevention Inspectors: 39.00
- Firefighters: 1,060.00

#### Police Protection

- Sworn Police Officers: 1,973.00
- Civilian: 518.50

#### Storm Water Rates

- Single Family (monthly) < 2,000 sq ft: $5.52
- Single Family (monthly) 2,000 to <3,000 sq ft: $8.13
- Single Family (monthly) 3,000 to <5,000 sq ft: $12.04
- Single Family (monthly) 5,000 sq ft & up: $19.91
- Commercial (monthly) per impervious acre: $143.73

#### Utilities

- Water Accounts (projected): 276,993
- Sewer Accounts (projected): 253,840

#### Meck County Building Permits (2016)

| Total | 18,301 |

#### Population

<table>
<thead>
<tr>
<th>Year</th>
<th>Census</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>731,424</td>
</tr>
<tr>
<td>2017</td>
<td>808,585</td>
</tr>
</tbody>
</table>

#### Unemployment Rate (Mecklenburg County)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>6.90%</td>
</tr>
<tr>
<td>2015</td>
<td>5.10%</td>
</tr>
<tr>
<td>2016</td>
<td>5.00%</td>
</tr>
<tr>
<td>2017</td>
<td>4.40%</td>
</tr>
</tbody>
</table>

#### Top Principal Taxpayers (2016)

- Wells Fargo/Wachovia: 1.76%
- Us Airways: 1.45%
- Bank of America: 1.29%
- Duke Energy: 1.29%
- AT&T/BellSouth: 0.42%
- Time Warner Entertainment: 0.42%

#### Median Household Income

- 2016: $54,078

#### Principal Employers (2016)

- Carolinas Healthcare System: 6.36%
- Wells Fargo/Wachovia Corporation: 4.18%
- Charlotte-Mecklenburg Schools: 3.30%
- Wal-Mart Stores, Incorporated: 3.11%
- Bank of America: 2.73%

**FY 2018 Adopted Budget**

37
### Property Tax (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-cent on the property tax rate</td>
<td>$ 9,540,956</td>
</tr>
<tr>
<td>General Fund</td>
<td>37.41¢</td>
</tr>
<tr>
<td>Muni Debt Service for Capital</td>
<td>9.26¢</td>
</tr>
<tr>
<td>Pay-As-You-Go Capital</td>
<td>1.20¢</td>
</tr>
<tr>
<td><strong>Total Property Tax Rate (per $100 valuation)</strong></td>
<td><strong>47.87¢</strong></td>
</tr>
</tbody>
</table>

### Local Sales Tax (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>4.75%</td>
</tr>
<tr>
<td>Local</td>
<td>2.00%</td>
</tr>
<tr>
<td>Transit Tax - CATS</td>
<td>0.50%</td>
</tr>
<tr>
<td><strong>Total (as of July 1)</strong></td>
<td><strong>7.25%</strong></td>
</tr>
</tbody>
</table>

### Occupancy Tax (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 3-Percent</td>
<td>3.0%</td>
</tr>
<tr>
<td>Second 3-Percent</td>
<td>3.0%</td>
</tr>
<tr>
<td>NASCAR Hall of Fame Tax</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8.0%</strong></td>
</tr>
</tbody>
</table>

### Prepared Food Tax (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City/County</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

### Car Rental Taxes (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Use Tax</td>
<td>8.0%</td>
</tr>
<tr>
<td>Charlotte Vehicle Rental Tax</td>
<td>1.5%</td>
</tr>
<tr>
<td>Mecklenburg Vehicle Rental Tax</td>
<td>1.5%</td>
</tr>
<tr>
<td>Airport Tax (If applicable)</td>
<td>10.0%</td>
</tr>
<tr>
<td>U-Drive-it Vehicle Rental tax</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

### Area City and County Property Tax Rates (FY 2018)

<table>
<thead>
<tr>
<th>Area</th>
<th>Tax Rate (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte</td>
<td>47.87¢</td>
</tr>
<tr>
<td>Mecklenburg County</td>
<td>81.57¢</td>
</tr>
<tr>
<td>Cornelius</td>
<td>25.50¢</td>
</tr>
<tr>
<td>Davidson</td>
<td>35.00¢</td>
</tr>
<tr>
<td>Huntersville</td>
<td>30.50¢</td>
</tr>
<tr>
<td>Matthews</td>
<td>34.00¢</td>
</tr>
<tr>
<td>Mint Hill</td>
<td>27.00¢</td>
</tr>
<tr>
<td>Pineville</td>
<td>38.00¢</td>
</tr>
<tr>
<td>Police Service District</td>
<td>21.46¢</td>
</tr>
<tr>
<td>Stallings</td>
<td>21.50¢</td>
</tr>
</tbody>
</table>

### MOTOR VEHICLE REGISTRATION FEE (FY 2018)

<table>
<thead>
<tr>
<th>Area</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte</td>
<td>$ 30.00</td>
</tr>
</tbody>
</table>

### SOLID WASTE FEES (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Family &amp; Mobile Homes</td>
<td>$ 39.00</td>
</tr>
<tr>
<td>Multiple Family</td>
<td>$ 39.00</td>
</tr>
</tbody>
</table>

### Prepared Food Tax (FY 2018)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Family &amp; Mobile Homes</td>
<td>$ 20.50</td>
</tr>
<tr>
<td>Multiple Family</td>
<td>$ 20.50</td>
</tr>
</tbody>
</table>

### MUNICIPAL SERVICE DISTRICTS (FY 2018)

<table>
<thead>
<tr>
<th>District</th>
<th>Tax Rate (FY 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 - Center City</td>
<td>1.68¢</td>
</tr>
<tr>
<td>02 - Center City</td>
<td>2.33¢</td>
</tr>
<tr>
<td>03 - Center City</td>
<td>3.58¢</td>
</tr>
<tr>
<td>04 - South End</td>
<td>6.68¢</td>
</tr>
<tr>
<td>05 - University City</td>
<td>2.79¢</td>
</tr>
</tbody>
</table>

*per $100 valuation
As an innovative, data-driven organization, strategic planning is an integral component to the City of Charlotte’s overall management philosophy. The City’s strategic planning process begins each year with an examination of community priorities. For Fiscal Year 2018, the City Council identified several foundational elements for prioritizing community resources, including:

- Implementation of the recommendations outlined in City Council’s Letter to the Community including the promotion of safety, trust, and accountability; the availability of good paying jobs; and access to high-quality affordable housing

- Becoming the winning City of the future through prioritizing projects and programs that emphasize the following traits*:
  1. Positive Buzz – Inspiring and Scaling Positive Word of Mouth
  2. Shared Story – Advancing a Seamless Narrative; Why We’re Unique
  3. 15-Minute Livable Communities – Investing in Diverse Neighborhoods
  4. Affordable Spaces – Meeting the Rising Demand for Affordable Housing
  5. Workforce Dynamics – Advancing Large-Scale Training and Re-Skilling
  6. Millennial Magnet – Being a Hot Spot for Young Professionals
  7. Beyond Borders – Advancing Collaboration Across and Outside the Region
  8. Open Minds – Being Creative, Innovative, and Accepting of New Ideas
  9. Open Book – Being Hyper-Transparent and a Proactive Communicator
  10. Big Tent – Being a Welcoming and Inclusive Community

- Operationalizing the objectives and strategies set forth in the City Council’s five Focus Areas, which were adopted by City Council on December 12, 2016:
  1. Community Safety – Charlotte will be one of America’s safest communities
  2. Economic Development – Charlotte will thrive with diverse businesses and economic opportunity for all
  3. Environment – Charlotte will become a global leader in environmental sustainability, balancing economic growth with preserving our natural resources
  4. Housing and Neighborhood Development – Charlotte will sustain and create distinct and diverse neighborhoods for all of its residents
  5. Transportation and Planning – Charlotte will be a vibrant, livable city where residents of all income levels have convenient transportation access to employment, services, and housing choices

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

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

The City of Charlotte is currently reassessing its approach to strategic planning and performance management. Throughout FY 2018, staff will provide updates to the City Council and the community on the status of the revised approach.

*The Ten Defining Traits of Winning Cities of Tomorrow were developed by the Southeastern Institute of Research
**Community Safety**  
**FY 2018 and FY 2019 Strategic Focus Area Plan**  

"Charlotte will be one of America’s safest communities.”

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

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

*Included in the Strategic Priorities Matrix
# Community Safety

## FY 2018 and FY 2019 Strategic Focus Area Plan

<table>
<thead>
<tr>
<th>Objective and Strategy</th>
<th>Measure/Target</th>
<th>FY 2016 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective: Minimize loss of life, property damage, and injury</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy: Continue to refine community policing and crime fighting practices to protect potential victims of crime</td>
<td>≥3% reduction in reported Part One UCR crime rates per 100,000 population</td>
<td>12.2% increase</td>
</tr>
<tr>
<td>Strategy: Improve response times for emergency calls</td>
<td>≤7 minute CMPD response to a Priority 1 (emergency) call for service</td>
<td>6.5 minute response time</td>
</tr>
<tr>
<td>Strategy: Reduce risks to commuter safety on and around city streets, sidewalks, greenways, and transit modes</td>
<td>Percent of Fire calls where first company is on scene in ≤6 minutes (90% of time goal)</td>
<td>84.59% arrival time</td>
</tr>
<tr>
<td>Strategy: Conduct annual disaster preparedness</td>
<td>Complete ≥15 pedestrian safety and crossing projects per year</td>
<td>42 projects completed</td>
</tr>
<tr>
<td></td>
<td>Build 10 miles of new sidewalks and bikeways per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</td>
<td>13.02 miles of sidewalks and 2.96 miles of bikeways</td>
</tr>
<tr>
<td><strong>Objective: Improve perception of safety and level of trust in Community Safety</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy: Improve and protect quality of life in Charlotte neighborhoods and corridors</td>
<td>Keep 95% of streetlights operational city-wide</td>
<td>95.4% of streetlights operational</td>
</tr>
<tr>
<td>Strategy: Expand Juvenile Diversion and support for youth programs</td>
<td>Achieve pavement rating of 90.0 or above</td>
<td>82.0 pavement rating</td>
</tr>
<tr>
<td>Strategy: Implement and support community education programs in schools, neighborhoods, and during community events</td>
<td>Increase the completion rate of first time youthful offenders referred to the Juvenile Diversion Program by ≥10%</td>
<td>28.7% increase</td>
</tr>
<tr>
<td></td>
<td>Enhance the Community Response model by conducting community safety forums to disseminate crime information and obtain community input on areas to focus resources</td>
<td>9 community safety forums conducted</td>
</tr>
<tr>
<td>Strategy: Increase the completion rate of first time youthful offenders referred to the Juvenile Diversion Program by ≥10%</td>
<td>Percent of CMS 3rd grade classrooms that receive fire education programs</td>
<td>100% of CMS 3rd grade classrooms reached</td>
</tr>
<tr>
<td><strong>Objective: Develop an inclusive, representative, and highly trained workforce</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy: Enhance efforts to attract and develop a public safety workforce that is more representative of the community it serves</td>
<td>Percent of women and minorities in police officer and firefighter applicant pool</td>
<td>64.8% Police 35.0% Fire</td>
</tr>
<tr>
<td><strong>Objective: Enhance emergency preparedness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy: Conduct annual disaster preparedness public education activities</td>
<td>Number of Annual Disaster and Incident Action Plans developed</td>
<td>37 plans developed</td>
</tr>
<tr>
<td><strong>Objective: Foster economic success for everyone in the community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy: Collaborate between agencies to engage and strengthen relationships in vulnerable areas of the community</td>
<td>Implement Performance Strategic Plan with other City and County Departments</td>
<td>New measure in FY 2018</td>
</tr>
</tbody>
</table>

*Included in the Strategic Priorities Matrix
Housing and Neighborhood Development

FY 2018 and FY 2019 Strategic Focus Area Plan

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

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

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

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

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

*Included in the Strategic Priorities Matrix
## Housing and Neighborhood Development
### FY 2018 and FY 2019 Strategic Focus Area Plan

<table>
<thead>
<tr>
<th>Objective and Strategy</th>
<th>Measure/Target</th>
<th>FY2016 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective: Preserve and create neighborhoods that offer affordable housing options</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Expand the supply of newly constructed affordable and workforce housing geographically dispersed throughout the</td>
<td>Number of new affordable and workforce housing units annually</td>
<td>286+ units added</td>
</tr>
<tr>
<td>Community Investment Plan to enhance safety, livability, and job growth*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Preserve existing affordable housing options by using current and new housing strategies in all areas of the</td>
<td>Number of affordable housing units redeveloped or rehabilitated annually</td>
<td>354 units redeveloped</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective: Preserve and create neighborhoods that are attractive and environmentally sustainable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Emphasize identifying problems with buildings (residential and non-residential) before they become neighborhood issues</td>
<td>55% of all nuisance cases originate from inspection and only the remaining 45% require citizen complaints</td>
<td>65.64% - field observations 34.36% - complaints</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Expand and enhance active participation in volunteer street and stream adoption and cleaning*</td>
<td>250 active Keep Charlotte Beautiful Adopt-a-City Street participant organizations</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>80 miles of streams cleaned within the City of Charlotte as part of the Adopt-a-Stream program</td>
<td>83.24 miles of streams cleaned</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective: Preserve and create neighborhoods that are connected and vibrant</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Work with partners to ensure adequate lighting on City streets</td>
<td>Keep 95% of streetlights operational city-wide</td>
<td>95.4% of streetlights</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Promote digital connectedness</td>
<td>Increase % of subsidized housing units with internet</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Improve access to healthy foods throughout the City*</td>
<td>Complete Farmers Market study</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job growth*</td>
<td>Build 10 miles of new sidewalks and bikeways per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</td>
<td>13.02 miles of sidewalks and 2.96 miles of bikeways</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Connect community leaders, residents, elected officials and staff</td>
<td>30 organizations attending neighborhood board retreats</td>
<td>31 organizations</td>
</tr>
<tr>
<td></td>
<td>30 goals accomplished in the current fiscal year by all previous board retreat attendees</td>
<td>36 goals accomplished</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective: Preserve and create neighborhoods that are engaged and welcoming</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Support volunteer engagement and neighborhood improvement through neighborhood matching</td>
<td>8,000 volunteer hours served as a result of grants awarded</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>60 Neighborhood Matching Grants awarded</td>
<td>60 grants awarded</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Provide community with training and perspective to accomplish goals and create deeper engagement across diverse communities</td>
<td>800 people participating in City sponsored training</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>80 neighborhoods represented in City sponsored training</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Objective: Foster economic success for everyone in the community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Connect children to high-quality out of school time (OST) programs*</td>
<td>816 children served through City OST grant contracts</td>
<td>776 children served</td>
</tr>
<tr>
<td></td>
<td>200 private-sector businesses and non-profits providing youth internships, pre-apprenticeships, and other work experiences</td>
<td>151 private-sector businesses and non-profits</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Directly and through partner organizations provide youth with internships, pre-apprenticeships, and other work experiences*</td>
<td>5,000 MYEP internships and youth participating in career readiness training and other work experiences</td>
<td>4,158 internships and youth</td>
</tr>
</tbody>
</table>

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

Charlotte will become a global leader in environmental sustainability by:
- Becoming a model environmental community in how it manages solid waste, energy, water and air;
- Leading by example by practicing environmental stewardship in City operations and facilities as guided through the Internal Environmental Operations Plan;
- Seeking and supporting collaborative and regional solutions to environmental problems; and
- Analyzing data and applying technologies to reach our environmental goals.

Specific objectives to support these goals include:

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

* Included in the Strategic Priorities Matrix
## Environment
### FY 2018 and FY 2019 Strategic Focus Area Plan

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<th>FY 2016 Actual</th>
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</thead>
<tbody>
<tr>
<td><strong>Objective:</strong> Practice Environmental Stewardship in City Operations and Facilities</td>
<td><strong>Strategy:</strong> Increase use of alternative fuel vehicles in City fleet*</td>
<td>Increase alternative fuel vehicles in City fleet by 50 vehicles over two years</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Decrease waste in City facilities</td>
<td>Maintain a 15% minimum recycling rate in police stations</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Increase the use of recycled and environmentally friendly products</td>
<td>Increase Green purchasing</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Reduce energy usage in City facilities*</td>
<td>Use 15% less energy as compared to facilities across the Southeastern US</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Increase renewable energy usage</td>
<td>Assess five City assets for renewable technology opportunities</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Reduce water usage in City facilities</td>
<td>Install three technologies to reduce consumption</td>
</tr>
<tr>
<td><strong>Objective:</strong> Protect Water Quality as a Resource to the Community</td>
<td><strong>Strategy:</strong> Rehabilitate streams to improve water quality*</td>
<td>Improve at least 5,000 feet of impaired stream per year</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Encourage residents to conserve water through education and awareness</td>
<td>Treat 100 acres of impervious area runoff prior to entering streams</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Increase public alternative fueling stations (e.g. Electric charging stations, compressed natural gas fueling stations)</td>
<td>Increase number of smart irrigation devices installed by 5%</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Increase number of individuals reached through public events and conservation education efforts by 10%</td>
<td>Increase number of residents who walk, bicycle, or take transit to work. Shared measure with T&amp;P Committee</td>
</tr>
<tr>
<td><strong>Objective:</strong> Protect Air Quality</td>
<td><strong>Strategy:</strong> Encourage the use of environmentally friendly transportation options</td>
<td>Increase the percent of residents who walk, bicycle, or take transit to work. Shared measure with T&amp;P Committee</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Increase public alternative fueling stations (e.g. Electric charging stations, compressed natural gas fueling stations)</td>
<td>Increase the number of alternative fueling stations available to the public by 25%</td>
</tr>
<tr>
<td><strong>Objective:</strong> Reduce, Reuse, and Recycle Waste</td>
<td><strong>Strategy:</strong> Divert waste from the landfill</td>
<td>Reduce pounds landfilled per curbside residential unit compared to the prior fiscal year</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Increase composting</td>
<td>Establish a baseline number of outreach events</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Promote waste options*</td>
<td>Increase education on residential recycling for lowest recycling neighborhood profile areas</td>
</tr>
<tr>
<td><strong>Objective:</strong> Maintain/Protect Urban Forest as a Community Resource</td>
<td><strong>Strategy:</strong> Assess aging tree canopy</td>
<td>Assess 4,400 large trees per year to inform proper stewardship or removal strategies</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Plant more trees*</td>
<td>Establish a tree canopy neutrality goal for public projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Plant 15,000 trees per year through public planting and private partnerships</td>
</tr>
<tr>
<td><strong>Objective:</strong> Improve Sustainability through the Use of Data and Technology</td>
<td><strong>Strategy:</strong> Develop a pilot research and design district for the City to test Smart systems and sensor data</td>
<td>Test three different Smart technologies</td>
</tr>
<tr>
<td><strong>Objective:</strong> Foster economic success for everyone in the community</td>
<td><strong>Strategy:</strong> Promote education and job training in the field of sustainability</td>
<td>Create five apprenticeship opportunities in sustainability</td>
</tr>
<tr>
<td></td>
<td><strong>Strategy:</strong> Develop affordable transit options that enhance connectivity within the Charlotte region</td>
<td>Implement the Envision My Ride program</td>
</tr>
</tbody>
</table>

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

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

*Included in the Strategic Priorities Matrix
## Transportation and Planning

### FY 2018 and FY 2019 Strategic Focus Area Plan

<table>
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<tbody>
<tr>
<td><strong>Objective: Accommodate and Support Growth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Implement the Centers, Corridors, and Wedges Growth Framework, the 2030 Transit System Plan and the Transportation Action Plan</td>
<td>Four major arterial road projects completed per year</td>
<td>Three major projects completed</td>
</tr>
<tr>
<td></td>
<td>Two major intersection projects completed per year</td>
<td>No major projects completed</td>
</tr>
<tr>
<td></td>
<td>Complete construction of the Blue Line Extension and CityLynx Gold Line Phase II</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Conduct appropriate planning and design studies of the Silver Line (East), rapid transit alignment through Uptown Charlotte to the Airport (West), and Enhanced Bus (North) and future phases of the CityLynx Gold Line</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Prepare and adopt 1) Charlotte Place Type Policies, which further define the Centers, Corridors, and Wedges growth framework; and 2) a Unified Development Ordinance, a tool to implement the City’s land use, urban design, and transportation polices*</td>
<td>Complete initial draft of the Unified Development Ordinance</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Complete Charlotte Place Type Policy Manual</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>In accordance with the Gartner Study recommendations, use the Accela land development management system to complete the automation of rezoning activities to increase efficiency and improve customer service</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Objective: Support a Vibrant and Growing Economy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Continue to position Charlotte as a global freight and logistics hub by implementing appropriate infrastructure projects*</td>
<td>Fund transportation improvements through approved CIP projects</td>
<td>Advance preliminary planning report for Airport/West Corridor completed August 2015</td>
</tr>
<tr>
<td></td>
<td>Implement Area Plans</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Develop the Charlotte Gateway Station project that serves regional public transit and rail services</td>
<td>Begin construction of Phase I track improvement</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Pursue funding for Phase II improvements</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Objective: Maintain and Support Charlotte’s Transportation Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Maintain Charlotte’s transportation infrastructure by planning and investing current and future resources into the City’s transportation network</td>
<td>Begin developing a long-term funding strategy for the Transportation Action Plan</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Perform preventative maintenance on 100% of traffic signals every two years</td>
<td>Preventative maintenance performed on 100% of traffic signals over two year period</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Maintain a twelve-year resurfacing cycle</td>
<td>Achieve pavement rating of 90.0 or above</td>
<td>82.0 pavement rating</td>
</tr>
<tr>
<td><strong>Objective: Foster Economic Success for Everyone in the Community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job growth*</td>
<td>Build 15 or more pedestrian safety and crossing projects per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</td>
<td>42 pedestrian safety projects installed</td>
</tr>
<tr>
<td></td>
<td>Build 10 miles of new sidewalks and bikeways per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services</td>
<td>13.02 miles of sidewalk and 2.96 miles of bikeways</td>
</tr>
<tr>
<td></td>
<td>Conduct pedestrian safety awareness campaign to enhance safety, provide transportation, choices, and better connect residents to employment opportunities</td>
<td>Participated in the NC Watch for Me campaign</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Implement the recommendations of the CATS bus system comprehensive review to increase access to transit and effectively deploy transit</td>
<td>Conduct and complete a comprehensive analysis of CATS bus route structure to connect more people to jobs, employment centers, and services</td>
<td>New measure in FY 2018</td>
</tr>
</tbody>
</table>

*Included in the Strategic Priorities Matrix

FY 2018 Adopted Budget

47
Economic Development  
FY 2018 and FY 2019 Strategic Focus Area Plan

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

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

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

### FY 2018 and FY 2019 Strategic Focus Area Plan

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<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Implement Workforce Development Program serving individuals with multiple barriers to employment*</td>
<td>Train 90 participants in highway construction, residential and commercial construction and broadband and fiber optic cabling through community and corporate partnerships</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Graduate at least 72 participants from the Program by June 2018</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Place 51 individuals from the Program in employment opportunities by June 2018</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Increase number of work experiences and internships through City programs*</td>
<td>Graduate at least 50% of enrolled participants from the Pre-Apprenticeship program for Transit Management by August 2019</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Create proposal for City Council consideration to increase youth employment and internship opportunities to 1,000 by June 2019</td>
<td>Mayor’s Youth Employment Program: 357 internships</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Connect individuals to jobs, apprenticeships, and other on-the-job training opportunities available through the private sector, educational institutions, and not-for-profit entities*</td>
<td>Create Corporate Advisory Councils for workforce development program by December 31, 2017</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Objective: Promote the holistic development of targeted business districts and neighborhoods</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Stimulate private investment in targeted areas and within areas identified by the Community Investment Plan and Business Corridor Revitalization Plan. Examples include Smart Districts, Applied Innovation Corridor, the Northwest Corridor, the Eastland/Central Avenue Area, the West Boulevard area, Southpark Area, and the Freedom Drive Area*</td>
<td>Complete a North End Smart District public-private partnership agreement with developers by December 31, 2017</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Revise economic development grant programs for City Council consideration by July 1, 2017</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td></td>
<td>Complete a redevelopment framework strategy for Eastland Mall site by July 1, 2017</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Invest in Airport facility improvements to meet domestic and international demand*</td>
<td>Continue to implement the Destination CLT program and Airport Area Strategic Development Plan</td>
<td>25% plan completion</td>
</tr>
<tr>
<td><strong>Objective: Foster economic success for everyone in the community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Increase contracting opportunities for Minority, Women, Small Business Enterprise (MWSBE) firms through the Charlotte Business INClusion Policy*</td>
<td>FY 2018 Target: 14% utilization</td>
<td>FY 2016 year-end spend is currently being reconciled. Based on preliminary data, the City is on track to meet the target for 12% MWSBE Citywide Direct Spend</td>
</tr>
<tr>
<td></td>
<td>FY 2019 Target: 16% utilization</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Simplify and clarify regulatory processes for real estate developers and businesses*</td>
<td>Use technology to make processes simpler for staff and customers</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Provide and connect small businesses, including immigrant-owned and international businesses, to networking and learning opportunities in order to grow and operate more effectively*</td>
<td>300 small business survey respondents and focus group participants (in conjunction with Mecklenburg County) and outreach to 100 immigrant-owned and international businesses by December 31, 2017</td>
<td>New measure in FY 2018</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Update economic development grant programs to better align with business needs and community goals*</td>
<td>Create and adopt new and improved policy guidelines for Business Investment Grant Program by December 31, 2017</td>
<td>New measure in FY 2018</td>
</tr>
</tbody>
</table>

*Included in the Strategic Priorities Matrix
Operating Budgets: A Closer Look

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

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

**Responsibilities**
- Weekly curbside collection service city-wide for garbage, yard waste, and bulky waste

**Budget and Staffing Overview**

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Revised</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>personnel</td>
<td>18,976,945</td>
<td>18,249,053</td>
<td>19,863,768</td>
<td>20,778,352</td>
<td>4.5%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>478,761</td>
<td>(532,420)</td>
<td>(621,092)</td>
<td>(833,016)</td>
<td>2.1%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>50,599,477</td>
<td>53,599,393</td>
<td>55,210,350</td>
<td>57,214,740</td>
<td>3.6%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>12,662,649</td>
<td>8,385,029</td>
<td>11,402,664</td>
<td>13,398,313</td>
<td>17.5%</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>37,936,828</td>
<td>45,214,364</td>
<td>43,807,694</td>
<td>43,816,425</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th>FTEs</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>302.00</td>
<td>302.00</td>
</tr>
<tr>
<td>FY 2018</td>
<td>305.00</td>
<td>314.00</td>
</tr>
</tbody>
</table>

**Department Services (Focus Area)**
CurbSide Rollout Single-Stream Recycling Collection and Disposal (Environment)
- Provides contracted bi-weekly curbside recycling collection and disposal to more than 214,000 curbside residential units

**FY 2018 Budget and Staffing Adjustments**
- **Decreases**
  - None
  - Amount: 0
- **Increases**
  - Annual contract escalations and growth for residential recycling multi-family solid waste collection, and roll-out cart maintenance and replacement: $1,063,670
  - Increased cost of tipping fees at the landfill and compost central and growth in tonnage due to in-fill unit growth: $724,500

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Target</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential CurbSide Rollout Garbage Collection and Disposal</td>
<td>125.9</td>
<td>128.9</td>
<td>125</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
50
Mission
The Charlotte-Mecklenburg Police Department builds problem-solving partnerships with citizens to prevent the next crime and enhance the quality of life throughout the community, always treating people with fairness and respect.

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$195,403,093</td>
<td>$195,994,034</td>
<td>$207,610,530</td>
<td>$222,374,207</td>
<td>7.1 %</td>
</tr>
<tr>
<td>Operating</td>
<td>$35,368,653</td>
<td>$40,352,482</td>
<td>$39,100,420</td>
<td>$40,336,393</td>
<td>3.2 %</td>
</tr>
<tr>
<td>Capital</td>
<td>$7,665</td>
<td>$9,951</td>
<td>$1,516,931</td>
<td>$242,520</td>
<td>-84.0</td>
</tr>
<tr>
<td>Department Charges</td>
<td>$(7,354,021)</td>
<td>$(961,379)</td>
<td>$(1,583,264)</td>
<td>$(1,265,741)</td>
<td>-20.1</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$223,425,390</td>
<td>$235,395,088</td>
<td>$246,644,617</td>
<td>$261,687,379</td>
<td>6.1 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$21,710,988</td>
<td>$28,737,779</td>
<td>$30,420,865</td>
<td>$32,105,916</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$201,714,402</td>
<td>$206,657,309</td>
<td>$216,223,752</td>
<td>$229,581,463</td>
<td>6.2 %</td>
</tr>
</tbody>
</table>

Staffing

<table>
<thead>
<tr>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
</tr>
<tr>
<td>2,307.50</td>
</tr>
</tbody>
</table>
## Police Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Office of the Chief (Community Safety)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>12,125,389</td>
<td>12,774,989</td>
<td>26,777,350</td>
<td>15,194,678</td>
</tr>
<tr>
<td>Revised/ FTEs</td>
<td>48.00</td>
<td>48.00</td>
<td>50.00</td>
<td>54.00</td>
</tr>
</tbody>
</table>

Includes the Chief, Deputy Chiefs, Police Attorneys, Internal Affairs Bureau, and Public Affairs; provides overall direction of the department for policing services in the City of Charlotte, Davidson, Huntersville, and unincorporated Mecklenburg County.

<table>
<thead>
<tr>
<th>Administrative Services (Community Safety)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>43,534,502</td>
<td>45,866,801</td>
<td>43,339,957</td>
<td>55,176,900</td>
</tr>
<tr>
<td>Revised/ FTEs</td>
<td>282.00</td>
<td>287.00</td>
<td>304.00</td>
<td>317.50</td>
</tr>
</tbody>
</table>

Supports activities for Computer Technology Solutions, Human Resources, Criminal Intelligence and Crime Analysis, 911 Communications, management of the vehicle fleet, facilities planning and management, non-emergency policing services, and maintenance of police records.

<table>
<thead>
<tr>
<th>Investigative Services (Community Safety)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>27,377,945</td>
<td>28,844,679</td>
<td>24,710,447</td>
<td>27,238,015</td>
</tr>
<tr>
<td>Revised/ FTEs</td>
<td>268.00</td>
<td>277.00</td>
<td>282.00</td>
<td>285.00</td>
</tr>
</tbody>
</table>

Investigates major Part One crimes, specialized investigations, vice offenses, gang activity, and enforces ordinances. Includes homicide, missing persons, robbery, sexual assault, domestic violence, fraud, cybercrime, and crimes with a juvenile victim and/or suspect.

<table>
<thead>
<tr>
<th>Support Services (Community Safety)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>24,908,652</td>
<td>26,243,098</td>
<td>26,498,621</td>
<td>28,399,300</td>
</tr>
<tr>
<td>Revised/ FTEs</td>
<td>213.50</td>
<td>270.50</td>
<td>263.50</td>
<td>272.00</td>
</tr>
</tbody>
</table>

Provides tactical support for patrol operations. Includes the Aviation Unit (helicopter); K-9 Unit; Bomb Squad; Violent Criminal Apprehension Team; SWAT Team; Civil Emergency Unit; ALERT Team; Community Health and Wellness; Crisis Intervention Team, Peer Support, Electronic Monitoring, Mental Health Program; School Resource Officers; Neighborhood and Business Watch; CMPD Volunteer Program; Juvenile Diversion Program, Police Athletic League, Police Explorers; Animal Care and Control; Crime Scene Search; manages Property and Evidence, False Alarm Ordinance, and Secondary Employment.

<table>
<thead>
<tr>
<th>Field Services (Community Safety)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>122,832,924</td>
<td>122,626,900</td>
<td>126,901,506</td>
<td>136,944,227</td>
</tr>
<tr>
<td>Revised/ FTEs</td>
<td>1,496.00</td>
<td>1,428.00</td>
<td>1,501.00</td>
<td>1,563.00</td>
</tr>
</tbody>
</table>

Patrols and responds to all dispatched 911 calls for policing services; enforces laws and ordinances; monitors crime reduction strategies; conducts follow-up investigations; initiates problem solving activities to address crime; coordinates problem solving partnerships; traffic enforcement: DWI Task Force, traffic crashes, accident reconstruction; minimizes nuisance abatement; monitors ABC establishments; coordinates law enforcement services with Aviation and CATS; coordinates police services for special events, Passengers Vehicles for Hire Office, Rental Property Ordinance, and Pawn/Scrap Metal.

<table>
<thead>
<tr>
<th>Departmental Charges</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>(7,354,021)</td>
<td>(961,379)</td>
<td>(1,583,264)</td>
<td>(1,265,741)</td>
</tr>
</tbody>
</table>

Total Budget $223,425,390 235,395,088 246,644,617 261,687,379

Total FTEs 2,307.50 2,310.50 2,400.50 2,491.50
Police

FY 2018 Budget and Staffing Adjustments

Decreases
- None

Increases
Increases to sworn and civilian personnel to respond to the growth in the population and the number of special events in the City:
- Addition of 62 sworn Officers and associated capital equipment to reduce crime and improve citizens' perception of safety (15 Officers funded 75 percent by COPs Hiring Grant during FY 2018) $ 2,334,297
- Addition of 25 Civilian full-time equivalents: Crime Scene/Crime Lab Technicians, Analysts, Administrators, and Specialists to support policing services, help process evidence, investigate crimes, and solve cases $ 722,954
- Addition of four Airport Law Enforcement Officers to achieve a sustainable staffing level that will improve security and safety at Charlotte Douglas International Airport (Funded 100 percent by Aviation) $ 395,921

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Services/Community Policing/Patrol/Crime Prevention</td>
<td>Reducing Uniform Crime Report Part One crimes per 100,000 population over previous fiscal year</td>
<td>12.2% increase</td>
<td>10.5% increase</td>
</tr>
<tr>
<td>Special Investigations</td>
<td>Five percent increase in number of illegal guns seized over previous fiscal year</td>
<td>17.2%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Criminal Investigations</td>
<td>Increase homicide clearance rate</td>
<td>72%</td>
<td>72%</td>
</tr>
<tr>
<td>Special Operations and Crime Lab</td>
<td>Complete DNA lab analysis for priority cases in 10 working days</td>
<td>83.3%</td>
<td>92%</td>
</tr>
<tr>
<td>Communications</td>
<td>Percentage of 911 calls answered in 10 seconds or less</td>
<td>88%</td>
<td>90%</td>
</tr>
<tr>
<td>Police Officer Training and Recruitment</td>
<td>Percentage of females and minorities in applicant pool</td>
<td>64.8%</td>
<td>60.8%</td>
</tr>
<tr>
<td>Animal Control</td>
<td>Achieve live release rate (adoptions, transfers to rescue organizations, and/or return to owner) of dogs and cats</td>
<td>New Measure in FY 2017</td>
<td>71.8%</td>
</tr>
</tbody>
</table>
Fire

Mission
The Charlotte Fire Department preserves life and property through rapid emergency response, code enforcement, education, and planning.

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$99,100,237</td>
<td>101,020,328</td>
<td>105,137,180</td>
<td>108,971,852</td>
<td>3.6 %</td>
</tr>
<tr>
<td>Operating</td>
<td>13,078,163</td>
<td>13,923,347</td>
<td>14,140,655</td>
<td>15,162,956</td>
<td>7.2</td>
</tr>
<tr>
<td>Capital</td>
<td>0</td>
<td>0</td>
<td>25,302</td>
<td>0</td>
<td>-100.0</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(226,997)</td>
<td>(256,406)</td>
<td>(579,777)</td>
<td>(254,998)</td>
<td>-56.0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$111,951,403</td>
<td>114,687,269</td>
<td>118,723,360</td>
<td>123,879,810</td>
<td>4.3 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$8,070,980</td>
<td>9,418,153</td>
<td>9,808,628</td>
<td>10,857,529</td>
<td>10.7 %</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>$103,880,423</td>
<td>105,269,116</td>
<td>108,914,732</td>
<td>113,022,281</td>
<td>3.8 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total FTEs</td>
<td>1,172.00</td>
<td>1,166.00</td>
<td>1,187.00</td>
<td>1,208.00</td>
<td>21.00</td>
</tr>
</tbody>
</table>
### Fire Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire Emergency Response (Community Safety)</strong></td>
<td>$102,040,120</td>
<td>104,684,046</td>
<td>107,843,875</td>
<td>112,547,709</td>
</tr>
<tr>
<td>Provides fire suppression, first responder medical service, hazardous materials mitigation and technical rescue. Airport rescue and Administration are also included in response.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emergency Preparedness/Homeland Security (Community Safety)</strong></td>
<td>718,245</td>
<td>726,557</td>
<td>1,032,109</td>
<td>1,135,978</td>
</tr>
<tr>
<td>Coordinates large-scale emergency situations in Charlotte and Mecklenburg County</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire Communications (Community Safety)</strong></td>
<td>3,149,775</td>
<td>2,932,290</td>
<td>3,340,506</td>
<td>3,243,890</td>
</tr>
<tr>
<td>Provides 24-hour emergency communications responsible for matching the public’s requests with the resources of the Fire Department</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire Investigations (Community Safety)</strong></td>
<td>1,377,940</td>
<td>1,452,308</td>
<td>1,465,725</td>
<td>1,556,049</td>
</tr>
<tr>
<td>Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire Community Education/Involvement (Community Safety)</strong></td>
<td>2,814,001</td>
<td>2,964,968</td>
<td>3,067,013</td>
<td>3,620,699</td>
</tr>
<tr>
<td>Provides prevention education and code enforcement as a key component of reducing fires and injuries to the citizens of Charlotte through an aggressive and comprehensive fire and life safety educational program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire Training (Community Safety)</strong></td>
<td>1,851,322</td>
<td>1,927,100</td>
<td>1,974,132</td>
<td>1,775,485</td>
</tr>
<tr>
<td>Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Budget** $111,951,403  
**Total FTEs** 1,172.00  

FY 2018 Adopted Budget 55
FY 2018 Budget and Staffing Adjustments

Decreases
• None

Increases
• Addition of Engine 65 to address response time coverage for the Eastland Mall area. The Eastland Mall area has consistently had the top two to three highest call volumes in the City of Charlotte. Additionally, this Engine will help alleviate the call volume of surrounding stations in East Charlotte.
• Addition of two Fire Code Inspectors and one Administrative Officer to address the rising construction related occurrences of Fire Inspections within the City of Charlotte. These positions will enable code inspections to be done within the state mandated frequencies. The net impact to the General Fund is $0, funded by the State Mandated Fire Inspection user fees.

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>Performance Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2016</td>
</tr>
<tr>
<td><strong>Fire Emergency Response</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of alarms to which first-due fire companies will be on scene within six minutes</td>
<td>84.6%</td>
</tr>
<tr>
<td>Percent of women and minorities in firefighter applicant pool</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Emergency Preparedness/Homeland Security</strong></td>
<td></td>
</tr>
<tr>
<td>Number of All Hazards Incident Command System Training courses offered in Charlotte Urban Area Security Initiative Area</td>
<td>21</td>
</tr>
<tr>
<td><strong>Fire Communications</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of time telecommunicators answer calls within 10 seconds</td>
<td>99.9%</td>
</tr>
<tr>
<td><strong>Fire Investigations</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of arson cases investigations will be cleared</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Fire Code Enforcement</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of fire code inspections conducted within state-mandated frequencies</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Fire Community Education/Involvement</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of Charlotte-Mecklenburg School 3rd grade classrooms that receive fire education programs</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Firefighter Training</strong></td>
<td></td>
</tr>
<tr>
<td>Number of firefighters who participate in annual fitness evaluations</td>
<td>98%</td>
</tr>
</tbody>
</table>
Solid Waste Services

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$18,976,945</td>
<td>$18,265,053</td>
<td>$19,883,768</td>
<td>$21,276,995</td>
<td>7.0%</td>
</tr>
<tr>
<td>Operating</td>
<td>$32,082,283</td>
<td>$36,256,760</td>
<td>$35,947,682</td>
<td>$37,224,848</td>
<td>3.6%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(478,751)</td>
<td>(532,420)</td>
<td>(621,092)</td>
<td>(1,287,095)</td>
<td>107.2%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$50,580,477</td>
<td>$53,989,393</td>
<td>$55,210,358</td>
<td>$57,214,748</td>
<td>3.6%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$12,662,649</td>
<td>$8,585,029</td>
<td>$11,402,664</td>
<td>$13,398,313</td>
<td>17.5%</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$37,917,828</td>
<td>$45,404,364</td>
<td>$43,807,694</td>
<td>$43,816,435</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Staffing

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>302.00</td>
<td>302.00</td>
<td>305.00</td>
<td>314.00</td>
<td>9.00</td>
</tr>
</tbody>
</table>
# Solid Waste Services

**Department Services (Focus Area)**

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curbside Rollout Single-Stream Recycling Collection and Disposal (Environment)</td>
<td>$ 7,676,439</td>
<td>8,193,799</td>
<td>8,379,101</td>
<td>8,584,772</td>
</tr>
<tr>
<td>Provides contracted bi-weekly curbside recycling collection and disposal to more than 214,000 curbside residential units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dumpster/Compactor Collection and Disposal (Environment)</td>
<td>6,778,218</td>
<td>7,235,042</td>
<td>7,398,662</td>
<td>8,422,744</td>
</tr>
<tr>
<td>Provides contracted weekly dumpster or compactor collection and disposal services to more than 121,000 multi-family residential units and 100 public facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Curbside Rollout Garbage Collection and Disposal (Environment)</td>
<td>18,007,961</td>
<td>19,221,623</td>
<td>19,656,319</td>
<td>20,058,965</td>
</tr>
<tr>
<td>Provides weekly curbside garbage collection and disposal to approximately 214,000 curbside residential units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Curbside Yard Waste Collection and Disposal (Environment)</td>
<td>8,958,654</td>
<td>9,562,431</td>
<td>9,778,684</td>
<td>10,008,868</td>
</tr>
<tr>
<td>Provides weekly curbside yard waste collection and disposal to more than 214,000 curbside residential units; provides storm debris removal and clean up during emergency events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curbside Bulky Collection and Disposal (Environment)</td>
<td>2,567,723</td>
<td>2,740,777</td>
<td>2,802,759</td>
<td>2,943,185</td>
</tr>
<tr>
<td>Provides scheduled curbside recyclable and non-recyclable bulky item collection and disposal to more than 214,000 curbside residential units; provides storm debris removal and clean up during emergency events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Services - CATS* (Environment)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provides daily collection and disposal of pebble stone receptacles, clean up and support of south corridor light rail, and streetcar line support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Services - Other (Environment)</td>
<td>6,591,482</td>
<td>7,035,721</td>
<td>7,194,833</td>
<td>7,196,214</td>
</tr>
<tr>
<td>Small business garbage collection and disposal, special event clean up and support, dead animal collection and disposal; police barricade delivery and retrieval, public receptacle collection and disposal, sidewalk scrubbing, holiday decorations, plaque and statue cleaning, graffiti removal, street sweeping, right-of-way cleaning, and litter picking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Budget** $ 50,580,477  53,989,393  55,210,358  57,214,748

**Total FTEs** 302.00  302.00  305.00  314.00

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

FY 2018 Budget and Staffing Adjustments

Decreases

* None

Amount $ 0

Increases

* Annual contract escalations and growth for residential recycling multi-family solid waste collection, and roll-out cart maintenance and replacement $ 1,083,678

* Increased cost of tipping fees at the landfill and compost central and growth in tonnage due to in-fill unit growth $ 724,500

* Addition of six Laborers and two Labor Crew Chief II FTEs, one crew cab pickup truck, and one regular pickup truck to maintain the cleanliness along the new Blue Line Extension. The net impact to the General Fund is $0, with 100 percent of the costs funded by Charlotte Area Transit System. $ 559,962

* Addition of one Sanitation Equipment Operator to service additional public receptacles placed at bus stops. The net impact to the General Fund is $0, with 100 percent of the costs funded by Charlotte Area Transit System. $ 93,217

Performance Measure Highlights

Performance Achievement

<table>
<thead>
<tr>
<th>FY 2018 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curbside Rollout Single-Stream Recycling Collection and Disposal</td>
<td>Reduce number of pounds landfilled per curbside residential unit compared to prior year</td>
<td>1,719.9</td>
</tr>
</tbody>
</table>

Dumpster/Compactor Collection and Disposal
 Increase the percentage of new multi-family complexes coming into service that choose to include and participate in recycling | New Measure in FY 2018 | New Measure in FY 2018 | >70% |

Residential Curbside Rollout Garbage Collection and Disposal
 Maintain an average garbage cart collection rate of 125 carts per hour for residential garbage routes | 125.9 | 131.9 | ≥125 |

Residential Curbside Yard Waste Collection and Disposal
 Maintain average number of yard waste collection complaints per 10,000 units at or below prior year two year rate +5 percent | 26.9 | 21.5 | 25.4 |

Curbside Bulky Collection and Disposal
 Maintain average number of bulky collection complaints per 10,000 units at or below prior year two year rate + 5 percent | 17.9 | 16.7 | 18.2 |

Special Services - Other
 Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is best) | 1.8 | 1.6 | ≤ 2.0 |

Collect Recyclable waste during City-supported special events and from public receptacles in the Center City and South End in excess of the prior two-year average of tons collected | 80.0 | 53.0 | 66.5 |
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 306 square miles and consists of nearly 2,461 centerline miles of streets, over 757 signalized intersections, 145,000 traffic control signs, and approximately 2,015 linear miles of sidewalk

---

**Budget and Staffing Overview**

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$26,684,007</td>
<td>$27,203,638</td>
<td>$30,152,130</td>
<td>$31,523,930</td>
<td>4.5 %</td>
</tr>
<tr>
<td>Operating</td>
<td>10,530,819</td>
<td>10,861,709</td>
<td>10,970,930</td>
<td>11,215,811</td>
<td>2.2 %</td>
</tr>
<tr>
<td>Capital</td>
<td>730</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(15,390,222)</td>
<td>(15,161,833)</td>
<td>(15,673,411)</td>
<td>(16,371,153)</td>
<td>4.5 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$21,825,334</td>
<td>$22,903,514</td>
<td>$25,449,649</td>
<td>$26,368,588</td>
<td>3.6 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$6,538,636</td>
<td>$7,582,564</td>
<td>$8,267,735</td>
<td>$7,064,680</td>
<td>-14.6 %</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>$15,286,698</td>
<td>$15,320,950</td>
<td>$17,181,914</td>
<td>$19,303,908</td>
<td>12.4 %</td>
</tr>
<tr>
<td><strong>Staffing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total FTEs</td>
<td>431.50</td>
<td>408.75</td>
<td>410.75</td>
<td>422.75</td>
<td>12.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget

60
## Transportation Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Services</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Street Maintenance (Transportation and Planning)</strong></td>
<td>$8,805,997 248.50</td>
<td>$8,753,292 223.75</td>
<td>$9,549,654 223.75</td>
<td>$10,248,427 223.75</td>
</tr>
<tr>
<td>Provides services to repave streets and repair curbs and drainage structures to address street degradation issues. The majority of this service is achieved through annual resurfacing contracts.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engineering and Operations (Transportation and Planning)</strong></td>
<td>6,935,848 111.50</td>
<td>7,592,961 109.50</td>
<td>8,601,746 109.50</td>
<td>8,628,543 112.50</td>
</tr>
<tr>
<td>Provides services to enhance pedestrian and traffic safety by collecting and analyzing all the City’s crash data, developing treatment alternatives for identified crash locations, conducting before and after studies on safety improvement projects.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administers the residential on-street parking permit program, which only allows parking on the street at specified hours with a vehicle decal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development Services (Transportation and Planning)</strong></td>
<td>1,814,840 22.00</td>
<td>2,337,767 25.75</td>
<td>3,149,287 25.75</td>
<td>3,309,492 32.75</td>
</tr>
<tr>
<td>Reviews development plans for conformance with City ordinances</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Planning and Design (Transportation and Planning)</strong></td>
<td>1,238,337 34.50</td>
<td>1,499,038 33.75</td>
<td>1,651,072 35.75</td>
<td>1,642,692 37.75</td>
</tr>
<tr>
<td>Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Street Lighting (Community Safety)</strong></td>
<td>0 1.75</td>
<td>0 1.75</td>
<td>0 1.75</td>
<td>0 1.75</td>
</tr>
<tr>
<td>Coordinates the installation of residential streetlights per citizen requests within City limits. CDOT pays all fees for the installation, maintenance, and electricity for all street lights, however it is budgeted as a City Non-departmental account.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Budget** $21,825,334  **Total FTEs** 431.50
Transportation

FY 2018 Budget and Staffing Adjustments

**Decreases**
- Reduction in the cost of motor fuel

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 80,000</td>
</tr>
</tbody>
</table>

**Increases**
- Addition of seven FTEs (six Construction Inspectors and one Plan Reviewer) to replace seven temporary contractors. The net impact to the General Fund of the additional FTEs would result in a savings to the City of $14,953 annually.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 693,087</td>
</tr>
</tbody>
</table>

- Addition of five FTEs to work on capital projects related to the City's bridge program, project implementation, and transportation planning. The net impact to the General Fund is $0, funded entirely by the Community Investment Plan.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 549,783</td>
</tr>
</tbody>
</table>

- Additional funding for needed maintenance materials and supplies in Street Maintenance and Transportation Operations.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 140,000</td>
</tr>
</tbody>
</table>

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Street Maintenance</strong></td>
<td>100.0 %</td>
<td>100.0 %</td>
<td>≥ 97.0 %</td>
</tr>
<tr>
<td>Respond to pothole complaints involving safety and property damage within 24 hours 97 percent of the time</td>
<td>82.3</td>
<td>80.9</td>
<td>≥ 90.0</td>
</tr>
<tr>
<td>Improve the pavement condition survey rating (over 90.0)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engineering and Operations</strong></td>
<td>100.0 %</td>
<td>87.0 %</td>
<td>100.0 %</td>
</tr>
<tr>
<td>Perform preventative maintenance on 100 percent of traffic signals every two years</td>
<td>96.0 %</td>
<td>95.0 %</td>
<td>100.0 %</td>
</tr>
<tr>
<td>Respond to all sign and signal emergencies within two hours 100 percent of the time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development Services</strong></td>
<td>96.7 %</td>
<td>95.0 %</td>
<td>≥ 95.0 %</td>
</tr>
<tr>
<td>Complete 95 percent of plan reviews on time annually</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Planning and Design</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete four major arterial roach projects each year</td>
<td>New measure in FY 2017</td>
<td>7</td>
<td>≥ 4</td>
</tr>
<tr>
<td>Complete two major intersection projects each year</td>
<td>New measure in FY 2017</td>
<td>3</td>
<td>≥ 2</td>
</tr>
<tr>
<td>Complete 10 miles of new sidewalks annually</td>
<td>13.0</td>
<td>15.0</td>
<td>≥ 10.0</td>
</tr>
<tr>
<td>Complete 10 miles of new bikeways annually</td>
<td>3.0</td>
<td>8.5</td>
<td>≥ 10.0</td>
</tr>
<tr>
<td><strong>Street Lights</strong></td>
<td>95.0 %</td>
<td>95.4 %</td>
<td>≥ 95.0 %</td>
</tr>
<tr>
<td>Increase public safety by keeping 95 percent of street lights operational city-wide</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
Housing and Neighborhood Services

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$16,524,211</td>
<td>$15,277,588</td>
<td>$16,590,166</td>
<td>$17,561,591</td>
<td>5.9%</td>
</tr>
<tr>
<td>Operating</td>
<td>$4,143,023</td>
<td>$4,321,565</td>
<td>$5,147,615</td>
<td>$4,396,983</td>
<td>-14.6%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>$(1,864,070)</td>
<td>$(1,752,346)</td>
<td>$(2,413,105)</td>
<td>$(2,720,147)</td>
<td>12.7%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$18,803,164</td>
<td>$17,846,807</td>
<td>$19,324,676</td>
<td>$19,238,427</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$740,355</td>
<td>$757,132</td>
<td>$829,317</td>
<td>$895,905</td>
<td>8.0%</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$18,062,809</td>
<td>$17,089,675</td>
<td>$18,495,359</td>
<td>$18,342,522</td>
<td>-0.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>269.00</td>
<td>238.25</td>
<td>235.75</td>
<td>230.75</td>
<td>(5.00)</td>
</tr>
</tbody>
</table>
## Housing and Neighborhood Services

### Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity Building (Housing and Neighborhood Development)</strong></td>
<td>$728,233</td>
<td>679,205</td>
<td>744,973</td>
<td>797,572</td>
</tr>
<tr>
<td>Provides neighborhood training and leadership development training to help build neighborhood capacity, understanding of local government, and awareness of available community resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Neighborhood Problem Solving (Housing and Neighborhood Development)</strong></td>
<td>823,365</td>
<td>767,933</td>
<td>772,696</td>
<td>901,762</td>
</tr>
<tr>
<td>Provides support to neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and Service Area Teams. Assist neighborhoods in developing and implementing strategic plans during neighborhood board retreats, neighborhood matching grants and other partnerships. Explore improving neighborhood food access through farmers markets.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Youth Initiatives (Housing and Neighborhood Development)</strong></td>
<td>452,019</td>
<td>421,587</td>
<td>576,501</td>
<td>579,236</td>
</tr>
<tr>
<td>Provides quality out of school time for youth from low income families. Support youth connections to mentors, work and community by providing work experiences and summer internships through the Mayor's Youth Employment Program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quality of Life (Housing and Neighborhood Development)</strong></td>
<td>132,380</td>
<td>123,468</td>
<td>137,933</td>
<td>144,985</td>
</tr>
<tr>
<td>Provides access to neighborhood profile areas to enhance and develop programs in partnership with city departments, neighborhoods and community organizations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Comprehensive Neighborhood Improvement Program (Housing and Neighborhood Development)</strong></td>
<td>126,426</td>
<td>117,915</td>
<td>124,366</td>
<td>138,464</td>
</tr>
<tr>
<td>Provides support to work with developers and property owners to advance projects in the CNIP areas.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Relocation (Housing and Neighborhood Development)</strong></td>
<td>22,413</td>
<td>20,904</td>
<td>24,492</td>
<td>24,548</td>
</tr>
<tr>
<td>Provides oversight for a contract to provide temporary relocation assistance for eligible households displaced through code enforcement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Housing Finance (Housing and Neighborhood Development)</strong></td>
<td>475,335</td>
<td>443,333</td>
<td>519,195</td>
<td>606,455</td>
</tr>
<tr>
<td>Provides oversight for a contract with the Charlotte Mecklenburg Housing Partnership to provide down payment assistance to low and moderate income households.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Charlotte International Cabinet (Economic Development)</strong></td>
<td>166,049</td>
<td>161,649</td>
<td>198,874</td>
<td>204,990</td>
</tr>
<tr>
<td>Provides assistance with international relations and protocol services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Housing and Neighborhood Services

<table>
<thead>
<tr>
<th>Department Services</th>
<th>FY 2015 Actual / FTEs</th>
<th>FY 2016 Actual / FTEs</th>
<th>FY 2017 Revised / FTEs</th>
<th>FY 2018 Budget / FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rehabilitation (Housing and Neighborhood Development)</strong></td>
<td>1,051,834</td>
<td>981,020</td>
<td>993,696</td>
<td>1,151,984</td>
</tr>
<tr>
<td>Provides Housing Rehabilitation through low-interest loans and grants funded by federal grants to low to moderate-income homeowners to correct code violations and make general property improvements.</td>
<td>6.50</td>
<td>7.50</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td><strong>Housing Development (Housing and Neighborhood Development)</strong></td>
<td>167,239</td>
<td>155,980</td>
<td>184,242</td>
<td>315,124</td>
</tr>
<tr>
<td>Provides gap financing to develop affordable housing funded by voter approved housing bonds and federal grant funds. Funds are allocated for affordable housing to households earning 80% ($52,100) and below the area median income.</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>3.00</td>
</tr>
<tr>
<td><strong>Housing Support Services (Housing and Neighborhood Development)</strong></td>
<td>38,504</td>
<td>35,912</td>
<td>40,571</td>
<td>42,170</td>
</tr>
<tr>
<td>Provides oversight to contracts with housing support providers including Crisis Assistance Ministries and Community Link to provide energy, rental assistance and pre and post purchase home ownership counseling.</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td><strong>Strategic Plan to End and Prevent Homelessness (Housing and Neighborhood Development)</strong></td>
<td>306,850</td>
<td>286,192</td>
<td>336,717</td>
<td>336,067</td>
</tr>
<tr>
<td>Provides administration to end and prevent homelessness. Work is done in three committees including Affordable Housing, Continuum of Care and Research and Evaluation.</td>
<td>3.00</td>
<td>3.50</td>
<td>3.50</td>
<td>3.50</td>
</tr>
<tr>
<td><strong>Code Enforcement (Housing and Neighborhood Development)</strong></td>
<td>4,551,105</td>
<td>4,244,707</td>
<td>4,662,009</td>
<td>5,259,439</td>
</tr>
<tr>
<td>Provides resources for Minimum Housing, Nuisance, Non-Residential Building, Graffiti, Noise, Boarded-up Structure and Parking on the Lawn City ordinance enforcement.</td>
<td>61.00</td>
<td>52.00</td>
<td>49.00</td>
<td>47.00</td>
</tr>
<tr>
<td><strong>Zoning Code Enforcement (Housing and Neighborhood Development)</strong></td>
<td>977,364</td>
<td>911,564</td>
<td>1,107,601</td>
<td>464,741</td>
</tr>
<tr>
<td>Provides enforcement of the City’s Zoning ordinance in regulation of land use. Conducts field investigations and administrative reviews for zoning compliance permits and researches for appropriate zoning uses/districts.</td>
<td>14.00</td>
<td>11.00</td>
<td>13.00</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Neighborhood and Business Services Administration (Housing and Neighborhood Development)</strong></td>
<td>2,495,168</td>
<td>2,327,183</td>
<td>2,809,773</td>
<td>2,888,930</td>
</tr>
<tr>
<td>Administration including the Director and Support staff</td>
<td>23.00</td>
<td>23.00</td>
<td>20.00</td>
<td>21.00</td>
</tr>
<tr>
<td><strong>CharMeck 311</strong></td>
<td>8,152,951</td>
<td>7,920,601</td>
<td>8,504,142</td>
<td>8,102,108</td>
</tr>
<tr>
<td>Provides the public with quick and easy access to City of Charlotte information and non-emergency services through agent assisted service</td>
<td>133.00</td>
<td>111.75</td>
<td>111.75</td>
<td>109.75</td>
</tr>
<tr>
<td><strong>Department Charges</strong></td>
<td>(1,864,070)</td>
<td>(1,752,346)</td>
<td>(2,413,105)</td>
<td>(2,720,147)</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$ 18,803,165</strong></td>
<td><strong>17,846,807</strong></td>
<td><strong>19,324,676</strong></td>
<td><strong>19,238,427</strong></td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>269.00</td>
<td>238.25</td>
<td>235.75</td>
<td>230.75</td>
</tr>
</tbody>
</table>
Housing and Neighborhood Services

FY 2018 Budget and Staffing Adjustments

Decreases
- Transfer of eight code enforcement FTEs from Housing and Neighborhood Services to Planning for better efficiencies in service
  - Amount $ 605,683

Increases
- Four additional positions to support the City Council Letter to the Community. An Assistant Director of Housing and Neighborhood Service to assist the Director in leadership and direction of the new department, one position to assist the International Cabinet, one position to support the Mayor's Youth Employment Program (MYEP) to assist in increasing the amount of youth served from 500 to 1,000, and one position to support various other youth programs in the community
  - Amount $ 240,363
- A Housing Services Division Manager to manage the City's housing activities in the new department, with net impact to the General Fund is $0. This will be funded by the Capital PayGo account in FY 2018
  - Amount $ 131,961
- Affordable Housing Management Analyst to provide expert program analysis based on knowledge of federal and state subsidized and affordable housing programs (funded by Capital)
  - Amount $ 85,861
- Additional programmatic funding for the Civic Leadership Academy
  - Amount $ 25,000
- An additional code enforcement team was provided to accelerate the compliance of codes throughout Charlotte.
  - Amount $ 250,000

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Achievement</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocate Housing Trust funds to developments consistent with Housing Policies</td>
<td>Council approved six housing developments</td>
<td>Council approved nine housing developments</td>
<td>Dependent of Enterprise Community Partners study</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create and preserve healthy, vibrant and distinct neighborhoods through holistic revitalization strategies and practices.</td>
<td>Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 90%</td>
<td>Through emphasis on citizen education, increased the proportion of voluntary nuisance compliances to 94%</td>
<td>90% of cases voluntarily corrected</td>
</tr>
<tr>
<td>Community Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage neighborhood organizations in setting and meeting neighborhood improvement goals through annual board retreats and the Service Area Teams</td>
<td>30 Neighborhoods</td>
<td>32 Neighborhoods</td>
<td>30 Neighborhoods</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
# Economic Development

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

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

## Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$1,195,791</td>
<td>$1,116,311</td>
<td>$1,201,507</td>
<td>$1,854,467</td>
<td>54.3%</td>
</tr>
<tr>
<td>Operating</td>
<td>$2,072,560</td>
<td>$3,632,090</td>
<td>$3,721,325</td>
<td>$3,803,112</td>
<td>2.2</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(54,453)</td>
<td>(51,454)</td>
<td>(51,454)</td>
<td>(234,310)</td>
<td>355.4</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$3,213,898</td>
<td>$4,696,947</td>
<td>$4,871,378</td>
<td>$5,423,269</td>
<td>11.3%</td>
</tr>
</tbody>
</table>

|                      |                |                |                 | FY 2018          |                        |
|----------------------|                |                |                 |                 |                        |
| **Staffing**         |                |                |                 |                 |                        |
| Total FTEs           | 12.00          | 12.00          | 14.00           | 17.00           | 3.00                   |

**FTE Count Change**
## Economic Development

### Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Service Area</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Services</strong> (Economic Development)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supports public/private partnerships, business</td>
<td>2,263,822</td>
<td>3,834,936</td>
<td>3,618,764</td>
<td>3,930,005</td>
</tr>
<tr>
<td>attraction and retention, small business growth</td>
<td>4.50</td>
<td>4.50</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>and opportunity, workforce development, and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>transit corridor development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Workforce Development</strong> (Economic Development)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides oversight of workforce development services to local residents</td>
<td>93,090</td>
<td>90,518</td>
<td>79,067</td>
<td>96,504</td>
</tr>
<tr>
<td></td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Targeted Area Economic Development</strong> (Economic Development)</td>
<td>650,868</td>
<td>514,411</td>
<td>542,404</td>
<td>472,810</td>
</tr>
<tr>
<td>Provides funds and technical assistance for</td>
<td>4.50</td>
<td>4.50</td>
<td>4.00</td>
<td>5.00</td>
</tr>
<tr>
<td>redevelopment projects in distressed areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>through public private partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Economic Development Administration</strong> (Economic Development)</td>
<td>260,571</td>
<td>308,536</td>
<td>331,797</td>
<td>766,119</td>
</tr>
<tr>
<td>Administration including Financial Services,</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Technology, and Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Energy and Sustainability</strong> (Environment)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides leadership to the City and the Community in environmental sustainability in the management of solid waste, energy, water, and air</td>
<td>0</td>
<td>0</td>
<td>299,346</td>
<td>392,141</td>
</tr>
<tr>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Departmental Charges</strong></td>
<td>(54,453)</td>
<td>(51,454)</td>
<td>(51,454)</td>
<td>(234,310)</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$ 3,213,898</td>
<td>4,696,947</td>
<td>4,871,378</td>
<td>5,423,270</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>12.00</td>
<td>12.00</td>
<td>14.00</td>
<td>17.00</td>
</tr>
</tbody>
</table>

*Note - Energy and Sustainability moved from the City Manager’s Office to Economic Development during FY 2017*
Economic Development

FY2018 Budget and Staffing Adjustments

**Decreases**
- None

**Increases**
- Addition of an Innovation Manager within the Economic Development Department to pursue new ideas for business development and process efficiencies within the City, with a net impact to the General Fund of $102,049
- Establishment of an Assistant Economic Development Director to assist in the day to day operational supervision and provide vision in training and job placement
- An addition of an Economic Development Specialist Position to assist in job creation (to be funded by PayGo) with a net General Fund impact of $0

$204,098

$156,185

$80,807

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitate the growth of small businesses and high growth entrepreneurs in our community through increased utilization of the City’s web portal CharlotteBusinessResources.com</td>
<td>7% increase over prior year</td>
<td>12.68% increase over prior year</td>
<td>20% increase over prior year</td>
</tr>
<tr>
<td>Train 90 participants in highway construction, residential and commercial construction, and broadband and fiber optic cabling through community and corporate partnerships</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>≥ 90</td>
</tr>
</tbody>
</table>
Engineering and Property Management

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$26,207,478</td>
<td>$26,096,829</td>
<td>$28,359,395</td>
<td>$31,093,322</td>
<td>9.6%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Operating</td>
<td>$10,842,727</td>
<td>$11,220,457</td>
<td>$11,187,341</td>
<td>$11,741,420</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Capital</td>
<td>$204,738</td>
<td>$204,413</td>
<td>$276,500</td>
<td>0</td>
<td>-100.0</td>
<td>-100.0</td>
</tr>
<tr>
<td>Department Charges</td>
<td>$(18,544,893)</td>
<td>$(20,129,764)</td>
<td>$(20,867,623)</td>
<td>$(22,691,544)</td>
<td>8.7%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$18,710,050</td>
<td>$17,391,935</td>
<td>$18,955,613</td>
<td>$20,143,198</td>
<td>6.3%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$8,052,911</td>
<td>$10,983,683</td>
<td>$8,700,316</td>
<td>$9,504,623</td>
<td>9.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$10,657,139</td>
<td>$6,408,252</td>
<td>$10,255,297</td>
<td>$10,638,575</td>
<td>3.7%</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>322.00</td>
<td>325.00</td>
<td>343.00</td>
<td>347.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Department Services (Focus Area)</td>
<td>FY 2015 Actual/ FTEs</td>
<td>FY 2016 Actual/ FTEs</td>
<td>FY 2017 Revised/ FTEs</td>
<td>FY 2018 Budget/ FTEs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>----------------------</td>
<td>----------------------</td>
<td>-----------------------</td>
<td>---------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cemeteries</strong></td>
<td>$948,152</td>
<td>879,732</td>
<td>1,016,076</td>
<td>1,024,338</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operates and maintains seven public cemeteries. Activities include sale of grave spaces, grave digging, monument foundations installation, and infrastructure maintenance</td>
<td>8.00</td>
<td>8.00</td>
<td>8.00</td>
<td>8.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contracting Services (Transportation and Planning)</strong></td>
<td>1,206,198</td>
<td>946,305</td>
<td>872,072</td>
<td>862,841</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides contracting services for capital improvement projects; operating contracts and acquisition of capital equipment for general fund projects, operating, and enterprise funded projects</td>
<td>19.00</td>
<td>19.00</td>
<td>19.00</td>
<td>19.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Commercial and Subdivision Development Regulation (Economic Development)</strong></td>
<td>3,696,228</td>
<td>3,388,864</td>
<td>3,776,865</td>
<td>3,811,969</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>31.00</td>
<td>31.00</td>
<td>33.00</td>
<td>34.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Department Management and Administration</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>197,936</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides direction and support for a department of 474 positions with six distinct businesses and 32 services/components. Provides administration, technology, financial services, communications, and general fund contracting support</td>
<td>31.00</td>
<td>31.00</td>
<td>29.00</td>
<td>31.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Environmental Services (Environment)</strong></td>
<td>29,692</td>
<td>0</td>
<td>1,366</td>
<td>36,060</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides necessary environmental services for regulatory compliance and property stewardship</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Municipal Capital Project Design and Construction (Transportation and Planning)</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides planning, engineering, landscape design, construction inspection for transportation infrastructure, and municipal facility capital projects</td>
<td>63.00</td>
<td>65.00</td>
<td>73.00</td>
<td>73.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Municipal Facilities Maintenance</strong></td>
<td>1,259,565</td>
<td>1,064,016</td>
<td>2,339,518</td>
<td>3,117,425</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities</td>
<td>58.00</td>
<td>58.00</td>
<td>60.00</td>
<td>60.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Engineering and Property Management

### Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Services</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Landscape Management</strong> (Environment)</td>
<td>$3,909,015 25.00</td>
<td>$3,642,297 25.00</td>
<td>$2,990,257 25.00</td>
<td>$2,950,531 25.00</td>
</tr>
<tr>
<td>Provides landscape design, planning,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>management, and maintenance of most public</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>rights-of-way, public buildings, City-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>owned cemeteries and other green spaces,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>medians, and park and ride lots, which are</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the City’s responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Utility Coordination and Relocation</strong></td>
<td>508,914 5.00</td>
<td>465,159 5.00</td>
<td>615,803 6.00</td>
<td>631,606 6.00</td>
</tr>
<tr>
<td>(Transportation and Planning)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinates relocation of privately and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>publicly owned utilities as needed for the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>construction of Community Investment Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Real Property Portfolio Acquisition and</strong></td>
<td>2,507,163 22.00</td>
<td>2,212,119 22.00</td>
<td>2,305,606 22.00</td>
<td>2,374,429 22.00</td>
</tr>
<tr>
<td>Management (Economic Development)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manages the City’s real estate portfolio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Survey/Mapping Services</strong></td>
<td>2,182,257 27.00</td>
<td>1,919,856 27.00</td>
<td>1,848,618 27.00</td>
<td>1,939,537 27.00</td>
</tr>
<tr>
<td>(Transportation and Planning)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides survey, mapping, and GIS services</td>
<td></td>
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</tr>
<tr>
<td>for Capital Projects, Powell Bill, City</td>
<td></td>
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</tr>
<tr>
<td>streets inventory, and right of way and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>land acquisitions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transit Capital Project Planning,</strong></td>
<td>162,562 7.00</td>
<td>953,370 7.00</td>
<td>1,155,819 11.00</td>
<td>1,139,567 12.00</td>
</tr>
<tr>
<td>Design and Construction**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Transportation and Planning)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plans, designs, manages, and inspects transit capital projects on behalf of CATS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tree Canopy Management</strong></td>
<td>2,300,304 23.00</td>
<td>1,920,217 24.00</td>
<td>2,033,613 27.00</td>
<td>2,056,959 27.00</td>
</tr>
<tr>
<td>(Environment)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide stewardship and strategic planning,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>education, training, and planting of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City's tree canopy in partnership with</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TreesCharlotte</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Budget** $18,710,050 322.00
Total FTEs $17,391,935 325.00
$18,955,613 343.00
$20,143,198 347.00

FY 2018 Adopted Budget

72
## Engineering and Property Management

### FY 2018 Budget and Staffing Adjustments

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreases</td>
</tr>
<tr>
<td>Expenses are reduced in FY 2018 across several operating categories, including auto allowance, maintenance materials, temp help fees, misc. contractual services, office supplies and the decline in cost of fuel.</td>
</tr>
</tbody>
</table>

| Increases |
| Addition of one new Assistant Field Operation Supervisor FTE to manage the new landscape management contract related to the opening of the Blue Line Extension. The net impact to the General Fund is $0, funded entirely by the Charlotte Area Transit System. | $456,000 |
| Transfer of two Data Analytics FTEs from Strategy and Budget to Engineering and Property Management to champion and coordinate the use of data as a shared strategic resource across the organization | $197,936 |
| Cost of technology software and technology contractual obligations are increasing in FY 2018 | $115,500 |
| Addition of one FTE in Land Development to bring the employee on as a full time equivalent rather than long term temporary position. The impact to the General Fund is $0; the position has been 100 percent funded since FY 2014 in Engineering Land Development's user fees. | $0 |
## Engineering and Property Management

### Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Achievement</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cemeteries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and implement a new customer service survey for cemetery customers and visitors</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>June 2018</td>
</tr>
<tr>
<td><strong>Environmental Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet 100 percent of NCDENR monitoring requirements on underground storage tanks</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Municipal Project Management Design and Construction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet standard phase duration schedule on 85 percent of projects</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Land Development Regulation, Plan Review, and Inspection</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete all Land Development permitting submissions with an average of less than 2.5 reviews</td>
<td>1.89 Reviews</td>
<td>1.95 Reviews</td>
<td>&lt;2.5 Reviews</td>
</tr>
<tr>
<td><strong>Municipal Facilities Maintenance</strong></td>
<td>63.9</td>
<td>63.3</td>
<td>Overall EUI &lt;68</td>
</tr>
<tr>
<td>Maintain energy use practices so that City facilities compare favorably with available Energy Use Index (EUI) benchmark information in the South Atlantic Region</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>10% Reduction from FY 2017</td>
</tr>
<tr>
<td>Decrease the number of missed scheduled preventive maintenance (PM) on building systems by 10 percent per year until 100 percent of PMs are completed on time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Landscape Management and Tree Canopy Management</strong></td>
<td>Achieved June 2016</td>
<td>Achieved June 2017</td>
<td>Achieve June 2018</td>
</tr>
<tr>
<td>Achieve Arbor Foundation's &quot;Tree City USA&quot; status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant at least 15,000 trees per year</td>
<td>10,571 trees planted</td>
<td>15,322 trees planted</td>
<td>Achieve June 2018</td>
</tr>
<tr>
<td><strong>Real Property Portfolio Acquisition and Management</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet the acquisition schedule for 90 percent of parcels acquired</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>90% on time</td>
</tr>
<tr>
<td>Actively review 90 percent of leases six months prior to expiration for alternative occupancy methods</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>90% of leases reviewed</td>
</tr>
<tr>
<td><strong>Survey Mapping Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benchmark the cost of in-house crews versus the cost of contract crews; Cost is 95 percent or less than contracted costs</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>95%</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
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Planning

Mission

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

Responsibilities

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 5,078,814</td>
<td>4,979,798</td>
<td>5,733,054</td>
<td>6,668,388</td>
<td>16.3 %</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>972,269</td>
<td>1,074,853</td>
<td>1,008,633</td>
<td>1,098,114</td>
<td>8.9</td>
<td></td>
</tr>
<tr>
<td>Department Charges</td>
<td>(716,548)</td>
<td>(719,132)</td>
<td>(804,309)</td>
<td>(839,492)</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 5,334,535</td>
<td>5,335,519</td>
<td>5,937,378</td>
<td>6,927,010</td>
<td>16.7 %</td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 686,395</td>
<td>928,801</td>
<td>965,397</td>
<td>1,163,125</td>
<td>20.5 %</td>
<td></td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$ 4,648,140</td>
<td>4,406,718</td>
<td>4,971,981</td>
<td>5,763,885</td>
<td>15.9 %</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>64.00</td>
<td>56.00</td>
<td>59.00</td>
<td>67.00</td>
</tr>
</tbody>
</table>
**Planning**

<table>
<thead>
<tr>
<th>Department Services (Focus Area)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business/Executive Services (Transportation and Planning)</strong></td>
<td>$600,922</td>
<td>598,813</td>
<td>669,505</td>
<td>732,257</td>
</tr>
<tr>
<td>Sets strategic direction for the Department and manages the overall operation and administration, including budgeting, training, coordinating with the City Manager's Office and support of the Planning Commission</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development Services (Transportation and Planning)</strong></td>
<td>2,359,582</td>
<td>2,349,484</td>
<td>2,632,571</td>
<td>3,473,728</td>
</tr>
<tr>
<td>Manages regulatory processes for rezonings, zoning administration, subdivision administration, and historic district reviews to ensure quality and orderly growth consistent with the community’s vision and provides Committee support to the Charlotte- Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Planning Services (Transportation and Planning)</strong></td>
<td>891,407</td>
<td>902,319</td>
<td>1,008,207</td>
<td>1,068,630</td>
</tr>
<tr>
<td>Implement's Charlotte’s community vision by providing: urban design services, strategic planning for developing and redeveloping areas, coordination of City annexation processes, and planning for high quality and transformative infrastructure investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Long Range Planning Services (Transportation and Planning)</strong></td>
<td>1,482,624</td>
<td>1,484,903</td>
<td>1,627,095</td>
<td>1,652,395</td>
</tr>
<tr>
<td>Coordinates collaborative and comprehensive long-range planning services, which include: Community/Area Planning; Regional Transportation Planning; Research, Information and Technology; Communication/Public Outreach; and committee support for the Charlotte- Mecklenburg Planning Commission Planning Committee and the Charlotte Regional Transportation Planning Organization (CRTPO) Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Budget** $5,334,535 5,335,519 5,937,378 6,927,010

**Total FTEs** 64.00 56.00 59.00 67.00
## Planning

### FY 2018 Budget and Staffing Adjustments

<table>
<thead>
<tr>
<th>Decreases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Transfer of one Office Assistant V Planning FTE to Charlotte Communications and Marketing Constituent Services</td>
<td>$61,780</td>
</tr>
<tr>
<td>• Management, professional and technical service fees contract decreases</td>
<td>$31,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Addition of eight code enforcement FTEs transferred from Housing and Neighborhood Services into Planning</td>
<td>$605,683</td>
</tr>
<tr>
<td>• Technology services and contract costs increases for planning related activities</td>
<td>$113,000</td>
</tr>
<tr>
<td>• Addition of one Planning Coordinator FTE dedicated to the Charlotte Regional Transportation Planning Organization (CRTPO). The impact to the General Fund is $0, funded entirely by a Federal planning grant.</td>
<td>$109,692</td>
</tr>
</tbody>
</table>

### Performance Measure Highlights

<table>
<thead>
<tr>
<th>Development Services</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update Development Ordinance to better address the City’s land use needs and provide a more customer-friendly regulatory framework</td>
<td>Initiated ordinance update; hired project manager and contracted consultant</td>
<td>Annotated outline for the Development Ordinance completed and reviewed by staff</td>
<td>Complete initial draft of the Development Ordinance</td>
</tr>
<tr>
<td>Average number of subdivision and multi-family reviews on all submitted plans</td>
<td>1.91</td>
<td>1.78</td>
<td>≤2.5</td>
</tr>
<tr>
<td>Document and initiate regulatory and other strategic process improvements</td>
<td>Completed 10 process improvements</td>
<td>Completed 5 process improvements</td>
<td>Initiate ≥3 major process improvements</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Planning Services</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate with other City Departments and community partners to develop strategies that catalyze economic improvement in targeted areas through capital investment, land development, design and planning</td>
<td>Actively participated in two reinvestment initiatives</td>
<td>Actively participated in two reinvestment initiatives</td>
<td>Participate in ≥2 reinvestment initiatives to include redevelopment of Eastland Mall</td>
</tr>
<tr>
<td>Advance Community Investment Plan (CIP) goals by providing ongoing planning and design, program management, community engagement, and analytical support to capital projects and programs</td>
<td>Planning staff continued to support CIP projects and programs</td>
<td>Continued to support implementation of CIP projects and programs</td>
<td>Assist CIP efforts to develop investment strategies, identify new projects, and implement existing projects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Long Range Planning Services</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete CRTPO long range transportation planning milestones to address broader transportation needs in the Charlotte metro area</td>
<td>Delayed to allow for additional community engagement</td>
<td>Completed 2045 Metropolitan Transportation Plan project ranking</td>
<td>Metropolitan Planning Organization adoption of 2045 Metropolitan Transportation Plan</td>
</tr>
<tr>
<td>Implement identified strategies that enhance community dialogue and understanding of the City’s transportation and land use goals</td>
<td>Implemented Strategies including Community Planning Academy</td>
<td>Completed the inaugural Community Planning Academy and launched the second academy</td>
<td>Complete the second community planning academy and begin planning process for the third academy</td>
</tr>
<tr>
<td>Initiate Area Plan and policy development processes to guide land use and transportation decision making</td>
<td>Draft Community Character/Place Type Policy Manual 60% complete</td>
<td>Public review of draft plan delayed after engagement process expanded scope</td>
<td>Complete initial draft of the Policy Manual</td>
</tr>
</tbody>
</table>
Mission
Aviation will be the preferred transportation center and airline hub by providing value to our business partners and an excellent passenger experience.

Responsibilities
- Ensure the continuous operation, maintenance, and repair of the Airport's complex facilities, infrastructure, technology, and fleet to support over 748 daily flights and over 44.4 million annual passengers
- Develop the Aviation Community Investment Plan and provide oversight of planning, design, and construction of new facilities at the Airport to meet the demand of the nation's fifth largest airport by operations

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$28,917,416</td>
<td>$32,668,973</td>
<td>$41,610,196</td>
<td>$44,061,344</td>
<td>5.9%</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>$63,823,301</td>
<td>$67,580,662</td>
<td>$93,871,750</td>
<td>$91,745,378</td>
<td>-2.3%</td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>$929,011</td>
<td>$1,803,170</td>
<td>$1,230,700</td>
<td>$2,244,837</td>
<td>82.4%</td>
<td></td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>$15,749,029</td>
<td>$16,213,722</td>
<td>$17,044,791</td>
<td>$19,336,341</td>
<td>13.4%</td>
<td></td>
</tr>
<tr>
<td>Department Charges</td>
<td>$0</td>
<td>$(1,654,060)</td>
<td>$(4,045,913)</td>
<td>$(2,686,752)</td>
<td>-33.6%</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$109,418,757</td>
<td>$116,612,466</td>
<td>$149,711,524</td>
<td>$154,701,148</td>
<td>3.3%</td>
<td></td>
</tr>
</tbody>
</table>

FTE Count Change

| Total FTEs | 454.00 | 503.00 | 559.00 | 595.00 | 36.00 |

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

### Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airport Operations</strong> (Transportation and Planning)</td>
<td>$44,793,882 249.00</td>
<td>$46,180,774 252.00</td>
<td>$64,383,270 274.00</td>
<td>$64,220,295 278.00</td>
</tr>
<tr>
<td>Provides oversight of Airport operations, including security, airfield management, terminal management, and parking operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Airport Development** (Transportation and Planning, Economic Development) | 3,937,199 21.00 | 2,236,202 26.00 | 3,835,536 34.00 | 3,174,501 37.00 |
| Provides the oversight of design, planning, and construction of new aviation projects, as well as environmental and land planning activities |

| **Airport Facilities** (Transportation and Planning) | 42,376,734 124.00 | 47,038,898 156.00 | 55,440,253 169.00 | 61,525,306 181.00 |
| Provides maintenance of Airport facilities and non-technology systems |

| **Airport Technology** (Transportation and Planning) | 2,920,999 10.00 | 5,782,224 13.00 | 7,411,006 16.00 | 8,971,173 25.00 |
| Provides oversight of operations and maintenance for Aviation technology systems |

| **Airport Finance** (Economic Development) | 2,183,052 16.00 | 1,815,027 18.00 | 2,346,651 19.00 | 2,651,677 21.00 |
| Provides oversight of Aviation financial activities |

| **Airport Business and Revenue** (Economic Development) | 1,809,347 10.00 | 416,745 12.00 | 1,867,371 13.00 | 2,415,619 18.00 |
| Provides oversight of Airport revenue generating contracts and passenger experience |

| **Airport Administration** (Economic Development) | 11,397,544 24.00 | 13,142,595 26.00 | 14,427,437 34.00 | 11,742,577 35.00 |
| Provides general administration services, including human resources, legal public affairs, and economic affairs |

**Total Budget** | $109,418,757 | 116,612,466 | 149,711,524 | 154,701,148 |
**Total FTEs** | 454.00 | 503.00 | 559.00 | 595.00 |
## Aviation

### FY 2018 Budget and Staffing Adjustments

<table>
<thead>
<tr>
<th>Decreases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Increases

Aviation's FY 2018 operating expense budget includes an increase of 3.3 percent or approximately $4.99 million attributable to:

- **Safety and Security:** Costs associated with police and fire operations to provide consistently safe and secure operations at the Airport. The Airport marking project will maintain a safe airfield.
  - Addition of six FTEs to support airfield and terminal safety enhancements
  
  - **Amount:** $2,570,000

- **Asset Preservation:** Costs associated with the implementation, maintenance, and repair of facilities, fleet, and operational systems.
  - Addition of sixteen FTEs that support a proactive approach in maintaining equipment and Airport infrastructure, consisting of approximately 1.8 million square feet of facilities and runway, taxiways, and roadways infrastructure. These investments will help to safeguard and provide reliable operations for tenants.
  
  - **Amount:** $1,090,000

- **Value Employees:** Additional funding necessary to ensure development and education opportunities are available to Aviation employees and that employees are adequately compensated.
  - Addition of four FTEs that meets operational needs, specifically in the area of continued implementation of workforce development programs and enhanced coordination with the City's apprentice program.
  
  - **Amount:** $460,000

- **Customer Focus:** Costs associated with ensuring quality and customer satisfaction remains Charlotte-Douglas' competitive advantage in the aviation industry.
  - Addition of five FTEs in the areas of parking operations, the terminal, and public affairs with the focus on strengthening the quality of the passenger experience and satisfaction
  
  - **Amount:** $410,000

- **Strategic Growth:** Operating increases necessary to promote economic development and meet demands of business partners.
  - Addition of five FTEs to support the continued expansion program Destination CLT with $1.5 billion in capital investment over the next five years.
  
  - **Amount:** $180,000

- **Strong Partnerships:** Increases necessary to meet the needs of Aviation's business partners and the community.
  - Addition of three FTEs to support strengthening the relationships with business partners, through community engagement efforts and providing greater capacity to respond quickly to customer requests as well as focus on maximizing revenue generation.
  
  - **Amount:** $130,000
## Aviation

### Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airport Business and Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase food/beverage/retail revenue per passenger by 1 percent</td>
<td>4.03%</td>
<td>2.40%</td>
<td>1.00%</td>
</tr>
<tr>
<td><strong>Airport Operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain low cost per enplaned passenger to airlines based on the national average of $10.93</td>
<td>$1.56/passenger</td>
<td>$1.35/passenger</td>
<td>≤$10.93/passenger</td>
</tr>
<tr>
<td><strong>Airport Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal and Airfield Facilities: Fourth Parallel Runway</td>
<td>Consultant to perform Environmental Impact Statement has been selected*</td>
<td>The public and agency scoping for the study has been completed</td>
<td>Begin the Environmental Impact Study</td>
</tr>
<tr>
<td>Terminal and Airfield Facilities: Construction of Concourse A North Expansion - Phase I (formerly the International Terminal)</td>
<td>50 percent of design services have been completed</td>
<td>30 percent of construction has been completed</td>
<td>Complete construction by June 30, 2018.</td>
</tr>
<tr>
<td><strong>Airport Finance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet debt service coverage ratio in City's revenue bond order</td>
<td>3.30</td>
<td>3.50</td>
<td>Generate debt service coverage ratio of 1.25 or greater</td>
</tr>
<tr>
<td><strong>Airport Facilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain Part 139 Certification*</td>
<td>Maintained</td>
<td>Maintained</td>
<td>Maintain</td>
</tr>
<tr>
<td>(Part 139 Certification serves to ensure safety in air transportation. To obtain a certificate, airports must agree to adhere to certain operational and safety standards and provide for such things as firefighting and rescue equipment)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve a 75 percent or higher in-service rate for bus fleet to ensure reliable and consistent passenger experience</td>
<td>New Measure in FY 2016</td>
<td>79%</td>
<td>≤ 75%</td>
</tr>
<tr>
<td><strong>Airport Administration</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide employees with an average of 10 hours of training</td>
<td>24 hours</td>
<td>23 hours</td>
<td>10 hours</td>
</tr>
</tbody>
</table>

*This project is behind schedule due to delays from the Federal Aviation Administration.
Charlotte Area Transit System

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

Responsibilities
• Provides core transportation services via bus, vanpool, light rail, streetcar and Americans with Disabilities Act (ADA) paratransit service.
• Provides regional transit service covering Concord, Gastonia, and Union County in North Carolina and York County in South Carolina. CATS services the community with a fleet of 315 buses, which includes 26 hybrid buses, 83 ADA equipped buses, 93 Vanpool vans, and 42 light rail cars.
• Implements 2030 Transit Corridor System Plan, including the opening of the LYNX Blue Line Extension, construction of CityLYNX Gold Line Phase 2, and the Charlotte Gateway Station.

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>FY 2017 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel $</td>
<td>82,467,722</td>
<td>87,877,472</td>
<td>99,174,632</td>
<td>102,156,671</td>
<td>3.0%</td>
</tr>
<tr>
<td>Operating $</td>
<td>50,508,902</td>
<td>47,790,411</td>
<td>47,928,133</td>
<td>58,415,666</td>
<td>21.9%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(11,671,075)</td>
<td>(13,253,805)</td>
<td>(21,643,629)</td>
<td>(12,333,585)</td>
<td>-43.0%</td>
</tr>
<tr>
<td>Total Expenditures $</td>
<td>121,305,549</td>
<td>122,414,078</td>
<td>125,459,136</td>
<td>148,238,752</td>
<td>18.2%</td>
</tr>
</tbody>
</table>

Staffing

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>384.75</td>
<td>419.75</td>
<td>522.75</td>
<td>522.75</td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
82
# Charlotte Area Transit System

## Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bus Services</strong> (Transportation and Planning)</td>
<td>$84,102,957</td>
<td>82,385,555</td>
<td>84,233,552</td>
<td>84,912,400</td>
</tr>
<tr>
<td>Provides daily public transportation services across the Charlotte-Mecklenburg region</td>
<td>12.00</td>
<td>12.00</td>
<td>13.00</td>
<td>13.00</td>
</tr>
<tr>
<td><strong>Light Rail Service</strong> (Transportation and Planning)</td>
<td>12,294,077</td>
<td>13,394,899</td>
<td>18,751,711</td>
<td>24,373,103</td>
</tr>
<tr>
<td>Provides daily light rail transportation service to Uptown Charlotte</td>
<td>111.00</td>
<td>146.00</td>
<td>225.00</td>
<td>225.00</td>
</tr>
<tr>
<td><strong>Transit Administration</strong> (Transportation and Planning)</td>
<td>8,283,488</td>
<td>8,460,746</td>
<td>10,587,851</td>
<td>10,876,895</td>
</tr>
<tr>
<td>Provides administrative leadership, fiscal oversight, and compliance</td>
<td>45.00</td>
<td>45.00</td>
<td>51.00</td>
<td>51.00</td>
</tr>
<tr>
<td><strong>Transportation for People with Disabilities</strong> (Transportation and Planning)</td>
<td>8,957,998</td>
<td>9,520,710</td>
<td>9,508,131</td>
<td>10,280,528</td>
</tr>
<tr>
<td>Provides on-demand door-to-door service for people with disabilities</td>
<td>109.75</td>
<td>109.75</td>
<td>115.75</td>
<td>115.75</td>
</tr>
<tr>
<td><strong>Transit Safety and Security</strong> (Community Safety)</td>
<td>6,056,000</td>
<td>6,203,750</td>
<td>6,890,656</td>
<td>8,711,645</td>
</tr>
<tr>
<td>Provides safety and security service for the transit system</td>
<td>12.00</td>
<td>12.00</td>
<td>17.00</td>
<td>17.00</td>
</tr>
<tr>
<td><strong>Marketing and Technology</strong> (Transportation and Planning)</td>
<td>4,173,765</td>
<td>5,245,646</td>
<td>5,530,573</td>
<td>6,882,247</td>
</tr>
<tr>
<td>Provides customer service, public relations, marketing, and technology support</td>
<td>42.00</td>
<td>42.00</td>
<td>44.00</td>
<td>44.00</td>
</tr>
<tr>
<td><strong>Transit Facilities</strong> (Transportation and Planning)</td>
<td>5,411,637</td>
<td>5,925,558</td>
<td>5,737,159</td>
<td>8,337,458</td>
</tr>
<tr>
<td>Manages and maintains light rail facilities, Park and Ride Lot, parking decks, bus garages, transit centers, and bus stops</td>
<td>12.00</td>
<td>12.00</td>
<td>14.00</td>
<td>14.00</td>
</tr>
<tr>
<td><strong>Transit Development</strong> (Transportation and Planning)</td>
<td>2,585,355</td>
<td>2,780,865</td>
<td>3,551,598</td>
<td>3,313,401</td>
</tr>
<tr>
<td>Facilitates the development and long range planning of the regional rapid transit system</td>
<td>25.00</td>
<td>25.00</td>
<td>25.00</td>
<td>25.00</td>
</tr>
<tr>
<td><strong>CityLYNX GoldLine Operations</strong> (Transportation and Planning)</td>
<td>404,125</td>
<td>1,180,131</td>
<td>1,355,355</td>
<td>1,959,033</td>
</tr>
<tr>
<td>Provides daily streetcar service in Uptown Charlotte</td>
<td>404.00</td>
<td>404.00</td>
<td>404.00</td>
<td>404.00</td>
</tr>
<tr>
<td><strong>Vanpool</strong> (Transportation and Planning)</td>
<td>404,125</td>
<td>1,180,131</td>
<td>1,355,355</td>
<td>1,959,033</td>
</tr>
<tr>
<td>Provides carpool matching service for commuters who live and work near each other</td>
<td>404.00</td>
<td>404.00</td>
<td>404.00</td>
<td>404.00</td>
</tr>
<tr>
<td><strong>Department Charges</strong></td>
<td>(11,671,075)</td>
<td>(13,253,805)</td>
<td>(21,643,629)</td>
<td>(12,333,585)</td>
</tr>
</tbody>
</table>

## Total Budget

- **$121,305,549** for FY 2018
- **$122,414,078** for FY 2017
- **$125,459,136** for FY 2016
- **$148,238,752** for FY 2015

## Total FTEs

- **384.75** for FY 2018
- **419.75** for FY 2017
- **522.75** for FY 2016
- **522.75** for FY 2015
Charlotte Area Transit System

FY 2018 Budget and Staffing Adjustments

Decreases

● None

Increases

● CATS continues to ramp up Operations for the opening of the Blue Line Extension (BLE). This includes the full impact of FTEs approved in Fiscal Year 2017 as well as operating expenses associated with BLE operations.

$ 11,033,458

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure Highlight</th>
<th>Performance Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bus Services</strong></td>
<td></td>
</tr>
<tr>
<td>Customers per Revenue Mile - Bus</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td>Overall Customer Satisfaction - Bus</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td><strong>Light Rail Service</strong></td>
<td></td>
</tr>
<tr>
<td>Overall Customer Satisfaction - Rail</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td><strong>Transit Administration</strong></td>
<td></td>
</tr>
<tr>
<td>Debt Service Coverage Ratio (Net)</td>
<td>1.30</td>
</tr>
<tr>
<td>Operating Cost per revenue mile - Bus</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td>Operating Cost per revenue mile - Rail</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td><strong>Transportation for People with Disabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Overall Customer Satisfaction - Paratransit</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td><strong>Transit Safety and Security</strong></td>
<td></td>
</tr>
<tr>
<td>Vehicular Accident Rate - Bus per 100,000 miles</td>
<td>0.29</td>
</tr>
<tr>
<td>Vehicular Accident Rate - Special Transportation Services</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Marketing and Technology</strong></td>
<td></td>
</tr>
<tr>
<td>Percent of Public Aware of 2030 Plan</td>
<td>New Measure in FY 2018</td>
</tr>
<tr>
<td><strong>Transit Development</strong></td>
<td></td>
</tr>
<tr>
<td>Public Satisfaction with 2030 Plan</td>
<td>New Measure in FY 2018</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget

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Charlotte Water

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$ 52,827,019</td>
<td>57,518,205</td>
<td>62,999,182</td>
<td>71,635,090</td>
<td>13.7%</td>
</tr>
<tr>
<td>Operating</td>
<td>79,308,132</td>
<td>77,098,110</td>
<td>97,160,891</td>
<td>94,068,552</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(14,206,587)</td>
<td>(15,175,609)</td>
<td>(16,815,818)</td>
<td>(17,853,678)</td>
<td>6.2%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 117,929,031</td>
<td>119,440,706</td>
<td>143,344,255</td>
<td>147,849,956</td>
<td>3.1%</td>
</tr>
</tbody>
</table>

| Staffing          |                |                |                 |                |                               |
| Total FTEs        | 796.00         | 822.00         | 846.00          | 912.00         | 66.00                         |

FY 2018 Adopted Budget
85
## Charlotte Water

### Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration, Management and Support (Environment)</td>
<td>$28,446,218</td>
<td>28,033,452</td>
<td>32,682,388</td>
<td>36,970,048</td>
</tr>
<tr>
<td>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</td>
<td>47.00</td>
<td>57.00</td>
<td>63.00</td>
<td>81.00</td>
</tr>
<tr>
<td>Customer Service (Environment)</td>
<td>6,696,492</td>
<td>6,308,761</td>
<td>7,265,248</td>
<td>8,787,678</td>
</tr>
<tr>
<td>Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and backflow prevention</td>
<td>122.00</td>
<td>101.00</td>
<td>103.00</td>
<td>115.00</td>
</tr>
<tr>
<td>Water and Sewer Capital Project Planning, Design and Construction (Environment)</td>
<td>9,046,463</td>
<td>9,973,941</td>
<td>10,236,466</td>
<td>11,715,769</td>
</tr>
<tr>
<td>Provides design and construction of Charlotte Water facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying</td>
<td>98.00</td>
<td>119.00</td>
<td>121.00</td>
<td>134.00</td>
</tr>
<tr>
<td>Laboratory Services (Environment)</td>
<td>4,310,845</td>
<td>4,484,299</td>
<td>4,903,291</td>
<td>5,530,479</td>
</tr>
<tr>
<td>Provides testing of water, wastewater, and industrial users for compliance and manages water quality issues relating to taste, color, and odor</td>
<td>35.50</td>
<td>42.00</td>
<td>45.00</td>
<td>48.00</td>
</tr>
<tr>
<td>Water Treatment (Environment)</td>
<td>12,001,452</td>
<td>13,015,688</td>
<td>16,698,804</td>
<td>16,628,790</td>
</tr>
<tr>
<td>Provides treatment and pumping of water to distribute drinking water to customers</td>
<td>66.00</td>
<td>67.00</td>
<td>68.00</td>
<td>69.00</td>
</tr>
<tr>
<td>Environmental Management (Environment)</td>
<td>35,725,225</td>
<td>32,873,671</td>
<td>45,550,164</td>
<td>37,479,242</td>
</tr>
<tr>
<td>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</td>
<td>120.50</td>
<td>117.00</td>
<td>122.00</td>
<td>124.00</td>
</tr>
<tr>
<td>Union County Operations (Environment)</td>
<td>3,201,542</td>
<td>3,201,542</td>
<td>3,201,542</td>
<td>3,201,542</td>
</tr>
<tr>
<td>Operation of Union County's Wastewater Treatment Plants pursuant to signed interlocal agreement</td>
<td>16.00</td>
<td>16.00</td>
<td>16.00</td>
<td>16.00</td>
</tr>
<tr>
<td>Field Operations (Environment)</td>
<td>32,707,381</td>
<td>36,724,961</td>
<td>39,622,170</td>
<td>45,390,095</td>
</tr>
<tr>
<td>Maintains more than 8,000 miles of water and sewer pipe and more than 257,000 service connections</td>
<td>291.00</td>
<td>303.00</td>
<td>308.00</td>
<td>325.00</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(14,206,587)</td>
<td>(15,175,609)</td>
<td>(16,815,818)</td>
<td>(17,853,687)</td>
</tr>
</tbody>
</table>

**Total Budget** $117,929,031

**Total FTEs** 796.00
## FY 2018 Budget and Staffing Adjustments

### Decreases

- None

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
</tr>
</tbody>
</table>

### Increases

- 66 FTEs that respond to increased demand due to the improving economy: $4,172,741

- **Customer Satisfaction:** 27 FTEs to enhance customer satisfaction by reducing the time required to repair water main breaks; continuing to ensure delivery of consistently high drinking water quality to meet customer expectations; and meeting growing customer service demands.

- **Operational Efficiency and Compliance:** 13 FTEs to increase operational efficiency and compliance by continuing to ensure compliance with biosolids permit requirements; improving energy efficiency across the department; reducing sanitary sewer overflows (SSOs); complying with records management laws and providing prompt response to public records requests; providing data analysis for operational decision-making and technical support for critical systems; maintaining and repairing aging water and wastewater treatment facilities.

- **Thriving Community:** 20 FTEs to promote a thriving community, meeting water and sewer capacity needs of the community, and keeping pace with workload related to land development.

- **Workforce Development:** Six FTEs to foster workforce development by providing training and development to improve workforce effectiveness, retaining and transferring knowledge, and developing and implementing an ongoing apprentice program creating a broader pool of highly-skilled, experienced employees.
# Charlotte Water

## Performance Measure Highlights

<table>
<thead>
<tr>
<th>Administration, Management, and Support</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Sanitary Sewer Overflow</td>
<td>5.0 per 100 miles</td>
<td>4.4 per 100 miles</td>
<td>&lt;4.0 per 100 miles</td>
</tr>
<tr>
<td>Maintain ratio of Fund Balance to following year operating expenses + debt service</td>
<td>78.3 %</td>
<td>72.48 %</td>
<td>&gt; 50 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Service</th>
<th>New Measure in FY 2018</th>
<th>New Measure in FY 2018</th>
<th>Hire 20 apprentices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of Apprenticeship Program</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Project Planning, Design, and Construction | FY 2018 | FY 2018 | |
|---------------------------------------------|---------|---------|
| Water System - rehabilitation and replacement of aging pipe | 59,000 feet | 46,491 feet | ≥ 80,000 feet |
| Sewer System - rehabilitation and replacement of aging pipe | 50,000 feet | 83,184 feet | ≥ 50,000 feet |

<table>
<thead>
<tr>
<th>Water Treatment and Laboratory Services</th>
<th>99.92 %</th>
<th>100 %</th>
<th>100 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet all applicable requirements of the Safe Drinking Water Act and Clean Water Act</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Management</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Sanitary Sewer Overflow</td>
<td>5.0 per 100 miles</td>
<td>4.4 per 100 miles</td>
<td>&lt;4.0 per 100 miles</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field Operations</th>
<th>FY 2018 Adopted Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair Water Leaks</td>
<td>100% repaired in 7 calendar weeks</td>
</tr>
</tbody>
</table>
Storm Water Services  
(Department of Engineering and Property Management)

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$9,497,110</td>
<td>9,465,189</td>
<td>11,770,520</td>
<td>12,780,358</td>
<td>8.6%</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>7,844,174</td>
<td>7,414,596</td>
<td>9,459,339</td>
<td>9,754,202</td>
<td>3.1%</td>
<td></td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>1,019,960</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Department Charges</td>
<td>(5,304,920)</td>
<td>(7,132,117)</td>
<td>(6,684,134)</td>
<td>(7,043,244)</td>
<td>5.4%</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$13,056,324</td>
<td>9,747,668</td>
<td>14,545,725</td>
<td>15,491,316</td>
<td>6.5%</td>
<td></td>
</tr>
</tbody>
</table>

| Staffing                |                |                |                  |                |                        |                        |
| Total FTEs              | 108.00         | 124.00         | 131.00           | 136.00         | 5.00%                  |                        |

FY 2018 Adopted Budget
89
# Storm Water Services

(Department of Engineering and Property Management)

<table>
<thead>
<tr>
<th>Department Services (Focus Area)</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Pollution Discharge Elimination Permit (Environment)</strong></td>
<td>$1,705,313 9.00</td>
<td>$1,219,170 10.00</td>
<td>$1,430,282 10.00</td>
<td>$2,786,641 10.00</td>
</tr>
<tr>
<td>Monitor, protect, and improve water quality of community creeks and streams ensuring the City meets all requirement standards of the Federal Clean Water Act.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Capital Project Planning, Design, and Construction (Environment)** | $5,647,488 65.00 | $4,936,901 77.00 | $7,829,247 84.00 | $6,406,675 86.00 |
| Design and construct projects that quickly drain stormwater from roads, reduce flood risks to homes, and protect and improve surface water quality of more than 3,000 miles of streams and their watersheds. |

| **Post-Construction Stormwater Ordinance Mitigation (Environment)** | $70,576 1.00 | $31,167 1.00 | $49,651 1.00 | $117,328 2.00 |
| Control the adverse effects of increased post-construction stormwater runoff generated from development and redevelopment. |

| **Umbrella Stream and Wetland Mitigation Bank (Environment)** | $352,881 5.00 | $155,837 5.00 | $238,037 5.00 | $293,321 5.00 |
| Develop and implement stream and wetland projects to improve surface water quality that offset City and County government impacts |

| **Storm Water Infrastructure Maintenance (Environment)** | $3,162,223 4.00 | $1,683,998 4.00 | $2,577,836 4.00 | $3,789,376 4.00 |
| Perform storm drainage maintenance in the right-of-way including debris and leaf removal from storm drains and infrastructure. |

| **Storm Water Administrative Services (Environment)** | $2,117,843 24.00 | $1,720,595 27.00 | $2,420,672 27.00 | $2,097,975 29.00 |
| Directs and supports Storm Water activities through administration, asset management, communications, financial services, technology, and investigating citizen requests for storm water services. |

**Total Budget** | $13,056,324 | $9,747,668 | $14,545,725 | $15,491,316 |
**Total FTEs** | 108.00 | 124.00 | 131.00 | 136.00 |
Storm Water Services
(Department of Engineering and Property Management)

FY 2018 Budget and Staffing Adjustments

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Decreases</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stormwater projects</td>
<td>to spend less to repair and repave streets due to stormwater infrastructure located under City streets</td>
<td>$500,000</td>
</tr>
<tr>
<td>Education</td>
<td>reductions in the amounts to be spent on educational reimbursements and miscellaneous contractual services in FY 2018 over what was requested in FY 2017</td>
<td>$164,975</td>
</tr>
<tr>
<td><strong>Increases</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storm Water Utility</td>
<td>The City's Storm Water utility contracts with Mecklenburg County Storm Water to fulfill the National Pollutant Discharge Elimination System (NPDES) permit. The cost of the contract increases by $623,000 in FY 2018 due to increased overhead charges by the County</td>
<td>$623,000</td>
</tr>
<tr>
<td>New FTEs</td>
<td>Addition of five new FTEs: one Senior Project Manager, one Project Manager, one Engineering Assistant for Water Quality, one Construction Supervisor (Pipe Video), and one GIS Technician. The new positions will work on capital construction, maintenance, and repair projects to address infrastructure failures and service needs. Total cost for the five positions is $443,759, but $176,586 of this cost is transferred from the operating budget to the Storm Water Community Investment Plan.</td>
<td>$443,759</td>
</tr>
</tbody>
</table>

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2016 Performance</th>
<th>FY 2017 Performance</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storm Water Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain AAA and Aa1 rating by balancing bond and pay-as-you-go funding</td>
<td>Maintained AAA and Aa1 rating</td>
<td>Maintained AAA and Aa1 rating</td>
<td>Maintain AAA and Aa1 rating</td>
</tr>
<tr>
<td>National Pollution Discharge Elimination Permit</td>
<td>Achieved</td>
<td>Achieved</td>
<td>Meet Target</td>
</tr>
<tr>
<td>Capital Project Planning, Design, and Construction</td>
<td>478</td>
<td>634</td>
<td>≥ 500</td>
</tr>
<tr>
<td>Address and solve 500 citizen requests for service to resolve drainage problems</td>
<td>754</td>
<td>997</td>
<td>≥ 1000</td>
</tr>
<tr>
<td>Inspect 700-1,000 Stormwater Control Measures (ponds, wetlands, detention basins) each year</td>
<td>Achieved</td>
<td>Achieved</td>
<td>Meet Target</td>
</tr>
<tr>
<td>Work performed to ensure large and medium neighborhood flood control projects are designed to be constructed efficiently and that contractors engaged to build these projects meet the City's quality, cost, and schedule requirements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post-Construction Stormwater Ordinance Mitigation</td>
<td>Achieved</td>
<td>Achieved</td>
<td>Meet Target</td>
</tr>
<tr>
<td>Ensure new development and redevelopment complies to the Post-Construction Stormwater Ordinance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Umbrella Stream and Wetland Mitigation Bank</td>
<td>Achieved</td>
<td>Achieved</td>
<td>Meet Target</td>
</tr>
<tr>
<td>Meet mitigation requirements through local rather than state-level restoration efforts 100 percent of the time when streams are negatively impacted by City projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storm Water Infrastructure Maintenance</td>
<td>100,000</td>
<td>106,018</td>
<td>≥ 100,000</td>
</tr>
<tr>
<td>Clean 100,000 catch basins in the right-of-way</td>
<td>49,950</td>
<td>45,995</td>
<td>≥ 50,000</td>
</tr>
<tr>
<td>Vacuum 50,000 linear feet of pipe</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Risk Management  
(Department of Management and Financial Services)

Mission
Risk Management will provide outstanding risk management services

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$2,137,138</td>
<td>$2,245,259</td>
<td>$2,300,022</td>
<td>$2,420,077</td>
<td>5.2%</td>
</tr>
<tr>
<td>Operating</td>
<td>493,104</td>
<td>445,965</td>
<td>572,697</td>
<td>532,316</td>
<td>-7.1%</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>478,435</td>
<td>549,859</td>
<td>621,801</td>
<td>640,455</td>
<td>3.0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$3,108,677</td>
<td>$3,241,083</td>
<td>$3,494,520</td>
<td>$3,592,848</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>FTE Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>28.00</td>
<td>28.00</td>
<td>28.00</td>
<td>28.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>
Risk Management  
(Department of Management and Financial Services)

### Department Services

<table>
<thead>
<tr>
<th>Risk Management Operations</th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administers risk financing, risk retention, and insurance</td>
<td>$2,892,250</td>
<td>3,040,912</td>
<td>3,185,509</td>
<td>3,261,405</td>
</tr>
<tr>
<td>placement for the City of Charlotte, Mecklenburg County,</td>
<td>26.00</td>
<td>26.00</td>
<td>26.00</td>
<td>26.00</td>
</tr>
<tr>
<td>Charlotte-Mecklenburg School System, and other small public</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>agencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Defensive Driving Range

| Manages the Charlotte Vehicle Operations Center, a training     | 216,427             | 200,171             | 309,011              | 331,443             |
| facility which provides driver training for all departments of   | 2.00                | 2.00                | 2.00                 | 2.00                |
| the City                                                        |                     |                     |                      |                     |

Total Budget $3,108,677 3,241,083 3,494,520 3,592,848

Total FTEs 28.00 28.00 28.00 28.00

### FY 2018 Budget and Staffing Adjustments

<table>
<thead>
<tr>
<th>Decreases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>$0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Performance Measure Highlights

<table>
<thead>
<tr>
<th>Risk Management</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain Risk Claim Adjusters' licenses/certifications</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Attain an annual claims closure rate greater than or equal to 95 percent</td>
<td>100%</td>
<td>95%</td>
<td>≥95%</td>
</tr>
</tbody>
</table>
Mayor and City Council

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

**Responsibilities**
The Mayor and City Council are responsible for establishing the general policies under which the City operates. These include:
- Appoint the City Manager, City Attorney, City Clerk, and various members of Boards and Commissions
- Enact ordinances, resolutions, and orders
- Adopt the annual budget, which sets the tax rate and approve the financing of all City operations
- Authorize contracts on behalf of the City

**Budget and Staffing Overview**

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$1,255,777</td>
<td>$1,266,317</td>
<td>$1,317,814</td>
<td>$557,701</td>
<td>-57.7%</td>
</tr>
<tr>
<td>Operating</td>
<td>$254,957</td>
<td>$248,943</td>
<td>$238,545</td>
<td>$179,817</td>
<td>-24.6%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,510,734</td>
<td>$1,515,260</td>
<td>$1,556,359</td>
<td>$737,518</td>
<td>-52.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2018 Adopted Budget</th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total FTEs</td>
<td>21.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
## Mayor and City Council

### Department Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor and City Council</td>
<td>$675,426 12.00</td>
<td>$677,057 12.00</td>
<td>$695,824 12.00</td>
<td>$737,518 12.00</td>
</tr>
<tr>
<td>Provides leadership and strategic vision for the City of Charlotte</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Support</td>
<td>$835,308 9.00</td>
<td>$838,204 9.00</td>
<td>$860,535 9.00</td>
<td>0 0.00</td>
</tr>
<tr>
<td>Provides constituent services, administrative, and executive support for the Mayor and City Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Budget</td>
<td>$1,510,734 21.00</td>
<td>$1,515,260 21.00</td>
<td>$1,556,359 21.00</td>
<td>737,518 12.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>21.00</td>
<td>21.00</td>
<td>21.00</td>
<td>12.00</td>
</tr>
</tbody>
</table>

### FY 2018 Budget and Staffing Adjustments

**Decreases**
- None
  - Amount: $0

**Increases**
- None
  - Amount: $0

FY 2018 Adopted Budget

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City Attorney

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2018 Adopted Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Percent Change</td>
</tr>
<tr>
<td>Personnel Actual</td>
<td>$3,384,456</td>
<td>$3,471,847</td>
<td>$3,654,627</td>
<td>$4,334,853</td>
<td>18.6%</td>
</tr>
<tr>
<td>Operating</td>
<td>533,775</td>
<td>408,990</td>
<td>390,997</td>
<td>399,049</td>
<td>2.1</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(1,118,547)</td>
<td>(963,067)</td>
<td>(1,479,830)</td>
<td>(2,075,831)</td>
<td>40.3</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$2,799,684</td>
<td>$2,917,770</td>
<td>$2,565,794</td>
<td>$2,658,071</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

| **Staffing**        |           |           |           |           | FTE Count Change       |
| Total FTEs          | 29.00     | 27.00     | 27.00     | 30.00     | 3.00                   |
City Attorney

**Department Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal Advice and Representation</strong></td>
<td>$3,175,118, 23.50</td>
<td>$3,104,670, 21.50</td>
<td>$3,221,515, 21.50</td>
<td>$3,787,122, 24.50</td>
</tr>
<tr>
<td>The City Attorney’s Office provides the highest quality legal advice and representation to City officials and employees by assisting them in identifying the soundest options and solutions and understanding the potential legal ramifications of their decisions or actions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Litigation</strong></td>
<td>743,113, 5.50</td>
<td>776,167, 5.50</td>
<td>824,109, 5.50</td>
<td>946,780, 5.50</td>
</tr>
<tr>
<td>The City Attorney’s Office provides highly skilled defense of lawsuits against the City, its officials and employees, and enforcement of City ordinances, seeking resolution that is fair to all parties.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Departmental Charges</strong></td>
<td>(1,118,547)</td>
<td>(963,067)</td>
<td>(1,479,830)</td>
<td>(2,075,831)</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$2,799,684</td>
<td>$2,917,770</td>
<td>$2,565,794</td>
<td>$2,658,071</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>29.00</td>
<td>27.00</td>
<td>27.00</td>
<td>30.00</td>
</tr>
</tbody>
</table>

**FY 2018 Budget and Staffing Adjustments**

- **Decreases**
  - None
  - Amount: $0

- **Increases**
  - Transfer of three Aviation Attorneys personnel expenditures to the City Attorney Office. Net impact to the General Fund is $0; these full-time equivalents will be 100 percent funded by Aviation.
  - Amount: $457,978

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal Advice and Representation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure attorneys and paralegals maintain professional certifications</td>
<td>252 training hours</td>
<td>240 training hours</td>
<td>≥240 training hours</td>
</tr>
<tr>
<td>Provide legal services in a cost effective manner and at a lower cost than services provided by outside counsel</td>
<td>$99.98 per hour</td>
<td>$101.60 per hour</td>
<td>$103.68 per hour</td>
</tr>
<tr>
<td>Ensure attorneys conduct client service interviews</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Review outside counsel bills for fairness and accuracy</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
City Clerk

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$430,591</td>
<td>$440,653</td>
<td>$454,366</td>
<td>$586,386</td>
<td>29.1%</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>$132,212</td>
<td>$123,893</td>
<td>$132,600</td>
<td>$138,838</td>
<td>4.7%</td>
<td></td>
</tr>
<tr>
<td>Department Charges</td>
<td>$(2,583)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$560,220</strong></td>
<td><strong>564,546</strong></td>
<td><strong>586,966</strong></td>
<td><strong>725,224</strong></td>
<td><strong>23.6%</strong></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td><strong>$27,200</strong></td>
<td><strong>31,900</strong></td>
<td><strong>33,340</strong></td>
<td><strong>36,040</strong></td>
<td><strong>8.1%</strong></td>
<td></td>
</tr>
<tr>
<td>Net Expenditures</td>
<td><strong>$533,020</strong></td>
<td><strong>532,646</strong></td>
<td><strong>553,626</strong></td>
<td><strong>689,184</strong></td>
<td><strong>24.5%</strong></td>
<td></td>
</tr>
</tbody>
</table>

Staffing

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>7.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
## City Clerk

### Department Services

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Boards and Commissions</strong></td>
<td>$140,011</td>
<td>141,090</td>
<td>146,742</td>
<td>159,789</td>
</tr>
<tr>
<td>Administers the City Council-approved process for board appointments and maintains records for City Council's 33 Advisory Boards and Commissions. Serves as Clerk and Record Custodian to the Citizens’ Review Board and Civil Service Board.</td>
<td>1.50</td>
<td>1.50</td>
<td>1.50</td>
<td>1.50</td>
</tr>
<tr>
<td><strong>City Council Support</strong></td>
<td>$256,686</td>
<td>258,665</td>
<td>269,026</td>
<td>292,946</td>
</tr>
<tr>
<td>Serves as the Clerk to the City Council. Certifies and posts all official actions by Council. Transcribes and archives minutes of all Council meetings. Manages the City’s speakers’ list process for those who wish to address City Council. Administers oaths of office. Maintains statements of economic interest for elected and appointed officials and members of designated boards.</td>
<td>2.75</td>
<td>2.75</td>
<td>2.75</td>
<td>2.75</td>
</tr>
<tr>
<td><strong>Records Management and Maintenance</strong></td>
<td>163,523</td>
<td>164,791</td>
<td>171,198</td>
<td>272,489</td>
</tr>
<tr>
<td>Serves as the custodian of the corporate seal. Maintains and archives permanent records, including the City Charter and Code of Ordinances. Provides attestations, certifications and/or notarizations for contracts, deed and agreements. Publishes notices of public hearings and other legal ads. Coordinates the voluntary annexation application process. Administers the Citywide records request and management programs.</td>
<td>1.75</td>
<td>1.75</td>
<td>1.75</td>
<td>2.75</td>
</tr>
</tbody>
</table>

### Total Budget

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Budget</strong></td>
<td>$560,220</td>
<td>564,546</td>
<td>586,966</td>
<td>725,224</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>7.00</td>
</tr>
</tbody>
</table>
City Clerk

**FY 2018 Budget and Staffing Adjustments**

**Decreases**
- None
  - Amount: $0

**Increases**
- Addition of one Administrative Officer IV FTE to administer the City’s record management program, including Citywide public record requests
  - Amount: $97,000
- Increase in advertising costs to support rezoning and text amendment activities
  - Amount: $4,500

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Boards and Commissions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administer process for 100 percent of Council’s 33 Advisory Boards and Commissions</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>City Council Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Council business meeting minutes within 28 business days 98 percent of the time</td>
<td>98%</td>
<td>100%</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Records Management and Maintenance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Execute, publish, and file 90 percent of official documents within seven business days; including posting official documents to the City Clerk's website</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
City Manager

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

Responsibilities
- Provide vision and leadership to the organization
- Establish the general policies under which the City Operates
- Direct and manage the delivery of public services

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$2,202,287</td>
<td>$2,206,009</td>
<td>$2,257,065</td>
<td>$2,450,089</td>
<td>8.6%</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>376,257</td>
<td>381,350</td>
<td>271,601</td>
<td>292,000</td>
<td>7.5%</td>
<td></td>
</tr>
<tr>
<td>Department Charges</td>
<td>(13,380)</td>
<td>(13,800)</td>
<td>(13,800)</td>
<td>(9,800)</td>
<td>-29.0%</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$2,565,164</td>
<td>$2,573,559</td>
<td>$2,514,866</td>
<td>$2,732,289</td>
<td>8.6%</td>
<td></td>
</tr>
</tbody>
</table>

| Staffing               |                |                |                 |                |
| Total FTEs             | 12.00          | 12.00          | 12.00           | 13.00          | 1.00                   |         |

FY 2018 Adopted Budget

101
## City Manager

### Department Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual / FTEs</th>
<th>FY 2016 Actual / FTEs</th>
<th>FY 2017 Revised / FTEs</th>
<th>FY 2018 Budget / FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Leadership</strong></td>
<td>1,586,802</td>
<td>1,591,995</td>
<td>1,555,688</td>
<td>1,618,336</td>
</tr>
<tr>
<td>Provides executive leadership to City of Charlotte organization</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Executive Support</strong></td>
<td>701,895</td>
<td>704,192</td>
<td>688,132</td>
<td>831,992</td>
</tr>
<tr>
<td>Administrative staff support to executive leadership and budgetary/financial support to all service areas</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Intergovernmental Relations</strong></td>
<td>276,467</td>
<td>277,372</td>
<td>271,046</td>
<td>281,961</td>
</tr>
<tr>
<td>State government lobbying, managing contract with Federal Government lobbying firm, and other intergovernmental activities</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$ 2,565,164</strong></td>
<td><strong>2,573,559</strong></td>
<td><strong>2,514,866</strong></td>
<td><strong>2,732,289</strong></td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>12.00</strong></td>
<td><strong>12.00</strong></td>
<td><strong>12.00</strong></td>
<td><strong>13.00</strong></td>
</tr>
</tbody>
</table>

### FY 2018 Budget and Staffing Adjustments

**Decreases**
- None

**Increases**
- Addition of one position for executive support to the City Manager's Office

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
</tr>
<tr>
<td>$116,147</td>
</tr>
</tbody>
</table>
Strategy and Budget

Mission
Strategy and Budget supports City services through strategic planning, analysis, and resource management.

Responsibilities
● Develop and provide oversight of the City of Charlotte’s annual budget and five-year Community Investment Plan
● Provide policy and management analysis
● Coordinate the City Council’s Business Agenda
● Administer the organization’s performance management and strategic planning processes

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 to FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$1,332,237</td>
<td>$1,440,348</td>
<td>$1,655,351</td>
<td>$1,933,144</td>
<td>16.8%</td>
</tr>
<tr>
<td>Operating</td>
<td>115,351</td>
<td>138,294</td>
<td>231,554</td>
<td>288,421</td>
<td>24.6%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(63,171)</td>
<td>(62,986)</td>
<td>(63,077)</td>
<td>(71,169)</td>
<td>12.8%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,384,417</td>
<td>$1,515,656</td>
<td>$1,823,828</td>
<td>$2,150,396</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>12.00</td>
<td>14.00</td>
<td>15.00</td>
<td>17.00</td>
<td>2.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
# Strategy and Budget

## Department Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Budget</strong></td>
<td>$576,841</td>
<td>541,306</td>
<td>673,895</td>
<td>826,754</td>
</tr>
<tr>
<td>Provides the coordination, development and monitoring of annual operating budgets</td>
<td>5.00</td>
<td>5.00</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Capital Budget</strong></td>
<td>293,907</td>
<td>279,508</td>
<td>269,558</td>
<td>275,585</td>
</tr>
<tr>
<td>Provides the coordination, development and monitoring of annual five-year Community Investment Plan</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>City Strategy and Performance</strong></td>
<td>288,420</td>
<td>270,653</td>
<td>336,947</td>
<td>482,274</td>
</tr>
<tr>
<td>Coordinates the City performance management program, including coordination of Council's Focus Area Plans and development of the City's Strategic Operating Plan</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
<td>3.50</td>
</tr>
<tr>
<td><strong>Council Business Agenda</strong></td>
<td>288,420</td>
<td>270,653</td>
<td>336,947</td>
<td>344,481</td>
</tr>
<tr>
<td>Provides coordination the process for the City Council's business meeting agendas including document production and coordination</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
</tr>
<tr>
<td><strong>Community Research and Data Analytics</strong>*</td>
<td>0</td>
<td>216,522</td>
<td>269,558</td>
<td>0</td>
</tr>
<tr>
<td>Provides championship and coordination the use of data and information, to make decisions, improve services, and engage Charlotte residents to improve outcomes for the people who live and work in Charlotte</td>
<td>0.00</td>
<td>2.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Economic Research and Policy Analysis</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>292,471</td>
</tr>
<tr>
<td>Conducts policy analysis and economic research to inform and advise the City's executive leadership</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>3.00</td>
</tr>
<tr>
<td><strong>Departmental Charges</strong></td>
<td>(63,171)</td>
<td>(62,986)</td>
<td>(63,077)</td>
<td>(71,169)</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$1,384,417</td>
<td>1,515,656</td>
<td>1,823,828</td>
<td>2,150,396</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>12.00</td>
<td>14.00</td>
<td>15.00</td>
<td>17.00</td>
</tr>
</tbody>
</table>

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

FY 2018 Budget and Staffing Adjustments

Decreases
• Moved the Community Research and Data Analytics team to the Engineering and Property Management Department

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$197,936</td>
</tr>
</tbody>
</table>

Increases
• Addition of three FTEs to support the organization in strategic planning, policy, and management analysis

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$288,952</td>
</tr>
</tbody>
</table>

• Addition of one Economist FTE to serve as economic advisor to the City's executive leadership

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$99,638</td>
</tr>
</tbody>
</table>

• Addition of one Strategy and Budget Analyst FTE to coordinate the initiatives related to the City Council's Letter to the Community.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$97,735</td>
</tr>
</tbody>
</table>

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Achievement</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating and Capital Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One of three lowest property tax rates of the 10 largest cities in North Carolina</td>
<td>Third lowest</td>
<td>Fourth lowest</td>
<td>1 of 3 lowest</td>
</tr>
<tr>
<td>Percent of General Fund growth exclusive of property taxes*</td>
<td>-0.6%</td>
<td>4.74%</td>
<td>≥ 5</td>
</tr>
</tbody>
</table>

City Strategy and Performance Management

Percent of City measures at or above School of Government Benchmarking Project averages

<table>
<thead>
<tr>
<th>Performance Achievement</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Measure in FY 2017</td>
<td>64.08%</td>
<td>≥ State average</td>
<td></td>
</tr>
</tbody>
</table>

Council Business Agenda

Minimize the number of Requests for Council Action pulled from Council meeting agenda by the City Manager or City Council due to inadequate, missing, or confusing information

<table>
<thead>
<tr>
<th>Performance Achievement</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Measure in FY 2017</td>
<td>0</td>
<td>&lt; 3</td>
<td></td>
</tr>
</tbody>
</table>

*Note - FY 2016 General Fund decrease due to loss of $16.4 million in Business Privilege License Tax revenue
Charlotte Communications and Marketing

Mission
Provide services to embrace the evolution of communication

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

• Responsible for media inquiries, public record requests, press releases, crisis communications, and managing social media accounts

• Provide marketing strategy, brand development and management, and manage the city website

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$1,457,641</td>
<td>$1,587,893</td>
<td>$1,769,300</td>
<td>$3,292,919</td>
</tr>
<tr>
<td>Operating</td>
<td>522,855</td>
<td>404,925</td>
<td>529,846</td>
<td>678,072</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(40,000)</td>
<td>(40,000)</td>
<td>(40,000)</td>
<td>(40,000)</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,940,496</td>
<td>$1,952,818</td>
<td>$2,259,146</td>
<td>$3,930,991</td>
</tr>
</tbody>
</table>

| Percent Change FY 2017 FY 2018 |
|-------------------------------|----------------|
| Personnel                     | 86.1%          |
| Operating                     | 28.0%          |
| Department Charges            | 0.0%           |
| Total Expenditures            | 74.0%          |

<table>
<thead>
<tr>
<th>Staffing</th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>19.00</td>
</tr>
<tr>
<td></td>
<td>19.00</td>
</tr>
<tr>
<td></td>
<td>21.00</td>
</tr>
<tr>
<td></td>
<td>34.00</td>
</tr>
<tr>
<td>FY 2018 Adopted Budget</td>
<td>13.00</td>
</tr>
</tbody>
</table>
## Charlotte Communications and Marketing

### Department Services (Focus Area)

<table>
<thead>
<tr>
<th>Services</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Services</strong></td>
<td>$486,281</td>
<td>499,051</td>
<td>620,119</td>
<td>670,648</td>
</tr>
<tr>
<td>Provides leadership and strategic direction in five functional areas within Charlotte Communications and Marketing. Provides strategy and governance on citywide communications initiatives.</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td><strong>Communication Services</strong></td>
<td>485,397</td>
<td>464,348</td>
<td>488,352</td>
<td>634,036</td>
</tr>
<tr>
<td>Provides internal and external communications services; partners with departments to develop and implement strategies/tactics for specific initiatives across a variety of channels.</td>
<td>5.00</td>
<td>5.00</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Video Services</strong></td>
<td>553,260</td>
<td>512,584</td>
<td>641,654</td>
<td>693,938</td>
</tr>
<tr>
<td>Provides video support and programming for the GOV Channel including live City Council meetings and the City budget process; provides extended services of DVD creation, A/V support and Social Media.</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Marketing and Creative Services</strong></td>
<td>268,783</td>
<td>269,151</td>
<td>215,373</td>
<td>426,654</td>
</tr>
<tr>
<td>Provides marketing and creative strategy and consultation on a variety of Citywide projects; provides brand development and management for print, web and video.</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Web Services</strong></td>
<td>146,775</td>
<td>207,684</td>
<td>208,071</td>
<td>225,025</td>
</tr>
<tr>
<td>Provides management and oversight of charmeck.org and <a href="http://www.charlottenc.gov">www.charlottenc.gov</a>; provides and manages a city application for delivery of e-newsletters, web updates, and the City's social media presence.</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>CIP Communications and Community Engagement</strong></td>
<td>0</td>
<td>0</td>
<td>85,577</td>
<td>92,550</td>
</tr>
<tr>
<td>Provide strategic guidance for developing community engagement plans to educate the public on the city's Community Investment Plan (CIP); provide a resource for the CIP and Comprehensive Neighborhood Improvement Program (CNIP) teams to ensure communications are streamlined.</td>
<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Constituent Services</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,188,140</td>
</tr>
<tr>
<td>The Office of Constituent Services supports administrative, communications, and constituent needs for elected officials in the City of Charlotte.</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>12.00</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$1,940,496</td>
<td>1,952,818</td>
<td>2,259,146</td>
<td>3,930,991</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>19.00</td>
<td>19.00</td>
<td>21.00</td>
<td>34.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
Charlotte Communications and Marketing

FY 2018 Budget and Staffing Adjustments

**Decreases**
- None

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
</tr>
</tbody>
</table>

**Increases**
- Established the Office of Constituent Services to assist and coordinate efforts for the Mayor and City Council to ensure a more holistic and streamlined approach to process and messaging with three full-time positions. A Chief Marketing Officer position is added to assist in the communications with media and the public focusing on community engagement and promotion of success in Charlotte

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$503,538</td>
</tr>
</tbody>
</table>

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Complete a new Corporate Communications and Marketing manual</td>
<td>50%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>● Ensure employees are executing development plans</td>
<td>50%</td>
<td>50%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Community Relations Committee

Mission
Promote community harmony, facilitate resolutions, and celebrate diversity.

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$854,556</td>
<td>936,119</td>
<td>1,083,818</td>
<td>1,074,190</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Operating</td>
<td>119,922</td>
<td>27,627</td>
<td>94,730</td>
<td>78,522</td>
<td>-17.1</td>
</tr>
<tr>
<td>Department Charges</td>
<td>0</td>
<td>0</td>
<td>(226,335)</td>
<td>(116,212)</td>
<td>-48.7</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$974,478</td>
<td>963,746</td>
<td>952,213</td>
<td>1,036,500</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
# Community Relations Committee

## Department Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Harmony Training</strong></td>
<td>$267,981 2.75</td>
<td>$265,030 2.75</td>
<td>$261,859 2.75</td>
<td>$285,038 2.75</td>
</tr>
<tr>
<td>Provides community dialogues and meetings to ensure access to public accommodations; assist in settling disputes; improve inter-racial, inter-ethnic and community relations; prevent discrimination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Conflict Management and Diversity Training</strong></td>
<td>73,086 0.75</td>
<td>72,281 0.75</td>
<td>71,416 0.75</td>
<td>77,738 0.75</td>
</tr>
<tr>
<td>Provides conflict management and diversity training to neighborhood groups, civic organizations, schools, and other groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ADA Compliance Training</strong></td>
<td>48,724 0.50</td>
<td>48,187 0.50</td>
<td>47,611 0.50</td>
<td>51,825 0.50</td>
</tr>
<tr>
<td>Provides training and makes recommendations on ADA compliance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fair Housing Ordinance Enforcement</strong></td>
<td>243,620 2.50</td>
<td>240,937 2.50</td>
<td>238,053 2.50</td>
<td>259,125 2.50</td>
</tr>
<tr>
<td>Provides investigations to address allegations of housing discrimination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mediation/Conciliation Services</strong></td>
<td>243,619 2.50</td>
<td>240,936 2.50</td>
<td>238,053 2.50</td>
<td>259,124 2.50</td>
</tr>
<tr>
<td>Provides mediation and conciliation services to prevent personal and community disputes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Police-Community Relations</strong></td>
<td>97,448 1.00</td>
<td>96,375 1.00</td>
<td>95,221 1.00</td>
<td>103,650 1.00</td>
</tr>
<tr>
<td>Provides voting responsibilities for chain of command hearings and hearings of the shooting board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$974,478</strong></td>
<td><strong>963,746</strong></td>
<td><strong>952,213</strong></td>
<td><strong>1,036,500</strong></td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>10.00</strong></td>
<td><strong>10.00</strong></td>
<td><strong>10.00</strong></td>
<td><strong>10.00</strong></td>
</tr>
</tbody>
</table>

## FY 2018 Budget and Staffing Adjustments

- **Decreases**
  - None
  - Amount: $0

- **Increases**
  - None
  - Amount: $0

## Performance Measure Highlights

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Relations Committee (CRC)</td>
<td>4.7</td>
<td>4.5</td>
<td>≥ 4.5</td>
</tr>
<tr>
<td>CRC client, customer, partner, member and staff satisfaction year-end survey (rating on 5.0 scale)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Internal Audit

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$977,847</td>
<td>952,604</td>
<td>972,116</td>
<td>1,148,891</td>
<td>18.2%</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>173,497</td>
<td>152,134</td>
<td>258,164</td>
<td>124,520</td>
<td>-51.8</td>
<td></td>
</tr>
<tr>
<td>Department Charges</td>
<td>(78,382)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,072,962</td>
<td>1,104,738</td>
<td>1,230,280</td>
<td>1,273,411</td>
<td>3.5%</td>
<td></td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>$1,072,962</td>
<td>1,104,738</td>
<td>1,230,280</td>
<td>1,273,411</td>
<td>3.5%</td>
<td></td>
</tr>
</tbody>
</table>

Staffing

<table>
<thead>
<tr>
<th>Total FTEs</th>
<th>9.00</th>
<th>9.00</th>
<th>9.00</th>
<th>9.00</th>
<th>0.00</th>
<th>FY 2018 Adopted Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FY 2018 Adopted Budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FY 2018 Adopted Budget</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
111
Internal Audit

**Department Services**

<table>
<thead>
<tr>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>Actual/ FTEs</td>
<td>Revised/ FTEs</td>
<td>Budget/ FTEs</td>
</tr>
<tr>
<td>Performance Audits</td>
<td>$1,008,596</td>
<td>$1,038,382</td>
<td>$1,161,872</td>
</tr>
<tr>
<td>Actual</td>
<td>8.50</td>
<td>8.50</td>
<td>8.50</td>
</tr>
</tbody>
</table>

Provides objective assurance on the effectiveness of internal control processes and assesses risks associated with City operations.

Agreed-Upon Procedures Audits

<table>
<thead>
<tr>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>Actual/ FTEs</td>
<td>Revised/ FTEs</td>
<td>Budget/ FTEs</td>
</tr>
<tr>
<td>32,183</td>
<td>33,178</td>
<td>34,204</td>
<td>36,485</td>
</tr>
<tr>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
</tr>
</tbody>
</table>

Provides requested assistance to a City department for certain agreed-upon audit procedures to be performed.

Investigations

<table>
<thead>
<tr>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual/ FTEs</td>
<td>Actual/ FTEs</td>
<td>Revised/ FTEs</td>
<td>Budget/ FTEs</td>
</tr>
<tr>
<td>32,183</td>
<td>33,178</td>
<td>34,204</td>
<td>36,485</td>
</tr>
<tr>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
<td>0.25</td>
</tr>
</tbody>
</table>

Provides audit assistance to the City Managers Office and department directors as requested to investigate instances of apparent non-compliance with approved policies, procedures and other requirements.

**Total Budget**

<table>
<thead>
<tr>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,072,962</td>
<td>$1,104,738</td>
<td>$1,230,280</td>
<td>$1,273,411</td>
</tr>
</tbody>
</table>

**Total FTEs**

<table>
<thead>
<tr>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
</tr>
</tbody>
</table>

**FY 2018 Budget and Staffing Adjustments**

**Decreases**

- None
  - Amount: $0

**Increases**

- None
  - Amount: $0

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>Performance Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance Audits</strong></td>
<td><strong>FY 2016 Actual</strong></td>
</tr>
<tr>
<td>Number of performance audits completed</td>
<td>12</td>
</tr>
</tbody>
</table>

**Agreed-Upon Procedures Audits**

<table>
<thead>
<tr>
<th><strong>FY 2016 Actual</strong></th>
<th><strong>FY 2017 Actual</strong></th>
<th><strong>FY 2018 Target</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of staff with at least one key certification (certified internal auditor (CIA), certified information systems auditor (CISA), or certified public accountant (CPA))</td>
<td>75%</td>
<td>60%</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget

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Human Resources

Mission
Human Resources supports the City's efforts to be an employer of choice. We do this by attracting and retaining qualified, productive and motivated employees who provide efficient and effective services to the citizens.

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$3,336,625</td>
<td>3,454,071</td>
<td>3,672,693</td>
<td>4,004,987</td>
<td>9.0%</td>
</tr>
<tr>
<td>Operating</td>
<td>927,539</td>
<td>1,016,456</td>
<td>1,136,356</td>
<td>1,309,975</td>
<td>15.3</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(243,877)</td>
<td>(244,757)</td>
<td>(316,681)</td>
<td>(500,542)</td>
<td>58.1</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$4,020,287</strong></td>
<td><strong>4,225,770</strong></td>
<td><strong>4,492,368</strong></td>
<td><strong>4,814,420</strong></td>
<td><strong>7.2%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Equivalents</td>
<td>36.00 36.00 36.00 40.00 0.00</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>36.00 36.00 36.00 40.00 4.00</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget 113
## Human Resources

<table>
<thead>
<tr>
<th>Department Services</th>
<th>FY 2015 Actual/FTEs</th>
<th>FY 2016 Actual/FTEs</th>
<th>FY 2017 Revised/FTEs</th>
<th>FY 2018 Budget/FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Talent Acquisition and Management</strong></td>
<td>$0</td>
<td>0</td>
<td>124,788</td>
<td>122,844</td>
</tr>
<tr>
<td>Provides a framework for talent acquisition and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>workforce planning. Develops strategies addressing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>current and projected employee skills gaps,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>diminishing organizational knowledge, and capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>across departments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Payroll, Job Applications, and Employee</strong></td>
<td>781,722</td>
<td>1,056,443</td>
<td>1,123,092</td>
<td>1,071,545</td>
</tr>
<tr>
<td><strong>Records</strong></td>
<td>7.00</td>
<td>9.00</td>
<td>9.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Provides management of the Human Resources and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll System. Provides maintenance of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>employment-related records. Provides system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>operation for the City's job application system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employment Compliance and Department</strong></td>
<td>977,153</td>
<td>792,332</td>
<td>748,728</td>
<td>931,960</td>
</tr>
<tr>
<td><strong>Consulting</strong></td>
<td>8.75</td>
<td>6.75</td>
<td>6.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Provides oversight and consultation services in</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the areas of employee performance management,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>retention, employee relations, and compliance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>670,048</td>
<td>704,295</td>
<td>748,728</td>
<td>735,778</td>
</tr>
<tr>
<td>Provides development, implementation,</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td>administration, and evaluation of benefit and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>wellness programs based on cost effectiveness and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>adheres to the City's Guiding Principle to attract</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and retain a skilled and diverse workforce.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides ongoing education.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Development and Learning</strong></td>
<td>1,005,072</td>
<td>1,056,442</td>
<td>1,123,092</td>
<td>1,286,613</td>
</tr>
<tr>
<td>Provides expertise in strategic and systemic</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
</tr>
<tr>
<td>organizational change readiness and performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>improvement; diagnoses performance problems and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>develops improvement and optimization plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Compensation Planning</strong></td>
<td>251,268</td>
<td>264,111</td>
<td>249,576</td>
<td>266,272</td>
</tr>
<tr>
<td>Provides compensation program administration,</td>
<td>2.25</td>
<td>2.25</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>analysis of City’s market competitiveness, and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>annual pay recommendations. Provides</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>recommendations for compensation programs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manages the City’s benchmark job classification</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>335,024</td>
<td>352,147</td>
<td>374,364</td>
<td>399,408</td>
</tr>
<tr>
<td>Provides department leadership, budget, financial</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>management and procurement services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$4,020,287</td>
<td>4,225,770</td>
<td>4,492,368</td>
<td>4,814,420</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>36.00</td>
<td>36.00</td>
<td>36.00</td>
<td>40.00</td>
</tr>
</tbody>
</table>
Human Resources

FY 2018 Budget and Staffing Adjustments

<table>
<thead>
<tr>
<th>Decreases</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>• None</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Increases**

- Addition of two HR Analyst FTEs to support the City's Apprenticeship Program. The net impact to the General Fund is $0, funded by the Aviation Department and Charlotte Water.  
  $214,665
- Increased contractual costs associated with various technology programs  
  $135,807
- Addition of one HR Analyst FTE to support the Citywide PeopleSoft payroll system, ensuring accurate required reporting to state and federal agencies. The net impact to the General Fund is $0, funded entirely by the Community Investment Plan.  
  $97,838

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of an Apprenticeship Program</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>June 30, 2018</td>
</tr>
<tr>
<td>Participation rate of City employees engaged in medical/wellness options</td>
<td>77%</td>
<td>80%</td>
<td>≥65%</td>
</tr>
<tr>
<td>Participation rate of Human Resources employees engaged in medical/wellness options</td>
<td>97%</td>
<td>97%</td>
<td>≥80%</td>
</tr>
<tr>
<td>Provide the Dismantling Racism Program to City employees</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>June 30, 2018</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget

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Innovation and Technology

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

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

Budget and Staffing Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$12,505,535</td>
<td>$12,932,200</td>
<td>$15,565,574</td>
<td>$16,390,139</td>
<td>5.3%</td>
</tr>
<tr>
<td>Operating</td>
<td>$15,342,672</td>
<td>$18,190,177</td>
<td>$19,063,833</td>
<td>$19,304,979</td>
<td>1.3%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>$(5,436,594)</td>
<td>$(5,020,193)</td>
<td>$(7,562,184)</td>
<td>$(7,229,361)</td>
<td>-4.4%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$22,411,613</strong></td>
<td><strong>$26,102,184</strong></td>
<td><strong>$27,067,223</strong></td>
<td><strong>$28,465,757</strong></td>
<td><strong>5.2%</strong></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$4,986,588</td>
<td>$3,806,700</td>
<td>$3,619,338</td>
<td>$3,855,016</td>
<td>6.5%</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td><strong>$17,425,025</strong></td>
<td><strong>$22,295,484</strong></td>
<td><strong>$23,447,885</strong></td>
<td><strong>$24,610,741</strong></td>
<td><strong>5.0%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Staffing</strong></th>
<th>FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>134.00 130.00 138.00 144.00 6.00</td>
</tr>
</tbody>
</table>
## Innovation and Technology

<table>
<thead>
<tr>
<th>Department Services</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$2,196,774</td>
<td>2,388,355</td>
<td>2,520,040</td>
<td>2,724,057</td>
</tr>
<tr>
<td>Leads initiatives for Relationship Management, Process Improvement, Governance, Enterprise Architecture, and Financial Management services</td>
<td>17.00</td>
<td>17.00</td>
<td>17.00</td>
<td>18.00</td>
</tr>
<tr>
<td>Enterprise Project Management</td>
<td>621,542</td>
<td>769,023</td>
<td>1,122,734</td>
<td>1,686,650</td>
</tr>
<tr>
<td>Provides project management and resource management for all City projects that have an IT component</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Information Security</td>
<td>1,350,242</td>
<td>1,670,632</td>
<td>2,529,715</td>
<td>2,805,143</td>
</tr>
<tr>
<td>Administers the Corporate Security Program and complete management and oversight for IT security operations</td>
<td>4.00</td>
<td>4.00</td>
<td>6.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Enterprise Application</td>
<td>5,703,972</td>
<td>6,666,414</td>
<td>7,793,516</td>
<td>8,530,648</td>
</tr>
<tr>
<td>Builds, maintains, and operates the City’s financial management, budgetary, and procurement platforms necessary for the City to conduct daily business</td>
<td>47.00</td>
<td>44.00</td>
<td>46.00</td>
<td>45.00</td>
</tr>
<tr>
<td>Operations and Service Management</td>
<td>7,049,027</td>
<td>7,451,750</td>
<td>7,212,752</td>
<td>7,215,378</td>
</tr>
<tr>
<td>Administers and maintains IT service management system which includes ordering, storage, configuration, and delivery of customer end user computing assets</td>
<td>24.00</td>
<td>22.00</td>
<td>22.00</td>
<td>22.00</td>
</tr>
<tr>
<td>Network and Telecommunication Operations</td>
<td>3,235,580</td>
<td>3,925,401</td>
<td>5,478,763</td>
<td>4,587,421</td>
</tr>
<tr>
<td>Provides City-wide support of Enterprise data networks used for computers, voice, video, and infrastructure support device</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Facilities and Data Services</td>
<td>1,608,996</td>
<td>1,990,783</td>
<td>2,857,588</td>
<td>2,874,107</td>
</tr>
<tr>
<td>Provides hardware installation and management of Windows and Unix Servers, Storage Area Networks, and locally attached storage arrays</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
</tr>
<tr>
<td>Public Safety Communications</td>
<td>6,082,074</td>
<td>6,260,019</td>
<td>5,114,299</td>
<td>5,271,714</td>
</tr>
<tr>
<td>Maintains the radio and data infrastructure for all public safety and public works agencies throughout the City, Mecklenburg County, and several surrounding counties and municipalities</td>
<td>19.00</td>
<td>20.00</td>
<td>24.00</td>
<td>24.00</td>
</tr>
<tr>
<td>Departmental Charges</td>
<td>(5,436,594)</td>
<td>(5,020,193)</td>
<td>(7,562,184)</td>
<td>(7,229,361)</td>
</tr>
</tbody>
</table>

**Total Budget** $22,411,613  26,102,184  27,067,223  28,465,757

**Total FTEs** 134.00  130.00  138.00  144.00
Innovation and Technology

**FY 2018 Budget and Staffing Adjustments**

### Decreases
- None

### Increases
- Added three FTEs for Enterprise Project Management to support City projects that have a technology component; converting current contractor positions into FTEs. The net impact to the General Fund is $0.
- Added one FTE to Enterprise Applications to support PeopleSoft, the City's Human Resources Management System. The resource will be funded by the PeopleSoft upgrade project, resulting in a net impact to the General Fund of $0.
- Added one FTE for Administration in support of contract administration, procurement of technology goods and services, and the technology refresh program. The costs of this position will be split between the Community Investment Plan and the Technology Refresh program, resulting in a net impact to the General Fund of $0.
- Added one FTE to support Network and Telecommunications Operations. The position will be covered by savings in the existing Telecommunications program, with no impact to the General Fund.

### Performance Measure Highlights

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td>Completed</td>
<td>Completed</td>
<td>December 2017</td>
</tr>
<tr>
<td>Develop and annually update the Technology Master Plan that corresponds with annual Community Investment Plan and Operating Budget requests</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Information Security</strong></td>
<td>New measure in FY 2018</td>
<td>New measure in FY 2018</td>
<td>497,000 hits per day</td>
</tr>
<tr>
<td>Tracks, reports, and manages potential threats on In-bound network traffic from top 10 non-US countries (hits from the world wide web related to Charlotte).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Enterprise Applications</strong></td>
<td>99.00%</td>
<td>99.00%</td>
<td>99.00%</td>
</tr>
<tr>
<td>Ensure system availability to end users. Create infrastructure, processes, and remedies to provide Enterprise Resource Planning system availability during normal financial business hours</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations and Service Management</strong></td>
<td>99.81%</td>
<td>99.99%</td>
<td>99.75%</td>
</tr>
<tr>
<td>Maintain the City's core infrastructure at a very high level, with a goal of system availability at nearly 100 percent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Network and Telecommunication Operations</strong></td>
<td>1,144</td>
<td>1,835</td>
<td>2,000</td>
</tr>
<tr>
<td>Over 6,000+ end-user devices need updates prior to End-of-Life in FY 2019. Deploy 1/3 of converted telecommunications devices during each fiscal year 2016-2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Facilities and Data Services</strong></td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Maintain and monitor the City's Data Center, with a goal of achieving 100 percent up-time annually</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public Safety Communications</strong></td>
<td>99.99%</td>
<td>99.99%</td>
<td>99.99%</td>
</tr>
<tr>
<td>Maintain the Public Safety Communications Radio Network at a very high level, with a goal of system availability at nearly 100 percent</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Management and Financial Services

**Mission**
Management and 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; manages development of federal/state mandated reporting including the Comprehensive Annual Financial Report
- Manages the acquisition of goods and services through competitive processes; coordinates property disposal for the City, County, other entities through the Asset Recovery and Disposal program
- Provides safe, reliable, best-value, enterprise-wide fleet and operational equipment management and maintenance services to the City and County
- Provides reasonable assurance that the City has an operating and effective system of internal controls; assists 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**

<table>
<thead>
<tr>
<th>Budget</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$17,819,264</td>
<td>18,357,526</td>
<td>20,256,226</td>
<td>21,591,766</td>
<td>6.6%</td>
</tr>
<tr>
<td>Operating</td>
<td>12,676,367</td>
<td>13,123,726</td>
<td>11,568,743</td>
<td>11,915,583</td>
<td>3.0</td>
</tr>
<tr>
<td>Capital</td>
<td>92,787</td>
<td>57,885</td>
<td>100,000</td>
<td>100,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>0</td>
<td>84,212</td>
<td>100,000</td>
<td>100,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(13,123,701)</td>
<td>(13,099,959)</td>
<td>(13,673,424)</td>
<td>(14,417,882)</td>
<td>5.4</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$17,464,717</strong></td>
<td><strong>18,523,390</strong></td>
<td><strong>18,351,545</strong></td>
<td><strong>19,289,467</strong></td>
<td><strong>5.1%</strong></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$11,265,342</td>
<td>10,668,629</td>
<td>11,961,163</td>
<td>10,712,600</td>
<td>-10.4</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>$6,199,375</td>
<td>7,854,761</td>
<td>6,390,382</td>
<td>8,576,867</td>
<td>34.2</td>
</tr>
</tbody>
</table>

**FTE Count**

| Staffing | 246.00 | 246.00 | 246.00 | 254.00 | 8.00 |

Note: Internal Audit and Strategy and Budget were reorganized as separate Departments in FY 2017. Totals have been adjusted for all Fiscal Years.
## Management and Financial Services

<table>
<thead>
<tr>
<th>Department Services</th>
<th>FY 2015 Actual/ FTEs</th>
<th>FY 2016 Actual/ FTEs</th>
<th>FY 2017 Revised/ FTEs</th>
<th>FY 2018 Budget/ FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Departmental Support Services</strong></td>
<td>$1,975,394</td>
<td>2,146,388</td>
<td>2,313,341</td>
<td>2,517,011</td>
</tr>
<tr>
<td>Provides centralized administrative support, communications/marketing, business resource analysis, human resources, and budget/financial management services to the department</td>
<td>14.00</td>
<td>14.00</td>
<td>14.00</td>
<td>15.00</td>
</tr>
<tr>
<td><strong>Charlotte Business INClusion</strong></td>
<td>769,843</td>
<td>799,496</td>
<td>957,347</td>
<td>968,427</td>
</tr>
<tr>
<td>Provides registration and certification services to small businesses, local minority, and/or women-owned businesses; provides monitoring and reporting services</td>
<td>11.00</td>
<td>11.00</td>
<td>11.00</td>
<td>11.00</td>
</tr>
<tr>
<td><strong>Fleet Management</strong></td>
<td>1,911,426</td>
<td>2,448,580</td>
<td>1,978,162</td>
<td>1,900,033</td>
</tr>
<tr>
<td>Provides full spectrum fleet management services including equipment specification, predictable preventative maintenance, and commissioning/decommissioning services</td>
<td>119.00</td>
<td>119.00</td>
<td>119.00</td>
<td>124.00</td>
</tr>
<tr>
<td><strong>Financial Management</strong></td>
<td>1,719,121</td>
<td>1,762,189</td>
<td>1,920,237</td>
<td>2,001,696</td>
</tr>
<tr>
<td>Provides partnership with departments to develop financial plans and efficient financing methods for infrastructure improvements. Provides custodial services for all City financial assets</td>
<td>11.00</td>
<td>11.00</td>
<td>11.00</td>
<td>11.00</td>
</tr>
<tr>
<td><strong>General Accounting</strong></td>
<td>2,605,853</td>
<td>2,671,136</td>
<td>2,740,549</td>
<td>3,455,325</td>
</tr>
<tr>
<td>Provides general accounting services such as: maintaining all accounting records; preparing information for management; prepares financial reports, financial statements, and the Comprehensive Annual Financial Report</td>
<td>38.00</td>
<td>38.00</td>
<td>38.00</td>
<td>39.00</td>
</tr>
<tr>
<td><strong>Revenue Management</strong></td>
<td>5,549,020</td>
<td>5,688,036</td>
<td>5,667,718</td>
<td>5,588,731</td>
</tr>
<tr>
<td>Provides collection and deposit services for the City, such as: billing and collections for animal licenses, transit passes, loans, parking violations, and utility billing</td>
<td>30.00</td>
<td>30.00</td>
<td>30.00</td>
<td>30.00</td>
</tr>
<tr>
<td><strong>Corporate Procurement Management</strong></td>
<td>2,934,060</td>
<td>3,007,565</td>
<td>2,774,191</td>
<td>2,858,244</td>
</tr>
<tr>
<td>Provides procurement and contracting of commodities, goods, materials, apparatus, supplies, trade and professional services, and technology goods, services, and systems. Provides asset recovery and disposal services required to manage used, seized, and surplus assets. Provides services required for the administration and management of the City’s Corporate Procurement Card Program</td>
<td>23.00</td>
<td>23.00</td>
<td>23.00</td>
<td>24.00</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$17,464,717</td>
<td>18,523,390</td>
<td>18,351,545</td>
<td>19,289,467</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>246.00</td>
<td>246.00</td>
<td>246.00</td>
<td>254.00</td>
</tr>
</tbody>
</table>
Management and Financial Services

FY 2018 Budget and Staffing Adjustments

Decreases

- Adjustment to the commissioning and decommissioning life cycle of vehicles and assets work to be performed in-house, which will decrease dependency on external vendors
  
  $310,000

Increases

- Addition of five full-time equivalents are being added to allow the commissioning and decommissioning life cycle of vehicles and assets work to be performed in-house, which will decrease dependency on external vendors and increase efficiencies for customers. The net impact to the General Fund is a savings of approximately $10,000 over the existing outsourced service model.
  
  $300,122

- Addition of one Vendor and Item File Administrator full-time equivalent to support ongoing efforts to maintain vendor information with high vendor outreach, participation in purchase and contracting opportunities, and maintain high levels of customer service
  
  $87,619

- Addition of one Administrative Officer full-time equivalent to assist with increasing levels of administrative support throughout the City
  
  $77,444

- Addition of one Accounting Technician full-time equivalent to support billing for state mandated fire inspections. The net impact to the General Fund is $0, funded entirely by State Mandated Fire Inspection User Fees.
  
  $73,937

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Performance Measure Highlights</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Business INClusion</td>
<td>12.82%</td>
<td>TBD</td>
<td>&gt;14% direct spend over prior Fiscal Year</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>New Measure in FY 2017</td>
<td>Operating and maintenance ≤ $0.535/mile</td>
<td>Operating and maintenance ≤ $0.535/mile</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Achieved</td>
<td>Achieved</td>
<td>Maintain AAA credit rating</td>
</tr>
<tr>
<td>General Accounting</td>
<td>Achieved</td>
<td>Achieved</td>
<td>September 30, 2017</td>
</tr>
<tr>
<td>Revenue Management</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>Achieve</td>
</tr>
<tr>
<td>Corporate Procurement Management</td>
<td>New Measure in FY 2018</td>
<td>New Measure in FY 2018</td>
<td>Provide recommended revisions to policies and procedures</td>
</tr>
</tbody>
</table>
Other Operating Overview

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

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

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>FY 2015 Revised</th>
<th>FY 2016 Revised</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts and Science Council</td>
<td>$ 2,940,823</td>
<td>2,940,823</td>
<td>2,940,823</td>
<td>3,190,823</td>
</tr>
<tr>
<td>Supports cultural and arts agencies in the City. FY 2018 includes one-time $250,000 increase approved by City Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe Alliance (formerly United Family Services)</td>
<td>333,977</td>
<td>333,977</td>
<td>333,977</td>
<td>333,977</td>
</tr>
<tr>
<td>Provides counseling and guidance for crime victims and their families</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Building Initiative</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Serves as community resource providing strategic assistance in promoting racial and ethnic inclusion and equity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protocol Services</td>
<td>40,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provides assistance to City officials with regards to visiting dignitaries and international protocol. (As of FY 2016, this service is provided by the Office of International Relations in Housing and Neighborhood Services.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Memberships and Subscriptions</td>
<td>779,669</td>
<td>579,590</td>
<td>630,844</td>
<td>670,315</td>
</tr>
<tr>
<td>Funds the City's participation in the following organizations:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNC Chapel Hill School of Government</td>
<td>87,493</td>
<td>92,737</td>
<td>96,407</td>
<td>100,246</td>
</tr>
<tr>
<td>NC League of Municipalities (NCLM)</td>
<td>97,822</td>
<td>98,964</td>
<td>109,760</td>
<td>111,084</td>
</tr>
<tr>
<td>Alliance for Innovation</td>
<td>8,250</td>
<td>0</td>
<td>8,250</td>
<td>8,250</td>
</tr>
<tr>
<td>US Conference of Mayors</td>
<td>26,216</td>
<td>26,216</td>
<td>26,216</td>
<td>26,216</td>
</tr>
<tr>
<td>National League of Cities</td>
<td>25,490</td>
<td>25,490</td>
<td>25,490</td>
<td>25,490</td>
</tr>
<tr>
<td>International City/County Managers Association</td>
<td>50,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>- Charlotte Host City</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC Metropolitan Coalition</td>
<td>17,848</td>
<td>19,633</td>
<td>20,026</td>
<td>20,415</td>
</tr>
<tr>
<td>Charlotte Regional Partnership</td>
<td>141,008</td>
<td>141,008</td>
<td>151,881</td>
<td>155,111</td>
</tr>
<tr>
<td>Charlotte Regional Film Commission - CRVA</td>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Centralina Council of Governments</td>
<td>175,542</td>
<td>175,542</td>
<td>192,814</td>
<td>223,503</td>
</tr>
<tr>
<td>Total Financial Partners and Other Community Agencies</td>
<td>$ 4,146,969</td>
<td>3,906,890</td>
<td>3,958,144</td>
<td>4,247,615</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget 122
## Non-Departmental Accounts

### COUNTY ADMINISTERED

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>FY 2015 Revised</th>
<th>FY 2016 Revised</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County Storm Water</strong></td>
<td>$1,664,326</td>
<td>1,631,724</td>
<td>2,019,705</td>
<td>2,019,705</td>
</tr>
<tr>
<td>Provides for the City's payment of its County storm water fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Elections Office</strong></td>
<td>1,826,528</td>
<td>2,185,795</td>
<td>1,715,677</td>
<td>2,316,078</td>
</tr>
<tr>
<td>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. FY2018 includes the 2017 City Elections and FY2017 includes the 2016 presidential election.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>County Tax Office</strong></td>
<td>1,040,865</td>
<td>259,362</td>
<td>310,524</td>
<td>286,934</td>
</tr>
<tr>
<td>Provides funding for reimbursement of expenses associated with collecting the City’s auto license</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total County Administered** $4,531,719 4,076,881 4,045,906 4,622,717

### CAPITAL INVESTMENT

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Municipal Equipment</strong></td>
<td>$15,662,983</td>
<td>16,336,096</td>
<td>16,618,965</td>
<td>17,025,811</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Municipal Debt-Interest on Investments</strong></td>
<td>520,000</td>
<td>552,500</td>
<td>637,325</td>
<td>775,125</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Street Resurfacing</strong></td>
<td>4,261,000</td>
<td>4,261,000</td>
<td>4,261,000</td>
<td>4,261,000</td>
</tr>
<tr>
<td>Provides supplemental funding to the Powell Bill street maintenance fund for increased level of street resurfacing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>City Storm Water Fee</strong></td>
<td>4,539,291</td>
<td>4,539,291</td>
<td>4,539,291</td>
<td>4,539,291</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capital Support (Pay-As-You-Go Sales Tax)</strong></td>
<td>15,500,000</td>
<td>16,539,822</td>
<td>18,223,596</td>
<td>20,027,328</td>
</tr>
<tr>
<td>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. Also includes a $200,000 transfer to PAYGO to fund a recurring parking meter program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Capital Investment** $40,483,274 42,228,709 44,280,177 46,628,555
### Non-Departmental Accounts

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>FY 2015 Revised</th>
<th>FY 2016 Revised</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OTHER ACCOUNTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Street Lighting</strong></td>
<td>$10,697,617</td>
<td>10,697,617</td>
<td>10,957,317</td>
<td>11,254,579</td>
</tr>
<tr>
<td>Represents electrical operating costs for the City's</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>street lighting program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Charlotte Regional Visitors Authority (CRVA)</strong></td>
<td>4,259,919</td>
<td>4,721,222</td>
<td>5,242,572</td>
<td>5,484,823</td>
</tr>
<tr>
<td>Funds the City's general tourism marketing services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>contract with CRVA; annual amount is based on a</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>portion of projected collections of the occupancy tax</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and a $35,000 City contribution for special events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mecklenburg Towns’ Tourism Subsidy</strong></td>
<td>2,993,069</td>
<td>3,236,719</td>
<td>3,225,538</td>
<td>3,803,446</td>
</tr>
<tr>
<td>Distributes a portion of the occupancy and prepared</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>food and beverage taxes to Mecklenburg County's six</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>towns; annual amount and distribution are determined</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>per North Carolina State Statute</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Unemployment Insurance Reserve</strong></td>
<td>550,000</td>
<td>0</td>
<td>300,000</td>
<td>0</td>
</tr>
<tr>
<td>Provides funding for creation of State mandated</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reserve fund for unemployment insurance. Establishment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of the reserve must equate to 1% payroll and will be</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>established over three fiscal years. Funding for the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reserve is provided within General Fund fund balance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retirement and Other Reserves</strong></td>
<td>500,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>675,256</td>
</tr>
<tr>
<td>Funding provides a compensation contingency for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>potential sworn officer and other retirement payouts,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in addition to $250,000 of reserves for various</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>community initiatives in FY 2018.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>YMCA</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50,000</td>
</tr>
<tr>
<td>Contributes $50,000 in one-time funding to support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the &quot;Summer of Opportunity Partnership,&quot; pilot</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>program between the Charlotte-Mecklenburg Police</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department (CMPD) and the YMCA.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Refunds of Multi-Family Solid Waste Fees</strong></td>
<td>0</td>
<td>300,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Funding provides refund contingency for multi-family</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>collection customers. During FY 2016 a mechanism for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>identifying non-participating entities was enacted,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>making refunds unnecessary.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reimbursable Accident Repairs</strong></td>
<td>275,000</td>
<td>0</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Provides funding for the repair of accident-damaged</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vehicles by third parties.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Non-Departmental Accounts

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>FY 2015 Revised</th>
<th>FY 2016 Revised</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte-Mecklenburg Government Center Parking</td>
<td>$358,479</td>
<td>358,479</td>
<td>369,443</td>
<td>419,740</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Investment Grants</td>
<td>2,213,465</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County. Funding was transferred to the Housing and Neighborhood Services (H&amp;NS) operating budget during FY2016.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and Grants</td>
<td>300,000</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Use Tax</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIAA Men's Basketball Tournament</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>The City successfully won rights to host the CIAA Men's Basketball Tournament in FY 2006. In 2011, the City received approval for a three-year award, through 2014. In 2014, the City received approval for a six-year extension, through 2020.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Participation in Regional Grants and Organizations</td>
<td>345,000</td>
<td>345,000</td>
<td>345,000</td>
<td>348,000</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Council Discretionary Account</td>
<td>200,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charlotte-Mecklenburg Government Center Rent</td>
<td>10,646</td>
<td>80,236</td>
<td>77,961</td>
<td>15,084</td>
</tr>
<tr>
<td>Funds building rent for unoccupied areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Program Representative</td>
<td>96,840</td>
<td>104,840</td>
<td>123,840</td>
<td>123,840</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Non-Departmental Accounts

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>FY 2015 Revised</th>
<th>FY 2016 Revised</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OTHER ACCOUNTS (continued)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Maintenance of Public Spaces</strong></td>
<td>$156,317</td>
<td>188,150</td>
<td>191,913</td>
<td>140,987</td>
</tr>
<tr>
<td>Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Audit</strong></td>
<td>66,000</td>
<td>67,980</td>
<td>70,019</td>
<td>72,120</td>
</tr>
<tr>
<td>Represents the pro rata amount charged to the General Fund for the annual audit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CityLYNX Gold Line Operations</strong></td>
<td>750,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>In FY 2015, 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 FY 2016, 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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Zoning Ordinance Update</strong></td>
<td>400,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provides the initial year of funding to update, modernize, and increase customer ease of use, consistent with today's urban design environment. The entire update to the Zoning Ordinance is estimated at $1.1 million over four years and will be funded from capital reserves appropriated in FY 2015.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Citizens Review Board</strong></td>
<td>20,000</td>
<td>20,000</td>
<td>40,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Funds operating expenses for the volunteer citizens committee, which reviews police-related incident complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Synthetic Tax Increment Grant</strong></td>
<td>1,994,717</td>
<td>1,291,230</td>
<td>1,291,024</td>
<td>1,291,024</td>
</tr>
<tr>
<td>Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>City Burials</strong></td>
<td>3,400</td>
<td>3,400</td>
<td>3,400</td>
<td>3,400</td>
</tr>
<tr>
<td>Funds burials in City-owned cemeteries for indigent citizens</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Accounts</strong></td>
<td>$25,374,745</td>
<td>23,114,873</td>
<td>24,138,027</td>
<td>24,642,299</td>
</tr>
<tr>
<td><strong>Total Non-Departmental Accounts</strong></td>
<td>$63,624,877</td>
<td>73,327,353</td>
<td>76,422,254</td>
<td>80,141,186</td>
</tr>
</tbody>
</table>
Financial Partner Summary

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

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

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

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

Changes to Existing Financial Partners Funding

**General Fund Discretionary**
- All agencies, with the exception of Charlotte Regional Partnership, are recommended to be held flat at their FY 2017 funding levels.
- Charlotte Regional Partnership has a recommended increase of $3,230. This recommended increase is consistent with a mutually agreed upon per-capita formula and equals Mecklenburg County funding levels.

**Dedicated Revenue Sources**
- The two agencies providing services to the Municipal Service Districts – Charlotte Center City Partners and University City Partners – are budgeted at the revenue projection level provided by the County Tax Assessor’s Office.
- The Charlotte Regional Visitors Authority budget increases by approximately 26%, due to a combination of increased revenue projections for the Occupancy Tax and Food & Beverage Tax and an additional allocation of $3.0 million to assist with marketing and outreach.

**Federal Grant Funds**
- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation.
- All agencies, with the exception of Charlotte-Mecklenburg Housing Authority, are recommended to be held flat at the FY 2017 level for the PAYGO portion of their funding. PAYGO funding for the Charlotte-Mecklenburg Housing Authority is recommended to be reduced by $100,000 in FY 2018 and reallocated to other affordable housing initiatives within Housing & Neighborhood Services.

**PAYGO Funds**
- Agencies that receive 100% PAYGO funding are held flat at the FY 2017 level.
- For agencies that receive a portion of PAYGO funds, this component is held flat at the FY 2017 level (the federal portion is allocated at the full eligible allocation).

**Out of School Time Partners**
- FY 2018 represents the first year of a bi-annual funding process for Out of School Time Partners.
- The total annual Out of School Time Partner funding of $979,934 maximizes the eligible CDBG allocation of $815,007. The remaining $164,927 is funded by the PAYGO program.
- New Out of School Time Partners to be funded in FY 2018 include Arts & Science Council Studio 345 and Above and Beyond Students.

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

### General Fund Discretionary

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Science Council</td>
<td>$2,940,823</td>
<td>$2,940,823</td>
<td>$2,940,823</td>
<td>$2,940,823</td>
<td>0.0%</td>
</tr>
<tr>
<td>Charlotte Regional Partnership</td>
<td>141,008</td>
<td>141,008</td>
<td>151,881</td>
<td>155,111</td>
<td>2.1%</td>
</tr>
<tr>
<td>Community Building Initiative</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Safe Alliance</td>
<td>333,977</td>
<td>333,977</td>
<td>333,977</td>
<td>333,977</td>
<td>0.0%</td>
</tr>
<tr>
<td>Charlotte Regional Visitors Authority - Film Commission</td>
<td>150,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$3,615,808</strong></td>
<td><strong>3,465,808</strong></td>
<td><strong>3,476,681</strong></td>
<td><strong>3,479,911</strong></td>
<td><strong>0.1%</strong></td>
</tr>
</tbody>
</table>

### Dedicated Revenue Sources

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Center City Partners</td>
<td>$4,555,470</td>
<td>4,000,022</td>
<td>4,151,377</td>
<td>4,164,496</td>
<td>0.3%</td>
</tr>
<tr>
<td>University City Partners</td>
<td>734,123</td>
<td>643,792</td>
<td>752,252</td>
<td>743,095</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Charlotte Regional Visitors Authority</td>
<td>$12,467,298</td>
<td>13,597,941</td>
<td>14,980,811</td>
<td>18,896,727*</td>
<td>26.1%</td>
</tr>
<tr>
<td>Charlotte Regional Visitors Authority - Film Commission</td>
<td>0</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$17,756,891</strong></td>
<td><strong>18,391,755</strong></td>
<td><strong>20,034,440</strong></td>
<td><strong>23,954,318</strong></td>
<td><strong>19.6%</strong></td>
</tr>
</tbody>
</table>

### 100% Federal Grant Funds

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carolinas Care Partnership</td>
<td>$1,060,917</td>
<td>1,640,862</td>
<td>2,242,491</td>
<td>2,242,491</td>
<td>0.0%</td>
</tr>
<tr>
<td>Charlotte Family Housing</td>
<td>330,000</td>
<td>330,000</td>
<td>330,000</td>
<td>330,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,390,917</strong></td>
<td><strong>1,970,862</strong></td>
<td><strong>2,572,491</strong></td>
<td><strong>2,572,491</strong></td>
<td><strong>0.0%</strong></td>
</tr>
</tbody>
</table>

### 100% PAYGO Funds

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Link</td>
<td>$450,000</td>
<td>450,000</td>
<td>450,000</td>
<td>450,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Crisis Assistance Ministry</td>
<td>380,000</td>
<td>380,000</td>
<td>380,000</td>
<td>380,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>YMCA Community Development</td>
<td>48,699</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$878,699</strong></td>
<td><strong>830,000</strong></td>
<td><strong>830,000</strong></td>
<td><strong>830,000</strong></td>
<td><strong>0.0%</strong></td>
</tr>
</tbody>
</table>

### Federal & PAYGO Funds

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing</td>
<td>$1,960,000</td>
<td>1,960,000</td>
<td>1,960,000</td>
<td>1,860,000</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte</td>
<td>231,000</td>
<td>231,000</td>
<td>231,000</td>
<td>231,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,191,000</strong></td>
<td><strong>2,191,000</strong></td>
<td><strong>2,191,000</strong></td>
<td><strong>2,091,000</strong></td>
<td><strong>-4.6%</strong></td>
</tr>
</tbody>
</table>

### Out of School Time Partners

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Schools</td>
<td>$306,342</td>
<td>200,000</td>
<td>200,000</td>
<td>0</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Greater Enrichment Program</td>
<td>350,000</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Police Activities League</td>
<td>287,410</td>
<td>200,000</td>
<td>200,000</td>
<td>156,000</td>
<td>-22.0%</td>
</tr>
<tr>
<td>YWCA</td>
<td>158,826</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Arts &amp; Science Council Studio 345</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Bethlehem Center</td>
<td>N/A</td>
<td>113,934</td>
<td>113,934</td>
<td>0</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Behalul Academy</td>
<td>N/A</td>
<td>66,000</td>
<td>66,000</td>
<td>66,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Above and Beyond Students</td>
<td>110,358</td>
<td>0</td>
<td>0</td>
<td>157,934</td>
<td>0.0%</td>
</tr>
<tr>
<td>Youth Development Initiative</td>
<td>94,710</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,307,646</strong></td>
<td><strong>979,934</strong></td>
<td><strong>979,934</strong></td>
<td><strong>979,934</strong></td>
<td><strong>0.0%</strong></td>
</tr>
</tbody>
</table>

---

* FY 2018 CRVA recommendation includes additional $3.0 million to assist with expanded marketing and outreach.

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**FY 2018 Adopted Budget**

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Summary Statistics and Schedules

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

Listing of Schedules

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

Fund Descriptions – Major Governmental Funds

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

The City uses three types of funds:

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

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

   Major Governmental Funds include:
   - **General Fund** - This is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
   - **Debt Service** - This fund accounts for the resources accumulated and payments made for principal and interest on debt of governmental activities.
   - **Capital Projects** - This fund accounts for financial resources, primarily proceeds from bonds, and other financing agreements and taxes, used for the acquisition, construction, and improvement of capital equipment and facilities.

2. **Proprietary Funds** – Services for which the City charges customers a fee are generally reported in proprietary funds. Proprietary funds provide both long- and short-term financial information. The City uses two types of proprietary funds:
   - Enterprise funds are the same as the business-type activities, but provide more detail and additional information, such as cash flows.

   Major Enterprise Funds include:
   - **Water and Sewer** - This fund accounts for the operation of the Charlotte Water Department, provider of water and wastewater services.
   - **Storm Water** - This fund accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
   - **Airport** - This fund accounts for the operation of the Charlotte Douglas International Airport.
   - **Public Transit** - This fund accounts for the operation of the Charlotte Area Transit System, provider of public mass transportation.

   Internal service funds are used to report activities that provide supplies and services for the City’s other programs and activities. Internal service activities
Summary Statistics and Schedules

predominately benefit governmental rather than business-type activities. These funds account for:
  − The general insurance program of the City, as well as risk management services provided, on a cost-reimbursement basis, to other governmental units and agencies in Mecklenburg County, and
  − Funds contributed by the City and its employees for health and life benefits.

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

Fund Descriptions – Non-Major Governmental Funds

Special Revenue Funds

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

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

- **Tourism Fund** – Accounts for room occupancy and other tax revenues to be used for tourism purposes.

- **Hall of Fame Tax Fund** – Accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.

- **Municipal Services District Fund** – Accounts for property tax on property within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.

- **Public Safety and Other Grants Fund** – Accounts for federal and state grants to be used for public safety, including police, fire and emergency management, and other governmental-type activities.

- **Neighborhood Development Fund** – Accounts for federal grants to be used for neighborhood activities which develop viable urban communities providing adequate housing and economic opportunities, principally for persons of low and moderate income.

- **Employment and Training Fund** – Accounts for federal grants to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.

- **State Street Aid Fund** – Accounts for motor fuel taxes distributed by the State on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.

- **Emergency Communications Fund** – Accounts for revenues remitted by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.

Permanent Fund

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

- **Perpetual Care Fund** – Accounts for monies held by the City for cemetery maintenance.
Summary Statistics and Schedules

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

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

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

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Budget</th>
<th>FY 2017 Budget</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Citywide Assessed Valuation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessed Property Value</td>
<td>$91,992,101,515</td>
<td>$93,830,455,252</td>
<td>$96,617,272,663</td>
</tr>
</tbody>
</table>

## Citywide Tax Rate Per $100 Valuation

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>0.3741</td>
<td>0.3741</td>
<td>0.3741</td>
</tr>
<tr>
<td>Municipal</td>
<td>0.0926</td>
<td>0.0926</td>
<td>0.0926</td>
</tr>
<tr>
<td>Pay-As-You-Go</td>
<td>0.0120</td>
<td>0.0120</td>
<td>0.0120</td>
</tr>
<tr>
<td><strong>Total City-wide Tax Rate</strong></td>
<td>0.4787</td>
<td>0.4787</td>
<td>0.4787</td>
</tr>
</tbody>
</table>

## Collection Rate

<table>
<thead>
<tr>
<th>All Funds</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.9720</td>
<td>0.9810</td>
<td>0.9875</td>
</tr>
</tbody>
</table>

## Citywide Tax Levy*

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>$333,138,890</td>
<td>339,536,504</td>
<td>354,527,152</td>
</tr>
<tr>
<td>Municipal Debt Service</td>
<td>82,199,480</td>
<td>84,802,816</td>
<td>87,915,917</td>
</tr>
<tr>
<td>Pay-As-You-Go</td>
<td>10,595,050</td>
<td>10,930,156</td>
<td>11,369,147</td>
</tr>
<tr>
<td><strong>Total Citywide Tax Levy</strong></td>
<td>$425,933,420</td>
<td>435,269,476</td>
<td>453,812,216</td>
</tr>
</tbody>
</table>

* Levy excludes estimated rebates

## Municipal Service Districts Rates Per $100 in Valuation

<table>
<thead>
<tr>
<th>District</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Center City</td>
<td>0.0168</td>
<td>0.0168</td>
<td>0.0168</td>
</tr>
<tr>
<td>2 - Center City</td>
<td>0.0233</td>
<td>0.0233</td>
<td>0.0233</td>
</tr>
<tr>
<td>3 - Center City</td>
<td>0.0358</td>
<td>0.0358</td>
<td>0.0358</td>
</tr>
<tr>
<td>4 - South End</td>
<td>0.0668</td>
<td>0.0668</td>
<td>0.0668</td>
</tr>
<tr>
<td>5 - University City</td>
<td>0.0279</td>
<td>0.0279</td>
<td>0.0279</td>
</tr>
</tbody>
</table>

## Municipal Service Districts Assessed Valuation

<table>
<thead>
<tr>
<th>District</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Center City</td>
<td>$7,701,402,881</td>
<td>7,730,251,721</td>
<td>7,885,841,558</td>
</tr>
<tr>
<td>2 - Center City</td>
<td>3,311,871,720</td>
<td>3,280,575,709</td>
<td>3,284,759,497</td>
</tr>
<tr>
<td>3 - Center City</td>
<td>3,441,770,592</td>
<td>3,320,707,059</td>
<td>3,358,293,703</td>
</tr>
<tr>
<td>4 - South End</td>
<td>1,223,942,505</td>
<td>1,291,857,493</td>
<td>1,384,388,551</td>
</tr>
<tr>
<td>5 - University City</td>
<td>2,373,968,211</td>
<td>2,740,786,581</td>
<td>2,697,136,682</td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget
134
## Summary of Full-time Equivalent Allocation by Fund

<table>
<thead>
<tr>
<th>Departments</th>
<th>FY 2017 Revised Total FTEs</th>
<th>FY 2018 Budget Total FTEs</th>
<th>FY 2018 FTE Count Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>2,400.50</td>
<td>2,491.50</td>
<td>91.00</td>
</tr>
<tr>
<td>Fire</td>
<td>1,187.00</td>
<td>1,208.00</td>
<td>21.00</td>
</tr>
<tr>
<td>Solid Waste Services</td>
<td>305.00</td>
<td>314.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Transportation</td>
<td>410.75</td>
<td>422.75</td>
<td>12.00</td>
</tr>
<tr>
<td>Housing and Neighborhood Services</td>
<td>124.00</td>
<td>128.00</td>
<td>4.00</td>
</tr>
<tr>
<td>CharMeck 311</td>
<td>111.75</td>
<td>108.75</td>
<td>(3.00)</td>
</tr>
<tr>
<td>Economic Development</td>
<td>14.00</td>
<td>17.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Engineering and Property Management</td>
<td>343.00</td>
<td>347.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Planning</td>
<td>59.00</td>
<td>67.00</td>
<td>8.00</td>
</tr>
<tr>
<td>Mayor and City Council</td>
<td>21.00</td>
<td>12.00</td>
<td>(9.00)</td>
</tr>
<tr>
<td>City Attorney</td>
<td>27.00</td>
<td>30.00</td>
<td>3.00</td>
</tr>
<tr>
<td>City Clerk</td>
<td>6.00</td>
<td>7.00</td>
<td>1.00</td>
</tr>
<tr>
<td>City Manager's Office</td>
<td>12.00</td>
<td>13.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Strategy and Budget</td>
<td>15.00</td>
<td>17.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Charlotte Communications and Marketing</td>
<td>21.00</td>
<td>34.00</td>
<td>13.00</td>
</tr>
<tr>
<td>Community Relations Committee</td>
<td>10.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>9.00</td>
<td>9.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Human Resources</td>
<td>36.00</td>
<td>40.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Innovation and Technology</td>
<td>138.00</td>
<td>144.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Management and Financial Services:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Management</td>
<td>14.00</td>
<td>15.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Charlotte Business INClusion Office</td>
<td>11.00</td>
<td>11.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Finance Office</td>
<td>102.00</td>
<td>104.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>119.00</td>
<td>124.00</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Total General Fund</strong></td>
<td><strong>5,496.00</strong></td>
<td><strong>5,674.00</strong></td>
<td><strong>178.00</strong></td>
</tr>
<tr>
<td>Charlotte Water</td>
<td>846.00</td>
<td>912.00</td>
<td>66.00</td>
</tr>
<tr>
<td>Aviation</td>
<td>559.00</td>
<td>595.00</td>
<td>36.00</td>
</tr>
<tr>
<td>Storm Water</td>
<td>131.00</td>
<td>136.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Charlotte Area Transit System</td>
<td>522.75</td>
<td>522.75</td>
<td>0.00</td>
</tr>
<tr>
<td>Risk Management</td>
<td>28.00</td>
<td>28.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Enterprise Fund</strong></td>
<td><strong>2,086.75</strong></td>
<td><strong>2,193.75</strong></td>
<td><strong>107.00</strong></td>
</tr>
<tr>
<td><strong>Total All Funds</strong></td>
<td><strong>7,582.75</strong></td>
<td><strong>7,867.75</strong></td>
<td><strong>285.00</strong></td>
</tr>
</tbody>
</table>
## Summary of Expenditures

### (Net of Transfers)

**FY 2018**

<table>
<thead>
<tr>
<th>Fund / Activity</th>
<th>Operating</th>
<th>Percent Change</th>
<th>Capital</th>
<th>Percent Change</th>
<th>Total</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>$581,708,282</td>
<td>5.2 %</td>
<td>0</td>
<td>0.0 %</td>
<td>581,708,282</td>
<td>5.2 %</td>
</tr>
<tr>
<td>Aviation</td>
<td>154,701,150</td>
<td>3.3 %</td>
<td>429,702,760</td>
<td>20.2 %</td>
<td>584,403,910</td>
<td>15.2 %</td>
</tr>
<tr>
<td>Charlotte Water</td>
<td>147,849,956</td>
<td>9.2 %</td>
<td>195,477,617</td>
<td>68.5 %</td>
<td>343,327,573</td>
<td>36.6 %</td>
</tr>
<tr>
<td>Charlotte Area Transit System</td>
<td>148,238,752</td>
<td>20.3 %</td>
<td>163,419,856</td>
<td>-45.8 %</td>
<td>311,658,608</td>
<td>-26.7 %</td>
</tr>
<tr>
<td>Storm Water Utility</td>
<td>15,491,316</td>
<td>6.5 %</td>
<td>80,500,000</td>
<td>36.2 %</td>
<td>95,991,316</td>
<td>30.3 %</td>
</tr>
<tr>
<td>Debt Service</td>
<td>232,392,361</td>
<td>2.6 %</td>
<td>0</td>
<td>0.0 %</td>
<td>232,392,361</td>
<td>2.6 %</td>
</tr>
<tr>
<td>Powell Bill</td>
<td>22,606,242</td>
<td>-13.5 %</td>
<td>0</td>
<td>0.0 %</td>
<td>22,606,242</td>
<td>-13.5 %</td>
</tr>
<tr>
<td>Convention Center</td>
<td>24,476,148</td>
<td>4.7 %</td>
<td>0</td>
<td>0.0 %</td>
<td>24,476,148</td>
<td>4.7 %</td>
</tr>
<tr>
<td>NASCAR Hall of Fame</td>
<td>3,700,000</td>
<td>-19.6 %</td>
<td>0</td>
<td>0.0 %</td>
<td>3,700,000</td>
<td>-19.6 %</td>
</tr>
<tr>
<td>Public Safety and Other Grants</td>
<td>12,130,871</td>
<td>21.7 %</td>
<td>0</td>
<td>0.0 %</td>
<td>12,130,871</td>
<td>21.7 %</td>
</tr>
<tr>
<td>Public Safety 911 Services</td>
<td>3,887,149</td>
<td>-0.9 %</td>
<td>0</td>
<td>0.0 %</td>
<td>3,887,149</td>
<td>-0.9 %</td>
</tr>
<tr>
<td>Housing and Neighborhood Svc Grants</td>
<td>9,210,107</td>
<td>-12.3 %</td>
<td>0</td>
<td>0.0 %</td>
<td>9,210,107</td>
<td>-12.3 %</td>
</tr>
<tr>
<td>Municipal Service Districts</td>
<td>4,907,591</td>
<td>0.1 %</td>
<td>0</td>
<td>0.0 %</td>
<td>4,907,591</td>
<td>0.1 %</td>
</tr>
<tr>
<td>Risk Management</td>
<td>1,542,590</td>
<td>2.4 %</td>
<td>0</td>
<td>0.0 %</td>
<td>1,542,590</td>
<td>2.4 %</td>
</tr>
<tr>
<td>Tourism Operating</td>
<td>6,006,696</td>
<td>18.0 %</td>
<td>0</td>
<td>0.0 %</td>
<td>6,006,696</td>
<td>18.0 %</td>
</tr>
<tr>
<td>Pay-As-You-Go (Transit Investment Fund)</td>
<td>4,953,520</td>
<td>635.2 %</td>
<td>0</td>
<td>0.0 %</td>
<td>4,953,520</td>
<td>635.2 %</td>
</tr>
<tr>
<td>Pay-As-You-Go (General)</td>
<td>334,651</td>
<td>829.2 %</td>
<td>0</td>
<td>0.0 %</td>
<td>334,651</td>
<td>829.2 %</td>
</tr>
<tr>
<td>General Community Investment Plan</td>
<td>0</td>
<td>0.0 %</td>
<td>147,117,432</td>
<td>-54.7 %</td>
<td>147,117,432</td>
<td>-54.7 %</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$1,374,137,382</strong></td>
<td><strong>6.3 %</strong></td>
<td><strong>1,016,217,665</strong></td>
<td><strong>-12.3 %</strong></td>
<td><strong>2,390,355,047</strong></td>
<td><strong>-2.5 %</strong></td>
</tr>
</tbody>
</table>

Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY 2018 by the General’s Fire Department, which totals $5,947,953 is not included in the General Fund amount above; rather, it is included in the Aviation Fund above as a cost of providing Airport services for the fiscal year.

The City utilizes internal service funds to manage its two self-funded insurance funds; Risk and Loss and Workforce Group Insurance. These two funds are supported with charges to each operating fund above, and the charges for each are reflected within these operating funds. For FY 2018, the total budget included in the above Operating Fund is:

- Risk and Loss at $19,792,029;
- Workforce Group Insurance at $74,959,309;
Totaling to $94,751,338

---

FY 2018 Adopted Budget 136
# Summary of Expenditures

## General Fund

(Gross Expenditures)

<table>
<thead>
<tr>
<th>Department</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>$235,395,088</td>
<td>246,644,617</td>
<td>261,687,379</td>
<td>6.1%</td>
</tr>
<tr>
<td>Fire</td>
<td>114,687,269</td>
<td>118,723,360</td>
<td>123,879,810</td>
<td>4.3%</td>
</tr>
<tr>
<td>Solid Waste Services</td>
<td>53,989,393</td>
<td>55,210,358</td>
<td>57,214,748</td>
<td>3.6%</td>
</tr>
<tr>
<td>Transportation</td>
<td>22,903,514</td>
<td>25,449,649</td>
<td>26,368,588</td>
<td>3.6%</td>
</tr>
<tr>
<td>Housing and Neighborhood Services</td>
<td>17,846,807</td>
<td>19,324,676</td>
<td>19,238,427</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>4,696,947</td>
<td>4,871,378</td>
<td>5,423,270</td>
<td>11.3%</td>
</tr>
<tr>
<td>Engineering &amp; Property Management</td>
<td>17,391,935</td>
<td>18,955,613</td>
<td>20,143,198</td>
<td>6.3%</td>
</tr>
<tr>
<td>Planning</td>
<td>5,335,519</td>
<td>5,937,378</td>
<td>6,927,010</td>
<td>16.7%</td>
</tr>
<tr>
<td>Mayor &amp; City Council</td>
<td>1,515,260</td>
<td>1,556,359</td>
<td>737,518</td>
<td>-52.6%</td>
</tr>
<tr>
<td>City Attorney</td>
<td>2,917,770</td>
<td>2,565,794</td>
<td>2,658,071</td>
<td>3.6%</td>
</tr>
<tr>
<td>City Clerk</td>
<td>564,546</td>
<td>586,966</td>
<td>725,224</td>
<td>23.6%</td>
</tr>
<tr>
<td>City Manager's Office</td>
<td>2,573,559</td>
<td>2,514,866</td>
<td>2,732,289</td>
<td>8.6%</td>
</tr>
<tr>
<td>Strategy and Budget</td>
<td>2,151,656</td>
<td>1,823,828</td>
<td>2,150,396</td>
<td>17.9%</td>
</tr>
<tr>
<td>Charlotte Communications and Marketing</td>
<td>1,952,818</td>
<td>2,259,146</td>
<td>3,930,991</td>
<td>74.0%</td>
</tr>
<tr>
<td>Community Relations Committee</td>
<td>963,746</td>
<td>952,213</td>
<td>1,036,500</td>
<td>8.9%</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>1,104,738</td>
<td>1,230,280</td>
<td>1,273,411</td>
<td>3.5%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>4,225,770</td>
<td>4,492,368</td>
<td>4,814,420</td>
<td>7.2%</td>
</tr>
<tr>
<td>Innovation &amp; Technology</td>
<td>26,102,184</td>
<td>27,067,223</td>
<td>28,465,757</td>
<td>5.2%</td>
</tr>
<tr>
<td>Management &amp; Financial Services</td>
<td>18,523,390</td>
<td>18,351,545</td>
<td>19,289,467</td>
<td>5.1%</td>
</tr>
<tr>
<td>Non-Departmentals</td>
<td>95,758,821</td>
<td>76,422,254</td>
<td>80,141,186</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

**Total General Fund Expenditures**  $629,964,730  634,939,871  668,837,660  5.3%

---

1. The Housing and Neighborhood Services and Economic Development Departments were created in FY 2017 using existing resources. The Department is the result of the separation of the Neighborhood & Business Services Department to better align with Mayor and Council priorities. Part of this realignment included eight zoning positions in Housing and Neighborhood Services being transferred to the Planning Department for FY 2018. CharMeck 311, previously a division of the City Manager’s Office is now a division of Housing and Neighborhood Services. FY 2016 figures have been restated to show previous expenses of the Neighborhood & Business Services department and the City Manager’s Office.

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

3. The Strategy & Budget and Internal Audit Departments were previously offices in the Management & Financial Services Department. For FY 2018 they are shown as separate departments and prior years are restated.

4. Charlotte Communications and Marketing and Community Relations Committee were previously divisions of the City Manager’s Office. For FY 2018 they are shown as separate departments and prior years are restated.
Summary of Revenues

Major General Fund Revenue Sources

A balanced budget requires that anticipated revenues equal budgeted expenditures. In concurrence with best practices in budgeting, anticipated revenue is the key driver of the budget development process. The City’s revenue forecasting philosophy has always been conservative, and it is no different for FY 2018. Economic forecasting is not an exact science and at times relies upon the best professional judgment of the forecaster. To reduce the risks of misjudging revenues or expenditures, the City analyzes as many factors as possible that may contribute to changes in revenue and expenditures, such as population growth, property values, development and the economy.

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

The General Fund budget for FY 2018 totals $668,837,660. There is a revenue increase of $33.9 million (or 5.3%) over the revised FY2017 Budget. The increase in revenues for the City’s General Fund budget is the result of a projected growth in the local option sales tax receipts of 9.9%, and a projected 2.9% increase in property tax collections. The City’s general fund tax rate of 37.41¢ per $100 valuation was part of a balanced approach to provide funding for increases in Public Safety without raising the property tax rate. For FY 2018, the City has estimated revenues conservatively using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

**Property Taxes:** The General Fund budget is balanced with a property tax rate of 37.41¢ per $100 valuation. This will yield $361.4 million in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 98.75%. This represents a $10.2 million revenue increase over FY 2017. The tax base used in this budget preparation represents a total property valuation of $96.6 billion (including motor vehicles). One cent on the City’s tax rate produces $9.5 million in revenue, after the City’s estimated collection rate is applied. This rate is the second lowest of the five largest cities in the State.

**Sales Taxes:** The general fund is projected to collect $106.0 million in sales tax revenue in FY 2018, a $9.6 million (or 9.9%) increase over FY 2017. Local sales taxes levied by the City and County comprise 2.50% of the total 7.25% sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the State took over ¼-cent of the Article 44 local option sales tax. The City will be completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects the sales taxes and distributes them to the local units.

**Utility Franchise Sales Tax:** As of July 1, 1999, each city’s share of the utility franchise fee was based on actual receipts from companies that provide electricity. The State levied a 3.22% franchise tax on the total gross receipts of all businesses within the State that provide electricity. An amount equal to 3.09% of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the State and were distributed to the City based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the State imposed a sales tax on electricity and piped natural gas, which replaced the previously collected Utilities Franchise Fee. This revenue source is projected to be $55.7 million in FY 2018, which represents an increase of $2.6 million (or 4.9%) over FY 2017.

**Solid Waste Services Fee:** The City collects a single family residential solid waste fee of $39 and a multi-family fee of $39 to offset the cost of the solid waste system. The annual single family and multi-family residential fees were increased by $6, from FY 2017. This revenue source is projected to be $13.3 million in FY 2018, which represents an increase of $2.1 million (or 18.8%) above FY 2017.
### Summary of Revenues

**General Fund**

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPERTY TAX</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax - Current Year Base</td>
<td>$349,553,407</td>
<td>344,339,632</td>
<td>354,513,298</td>
<td>3.0%</td>
</tr>
<tr>
<td>Property Tax - Synthetic TIG Properties</td>
<td>2,413,854</td>
<td>2,413,854</td>
<td>2,413,854</td>
<td>0.0%</td>
</tr>
<tr>
<td>Prior Year</td>
<td>4,800,000</td>
<td>4,800,000</td>
<td>4,800,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rebates</td>
<td>(2,400,000)</td>
<td>(2,400,000)</td>
<td>(2,400,000)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Penalties</td>
<td>479,633</td>
<td>590,000</td>
<td>590,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Interest</td>
<td>(1,045,252)</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rebates of Listing Penalties</td>
<td>(8,000)</td>
<td>(8,000)</td>
<td>(8,000)</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$348,987,788</td>
<td>351,235,486</td>
<td>361,409,152</td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>SALES TAX</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales - Article 39 (1.0%) &amp; Article 42 (0.5%)</td>
<td>$96,204,932</td>
<td>96,462,000</td>
<td>106,022,525</td>
<td>9.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$96,204,932</td>
<td>96,462,000</td>
<td>106,022,525</td>
<td>9.9%</td>
</tr>
<tr>
<td><strong>UTILITIES FRANCHISE TAX</strong></td>
<td>$53,545,202</td>
<td>53,096,010</td>
<td>55,692,000</td>
<td>4.9%</td>
</tr>
<tr>
<td>Utility Franchise</td>
<td>$53,545,202</td>
<td>53,096,010</td>
<td>55,692,000</td>
<td>4.9%</td>
</tr>
<tr>
<td><strong>POLICE SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law Enforcement Services - County</td>
<td>$15,301,995</td>
<td>16,509,793</td>
<td>17,994,060</td>
<td>9.0%</td>
</tr>
<tr>
<td>Small Town Service Fees</td>
<td>155,036</td>
<td>337,403</td>
<td>337,403</td>
<td>0.0%</td>
</tr>
<tr>
<td>School Resource Officers - School Board</td>
<td>4,677,802</td>
<td>4,694,969</td>
<td>4,902,720</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$20,134,833</td>
<td>21,542,165</td>
<td>23,234,183</td>
<td>7.9%</td>
</tr>
<tr>
<td><strong>TAX REIMBURSEMENTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beer &amp; Wine Tax</td>
<td>$3,534,093</td>
<td>3,916,291</td>
<td>3,994,617</td>
<td>2.0%</td>
</tr>
<tr>
<td>State Waste Disposal Tax</td>
<td>508,619</td>
<td>495,000</td>
<td>515,000</td>
<td>4.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,042,712</td>
<td>4,411,291</td>
<td>4,509,617</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>SOLID WASTE FEE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refuse Disposal Fees</td>
<td>$8,488,438</td>
<td>11,172,664</td>
<td>13,278,313</td>
<td>18.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$8,488,438</td>
<td>11,172,664</td>
<td>13,278,313</td>
<td>18.8%</td>
</tr>
<tr>
<td><strong>BUSINESS PRIVILEGE LICENSES</strong></td>
<td>$213,515</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Business Privilege Licenses</td>
<td>$213,515</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$213,515</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>OTHER REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Vehicle Licenses</td>
<td>$3,136,134</td>
<td>3,100,000</td>
<td>3,193,000</td>
<td>3.0%</td>
</tr>
<tr>
<td>Motor Vehicle Licenses - Rebates</td>
<td>(72,923)</td>
<td>(48,000)</td>
<td>(48,000)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Animal Licenses - Fertile</td>
<td>165,708</td>
<td>177,900</td>
<td>177,900</td>
<td>0.0%</td>
</tr>
<tr>
<td>Animal Licenses - Spay/Neuter</td>
<td>500,787</td>
<td>525,300</td>
<td>525,300</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fire Plan Review Fees</td>
<td>1,177,397</td>
<td>1,534,360</td>
<td>2,186,910</td>
<td>42.5%</td>
</tr>
<tr>
<td>Vehicle Licenses - City Billed</td>
<td>25,295</td>
<td>15,450</td>
<td>15,450</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fire Permits</td>
<td>1,374,714</td>
<td>1,731,735</td>
<td>1,854,365</td>
<td>7.1%</td>
</tr>
<tr>
<td>Security Dog Licenses</td>
<td>60</td>
<td>100</td>
<td>100</td>
<td>0.0%</td>
</tr>
<tr>
<td>Vehicle for Hire Fees and Permits</td>
<td>369,179</td>
<td>476,340</td>
<td>320,000</td>
<td>-32.8%</td>
</tr>
<tr>
<td>Carrier Franchise Fees</td>
<td>105,191</td>
<td>100,000</td>
<td>100,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Video Programming (Cable Franchise) Fees</td>
<td>7,604,188</td>
<td>7,959,632</td>
<td>7,959,632</td>
<td>0.0%</td>
</tr>
<tr>
<td>Development Plan Review Fees</td>
<td>5,244,337</td>
<td>4,731,066</td>
<td>5,500,000</td>
<td>16.3%</td>
</tr>
<tr>
<td>Sexually Oriented Businesses Licenses</td>
<td>90,615</td>
<td>113,065</td>
<td>109,716</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Parking and Parade Permits</td>
<td>104,241</td>
<td>83,555</td>
<td>100,000</td>
<td>19.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$19,824,923</td>
<td>20,500,503</td>
<td>21,994,373</td>
<td>7.3%</td>
</tr>
</tbody>
</table>
## Summary of Revenues

### General Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fines, Forfeits and Penalties</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle for Hire Penalties</td>
<td>$22,365</td>
<td>$28,000</td>
<td>$30,000</td>
<td>7.1%</td>
</tr>
<tr>
<td>Housing Code Violations</td>
<td>83,534</td>
<td>62,762</td>
<td>135,983</td>
<td>116.7%</td>
</tr>
<tr>
<td>Parking Citations</td>
<td>805,091</td>
<td>944,800</td>
<td>789,665</td>
<td>-16.4%</td>
</tr>
<tr>
<td>Parking Citation Penalties</td>
<td>85,160</td>
<td>104,165</td>
<td>90,000</td>
<td>-13.6%</td>
</tr>
<tr>
<td>Security Alarm Fines</td>
<td>615,851</td>
<td>480,000</td>
<td>620,000</td>
<td>29.2%</td>
</tr>
<tr>
<td>Fire Citation Fines</td>
<td>134,008</td>
<td>80,000</td>
<td>80,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Zoning Enforcement Fines</td>
<td>54,066</td>
<td>51,500</td>
<td>70,527</td>
<td>36.9%</td>
</tr>
<tr>
<td>Court Assessment Crime Lab</td>
<td>148,369</td>
<td>150,000</td>
<td>150,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Privilege License Penalties</td>
<td>52,261</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Animal License Penalties</td>
<td>30,808</td>
<td>60,140</td>
<td>40,000</td>
<td>-33.5%</td>
</tr>
<tr>
<td>Animal Citation Penalties</td>
<td>2,057</td>
<td>24,600</td>
<td>10,000</td>
<td>-59.3%</td>
</tr>
<tr>
<td>Grading Permit Penalties</td>
<td>7,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Court Costs - Superior</td>
<td>102,883</td>
<td>160,000</td>
<td>115,000</td>
<td>-28.1%</td>
</tr>
<tr>
<td>Court Awards - Vice &amp; Narcotics</td>
<td>45</td>
<td>50</td>
<td>50</td>
<td>0.0%</td>
</tr>
<tr>
<td>Animal License Late Fees</td>
<td>68,510</td>
<td>76,500</td>
<td>76,500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,205,008</td>
<td>$2,230,017</td>
<td>$2,207,725</td>
<td>-1.0%</td>
</tr>
<tr>
<td><strong>Interlocal Grants and Agreements</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wireless Communications</td>
<td>$3,751,602</td>
<td>3,427,388</td>
<td>3,663,066</td>
<td>6.9%</td>
</tr>
<tr>
<td>Fleet Maintenance</td>
<td>1,335,607</td>
<td>1,400,000</td>
<td>1,600,000</td>
<td>14.3%</td>
</tr>
<tr>
<td>Webhosting - County</td>
<td>0</td>
<td>91,950</td>
<td>91,950</td>
<td>0.0%</td>
</tr>
<tr>
<td>First Responder</td>
<td>484,500</td>
<td>484,500</td>
<td>484,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Procurement Services</td>
<td>800,367</td>
<td>200,000</td>
<td>200,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Customer Services - CharMeck 311</td>
<td>2,339,984</td>
<td>1,235,935</td>
<td>1,411,560</td>
<td>14.2%</td>
</tr>
<tr>
<td>CMGC Occupancy</td>
<td>772,132</td>
<td>791,800</td>
<td>786,729</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Recycling Program Proceeds</td>
<td>96,591</td>
<td>125,000</td>
<td>120,000</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Corporate Communications Services</td>
<td>8,282</td>
<td>12,000</td>
<td>12,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>CMGC Phone Costs - County</td>
<td>55,098</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>County Grant Income</td>
<td>21,691</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$9,665,854</td>
<td>$7,768,573</td>
<td>$8,369,805</td>
<td>7.7%</td>
</tr>
<tr>
<td><strong>Federal and State Shared Revenues</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC Stores Revenue</td>
<td>$3,474,771</td>
<td>3,313,130</td>
<td>5,339,680</td>
<td>61.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,474,771</td>
<td>$3,313,130</td>
<td>$5,339,680</td>
<td>61.2%</td>
</tr>
<tr>
<td><strong>General Government</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Development Zoning Fees</td>
<td>$808,718</td>
<td>641,931</td>
<td>0</td>
<td>-100.0%</td>
</tr>
<tr>
<td>Utility Right-of-Way Ordinance Fees</td>
<td>783,714</td>
<td>1,659,148</td>
<td>135,000</td>
<td>-91.9%</td>
</tr>
<tr>
<td>County Plan Review</td>
<td>729,152</td>
<td>919,558</td>
<td>919,558</td>
<td>0.0%</td>
</tr>
<tr>
<td>Zoning Petition Filing Fees</td>
<td>1,453,327</td>
<td>1,300,000</td>
<td>1,500,000</td>
<td>15.4%</td>
</tr>
<tr>
<td>Annexation Fees</td>
<td>1,600</td>
<td>400</td>
<td>400</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Services</td>
<td>453,571</td>
<td>400,394</td>
<td>543,745</td>
<td>35.8%</td>
</tr>
<tr>
<td>Zoning Admin Fees</td>
<td>40,490</td>
<td>44,164</td>
<td>53,810</td>
<td>21.8%</td>
</tr>
<tr>
<td>Historic District Fee</td>
<td>49,700</td>
<td>94,834</td>
<td>48,100</td>
<td>-49.3%</td>
</tr>
<tr>
<td>Equipment Mgmt Svcs - Fleet</td>
<td>83,640</td>
<td>4,000</td>
<td>40,000</td>
<td>900.0%</td>
</tr>
<tr>
<td>Procurement Professional Services</td>
<td>239,498</td>
<td>470,275</td>
<td>335,000</td>
<td>-28.8%</td>
</tr>
<tr>
<td>Procurement CCPA</td>
<td>208,946</td>
<td>175,000</td>
<td>180,000</td>
<td>2.9%</td>
</tr>
<tr>
<td>Tree Planting</td>
<td>45,888</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Park It! Program Fees</td>
<td>10,564</td>
<td>9,984</td>
<td>5,000</td>
<td>-49.9%</td>
</tr>
<tr>
<td>Parking Garage Fees</td>
<td>1,225,873</td>
<td>943,500</td>
<td>1,350,000</td>
<td>43.1%</td>
</tr>
<tr>
<td>Parking Meter Revenue</td>
<td>1,085,756</td>
<td>785,145</td>
<td>1,100,000</td>
<td>40.1%</td>
</tr>
<tr>
<td>Rent Revenue - Misc</td>
<td>788,837</td>
<td>1,151,184</td>
<td>1,151,184</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$8,009,274</td>
<td>$8,599,517</td>
<td>$7,361,797</td>
<td>-14.4%</td>
</tr>
</tbody>
</table>
## Summary of Revenues
### General Fund

<table>
<thead>
<tr>
<th>Public Safety</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Reimb for Services Provided</td>
<td>$1,209,811</td>
<td>$1,445,537</td>
<td>$1,445,537</td>
<td>0.0%</td>
</tr>
<tr>
<td>Police - Fingerprint Reports</td>
<td>$19,731</td>
<td>$6,000</td>
<td>$20,000</td>
<td>233.3%</td>
</tr>
<tr>
<td>Underbrush and Debris Removal</td>
<td>$378,601</td>
<td>$480,000</td>
<td>$481,344</td>
<td>0.3%</td>
</tr>
<tr>
<td>Demolition - Clearing</td>
<td>$144,932</td>
<td>$143,929</td>
<td>$119,995</td>
<td>-16.6%</td>
</tr>
<tr>
<td>Sale of Animals</td>
<td>$33,918</td>
<td>$51,550</td>
<td>$35,000</td>
<td>-32.1%</td>
</tr>
<tr>
<td>Utility Street Cuts</td>
<td>$2,624,216</td>
<td>$2,516,778</td>
<td>$2,850,000</td>
<td>13.2%</td>
</tr>
<tr>
<td>Spay/Neuter Fees</td>
<td>$76,947</td>
<td>$88,840</td>
<td>$80,000</td>
<td>-10.0%</td>
</tr>
<tr>
<td>Vehicle Towing and Storage</td>
<td>$96,000</td>
<td>$91,126</td>
<td>$88,056</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Animal Reclaim Fees</td>
<td>$93,970</td>
<td>$100,600</td>
<td>$110,000</td>
<td>9.3%</td>
</tr>
</tbody>
</table>

Total $4,678,626

<table>
<thead>
<tr>
<th>Cemeteries</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of Cemetery Lots</td>
<td>$268,550</td>
<td>$202,000</td>
<td>$202,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Grave Digging</td>
<td>$303,524</td>
<td>$342,725</td>
<td>$344,620</td>
<td>0.6%</td>
</tr>
<tr>
<td>Duplicate Deeds and Transfer Fees</td>
<td>$500</td>
<td>$400</td>
<td>$400</td>
<td>0.0%</td>
</tr>
<tr>
<td>Monument Foundation</td>
<td>$58,688</td>
<td>$64,679</td>
<td>$64,679</td>
<td>0.0%</td>
</tr>
<tr>
<td>Perpetual Care</td>
<td>$14,200</td>
<td>$12,000</td>
<td>$30,000</td>
<td>150.0%</td>
</tr>
</tbody>
</table>

Total $645,462

<table>
<thead>
<tr>
<th>Use of Money and Property</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest on Liens</td>
<td>$131,526</td>
<td>$150,000</td>
<td>$150,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Damage to City-Owned Equipment</td>
<td>$328,031</td>
<td>$350,000</td>
<td>$350,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Reimbursement for City Car Use</td>
<td>$105,785</td>
<td>$106,090</td>
<td>$106,090</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Total $565,342

<table>
<thead>
<tr>
<th>Sale of Salvage and Land</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of Land</td>
<td>$80,108</td>
<td>$620,000</td>
<td>$100,000</td>
<td>674.0%</td>
</tr>
<tr>
<td>Sale of Salvage</td>
<td>$119,588</td>
<td>$60,000</td>
<td>$60,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Used Autos</td>
<td>$734,300</td>
<td>$750,000</td>
<td>$850,000</td>
<td>13.3%</td>
</tr>
</tbody>
</table>

Total $933,996

<table>
<thead>
<tr>
<th>Other</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Grants and Contributions</td>
<td>$49,845</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Newspaper Rack Revenue</td>
<td>$9,713</td>
<td>$11,400</td>
<td>$11,400</td>
<td>0.0%</td>
</tr>
<tr>
<td>Reimb City Svcs - SWS Spec Svcs</td>
<td>$85,388</td>
<td>$105,000</td>
<td>$105,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Telecom Review/Modifications</td>
<td>$16,500</td>
<td>$31,500</td>
<td>$20,000</td>
<td>-36.5%</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$561,289</td>
<td>$487,026</td>
<td>$1,100,000</td>
<td>125.9%</td>
</tr>
</tbody>
</table>

Total $722,735

| Total Other Revenues               | $50,725,991 | $50,810,129 | $53,997,502 | 6.3%           |

<table>
<thead>
<tr>
<th>TRANSFERS AND FUND BALANCE</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriated Fund Balance for COPS Grant Match</td>
<td>$463,175</td>
<td>$463,175</td>
<td>$463,175</td>
<td>0.0%</td>
</tr>
<tr>
<td>Occupancy Taxes - CRVA</td>
<td>$5,206,975</td>
<td>$5,242,572</td>
<td>$5,484,823</td>
<td>4.6%</td>
</tr>
<tr>
<td>Heavy Equipment Tax</td>
<td>$580,431</td>
<td>$400,000</td>
<td>$600,000</td>
<td>50.0%</td>
</tr>
<tr>
<td>Tree Mitigation Fees</td>
<td>$1,710,731</td>
<td>$250,000</td>
<td>$250,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Municipal Debt Service - CRVA</td>
<td>$35,000</td>
<td>$35,000</td>
<td>$35,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Convention Center Tax - Towns' Tourism Subsidy</td>
<td>$2,802,246</td>
<td>$3,225,638</td>
<td>$3,803,446</td>
<td>17.9%</td>
</tr>
<tr>
<td>Convention Center Tax - Stadium Traffic Control</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$250,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>PAYGO - One-time Funding</td>
<td>$325,000</td>
<td>$325,000</td>
<td>$325,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Interest on Investments - Debt Svc</td>
<td>$942,353</td>
<td>$637,325</td>
<td>$775,125</td>
<td>21.6%</td>
</tr>
</tbody>
</table>

Total $11,527,736

FY 2018 Adopted Budget

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# Summary of Revenues

## General Fund

<table>
<thead>
<tr>
<th>Intragovernmental Revenues</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Allocation - Storm Water</td>
<td>$1,055,507</td>
<td>1,067,847</td>
<td>1,214,122</td>
<td>13.7%</td>
</tr>
<tr>
<td>Cost Allocation - Charlotte Water</td>
<td>8,582,838</td>
<td>8,759,560</td>
<td>8,947,389</td>
<td>2.1%</td>
</tr>
<tr>
<td>Cost Allocation - Aviation</td>
<td>1,781,046</td>
<td>3,085,320</td>
<td>3,581,903</td>
<td>16.1%</td>
</tr>
<tr>
<td>Fire Control Services - Aviation</td>
<td>5,869,830</td>
<td>5,569,310</td>
<td>5,947,953</td>
<td>6.8%</td>
</tr>
<tr>
<td>Account Services - Storm Water</td>
<td>1,819,105</td>
<td>1,900,928</td>
<td>1,949,416</td>
<td>2.6%</td>
</tr>
<tr>
<td>Account Services - Charlotte Water</td>
<td>5,142,279</td>
<td>5,114,654</td>
<td>5,398,184</td>
<td>5.5%</td>
</tr>
<tr>
<td>Cost Allocation - CATS</td>
<td>3,349,594</td>
<td>3,539,549</td>
<td>4,131,673</td>
<td>16.7%</td>
</tr>
<tr>
<td>Cost Allocation - Risk Management</td>
<td>549,859</td>
<td>661,934</td>
<td>613,032</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Police Services - Airport</td>
<td>6,111,044</td>
<td>6,297,765</td>
<td>6,743,138</td>
<td>7.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$34,261,102</strong></td>
<td><strong>35,996,867</strong></td>
<td><strong>38,526,810</strong></td>
<td><strong>7.0%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfers from Other Funds</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Trust</td>
<td>$96,000</td>
<td>96,000</td>
<td>96,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Municipal Debt Service - Treasury Reimbursement</td>
<td>84,989</td>
<td>76,824</td>
<td>84,989</td>
<td>10.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$180,989</strong></td>
<td><strong>172,824</strong></td>
<td><strong>180,989</strong></td>
<td><strong>4.7%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Transfers and Fund Balance</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$45,969,827</td>
<td>46,210,226</td>
<td>50,694,368</td>
<td>9.7%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total General Fund Revenues</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$628,330,237</td>
<td>634,939,871</td>
<td>668,837,660</td>
<td>5.3%</td>
<td></td>
</tr>
</tbody>
</table>
### Summary of Fund Balances

<table>
<thead>
<tr>
<th>Fund</th>
<th>Actual as of 6/30/2015</th>
<th>Change in FY 2016</th>
<th>Actual as of 6/30/2016</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$ 176,830,000</td>
<td>14,176,000</td>
<td>191,006,000</td>
<td>8.0 %</td>
</tr>
<tr>
<td>Debt Service Fund</td>
<td>295,124,000</td>
<td>(8,986,000)</td>
<td>286,138,000</td>
<td>(3.0)</td>
</tr>
<tr>
<td><strong>Total Governmental Fund Balance</strong></td>
<td>$ 471,954,000</td>
<td>5,190,000</td>
<td>477,144,000</td>
<td>1.1%</td>
</tr>
<tr>
<td>Enterprise Fund Total Net Position</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aviation Net Assets</td>
<td>$ 1,498,028,000</td>
<td>(1,498,028,000)</td>
<td>1,583,128,000</td>
<td>5.7%</td>
</tr>
<tr>
<td>Charlotte Area Transit System</td>
<td>881,411,000</td>
<td>(881,411,000)</td>
<td>1,057,655,000</td>
<td>20.0</td>
</tr>
<tr>
<td>Charlotte Water</td>
<td>1,816,444,000</td>
<td>(1,816,444,000)</td>
<td>1,917,729,000</td>
<td>5.6</td>
</tr>
<tr>
<td>Storm Water</td>
<td>459,389,000</td>
<td>(459,389,000)</td>
<td>513,103,000</td>
<td>11.7</td>
</tr>
</tbody>
</table>

The City of Charlotte has two major governmental funds. The General Fund is the chief operating fund of the City. At the end of FY 2015 the total fund balance for the General Fund reached $176.8 million. On June 30, 2016 the General Fund total fund balance totaled $191.0 million, an increase of approximately 8.0 percent.

- General Fund revenues, particularly property tax revenue, increased over the prior year.

The City’s Debt Service Fund had a total fund balance of $295.2 million for FY 2015 and $286.1 million on June 30, 2016. This reflects a decrease of approximately 3.0 percent.

- Debt Service was consistent with the budgeted estimates and appropriations.
### Aviation Operating Funds

**Summary of Revenues and Expenditures**

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airline</td>
<td>$59,308,116</td>
<td>$62,403,456</td>
<td>$71,102,678</td>
<td>13.9%</td>
</tr>
<tr>
<td>Parking and Ground Transportation</td>
<td>55,724,931</td>
<td>57,167,184</td>
<td>65,437,000</td>
<td>14.5%</td>
</tr>
<tr>
<td>Concessions and Advertising</td>
<td>48,526,488</td>
<td>43,996,600</td>
<td>45,394,000</td>
<td>3.2%</td>
</tr>
<tr>
<td>Rental Cars</td>
<td>14,110,984</td>
<td>14,645,692</td>
<td>14,865,300</td>
<td>1.5%</td>
</tr>
<tr>
<td>Cargo and General Aviation Facilities</td>
<td>6,029,301</td>
<td>7,610,524</td>
<td>6,233,000</td>
<td>-18.1%</td>
</tr>
<tr>
<td>Fixed Based Operator Fees and Other</td>
<td>24,135,184</td>
<td>19,521,371</td>
<td>20,807,961</td>
<td>6.6%</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>$207,835,004</strong></td>
<td><strong>205,344,827</strong></td>
<td><strong>223,839,939</strong></td>
<td><strong>9.0%</strong></td>
</tr>
<tr>
<td><strong>Passenger Facility Charge Fund</strong></td>
<td>$60,606,615</td>
<td>23,274,342</td>
<td>33,085,096</td>
<td>42.2%</td>
</tr>
<tr>
<td><strong>Contract Facility Charge Fund</strong></td>
<td>$12,383,115</td>
<td>7,608,412</td>
<td>7,796,686</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$280,824,734</strong></td>
<td><strong>236,227,581</strong></td>
<td><strong>264,721,721</strong></td>
<td><strong>12.1%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Operating Expenditures</strong></th>
<th>FY 2016</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Operations</td>
<td>$46,180,774</td>
<td>64,383,270</td>
<td>64,220,295</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Airport Facilities</td>
<td>47,038,898</td>
<td>55,440,253</td>
<td>61,525,306</td>
<td>11.0%</td>
</tr>
<tr>
<td>Airport Development</td>
<td>2,236,202</td>
<td>3,835,536</td>
<td>3,174,501</td>
<td>-17.2%</td>
</tr>
<tr>
<td>Airport Technology</td>
<td>5,782,224</td>
<td>7,411,006</td>
<td>8,971,173</td>
<td>21.1%</td>
</tr>
<tr>
<td>Airport Finance</td>
<td>1,815,027</td>
<td>2,346,651</td>
<td>2,651,677</td>
<td>13.0%</td>
</tr>
<tr>
<td>Airport Business and Revenue</td>
<td>416,745</td>
<td>1,867,371</td>
<td>2,415,619</td>
<td>29.4%</td>
</tr>
<tr>
<td>Airport Administration</td>
<td>13,142,595</td>
<td>14,427,437</td>
<td>11,742,577</td>
<td>-18.6%</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td><strong>$116,612,466</strong></td>
<td><strong>149,711,524</strong></td>
<td><strong>154,701,148</strong></td>
<td><strong>3.3%</strong></td>
</tr>
<tr>
<td><strong>Discretionary and Debt Support</strong></td>
<td>164,212,268</td>
<td>86,516,057</td>
<td>110,020,573</td>
<td>27.2%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$280,824,734</strong></td>
<td><strong>236,227,581</strong></td>
<td><strong>264,721,721</strong></td>
<td><strong>12.1%</strong></td>
</tr>
</tbody>
</table>

*Passenger Facility Charge and Contract Facility Charge are included.
Aviation Debt Service Fund - Consolidated Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 and FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Aviation Operating</td>
<td>$46,726,563</td>
<td>$43,032,513</td>
<td>$53,909,124</td>
<td>25.3%</td>
</tr>
<tr>
<td>Contribution from Rental Car Facilities</td>
<td>4,449,091</td>
<td>4,470,135</td>
<td>4,494,502</td>
<td>0.5%</td>
</tr>
<tr>
<td>Proceeds from Sale of Debt</td>
<td>43,295,000</td>
<td>230,000,000</td>
<td>154,845,536</td>
<td>-32.7%</td>
</tr>
<tr>
<td>Premium from Sale of Debt</td>
<td>0</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>0</td>
<td>10,000</td>
<td>10,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$94,470,654</td>
<td>279,012,648</td>
<td>214,759,162</td>
<td>-23.0%</td>
</tr>
</tbody>
</table>

|                              |                |                 |                |                                    |
| **Expenditures**             |                |                 |                |                                    |
| Retirement of Debt           | $22,385,000    | 18,309,999      | 16,440,000     | -10.2%                             |
| Interest on Debt             | 26,282,684     | 28,574,136      | 39,847,790     | 39.5%                              |
| Cost of Bond Sale            | 177,572        | 1,500,000       | 1,500,000      | 0.0%                               |
| Fees and Other Charges       | 512,857        | 628,513         | 191,750        | -69.5%                             |
| Payment to Refunding Escrow Agent | 43,295,000    | 230,000,000     | 133,118,961    | -42.1%                             |
| Debt Service Reserve Deposit (new bond deals) | 0            | 0               | 21,726,575     | 100.0%                             |
| Transfers to Operating Fund  | 19,300         | 0               | 1,934,086      | 100.0%                             |
| **Total Expenditures**       | $92,672,413    | 279,012,648     | 214,759,162    | -23.0%                             |
The Water and Sewer Operating Fund represents the operating revenues and expenses for Charlotte Water. As a City department, the Utility provides water and sewer service for the City of Charlotte as well as the six towns in Mecklenburg County. The Utility also provides contract wastewater plant operations for Union County. The revenue sources for the Utility are rates and fees paid directly by customers.

### Operating Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2016 Actual ($US)</th>
<th>FY 2017 Revised ($US)</th>
<th>FY 2018 Budget ($US)</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable and Fixed Rate Revenues</td>
<td>335,654,128</td>
<td>333,323,962</td>
<td>353,333,677</td>
<td>6.0%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Connection and Capacity Fees</td>
<td>27,930,554</td>
<td>18,000,000</td>
<td>20,900,000</td>
<td>61.1%</td>
<td>16.1%</td>
</tr>
<tr>
<td>Industrial Waste Surcharge</td>
<td>5,210,369</td>
<td>5,266,716</td>
<td>5,370,000</td>
<td>2.0%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Service Charges</td>
<td>5,991,437</td>
<td>4,586,936</td>
<td>4,948,400</td>
<td>7.9%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Other</td>
<td>3,750,464</td>
<td>4,014,580</td>
<td>3,640,149</td>
<td>-9.3%</td>
<td>-9.3%</td>
</tr>
<tr>
<td>Union County Operations</td>
<td>2,994,505</td>
<td>3,203,850</td>
<td>3,201,542</td>
<td>-0.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>User Fees</td>
<td>0</td>
<td>854,988</td>
<td>2,110,109</td>
<td>146.8%</td>
<td>146.8%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>1,132,259</td>
<td>915,750</td>
<td>1,500,000</td>
<td>63.8%</td>
<td>63.8%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>382,663,716</strong></td>
<td><strong>370,166,782</strong></td>
<td><strong>395,003,877</strong></td>
<td><strong>6.7%</strong></td>
<td><strong>6.7%</strong></td>
</tr>
</tbody>
</table>

### Fund Balance

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2016 Actual ($US)</th>
<th>FY 2017 Revised ($US)</th>
<th>FY 2018 Revised ($US)</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance</strong></td>
<td><strong>382,663,716</strong></td>
<td>0</td>
<td>0</td>
<td>-69.5%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Operating Expenditures

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2016 Actual ($US)</th>
<th>FY 2017 Revised ($US)</th>
<th>FY 2018 Revised ($US)</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration, Management and Support</td>
<td>28,033,452</td>
<td>32,682,388</td>
<td>36,970,048</td>
<td>13.1%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>6,308,761</td>
<td>7,265,248</td>
<td>8,787,678</td>
<td>21.0%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Water and Sewer Capital Project Planning</td>
<td>9,973,941</td>
<td>10,236,466</td>
<td>11,715,769</td>
<td>14.5%</td>
<td>14.5%</td>
</tr>
<tr>
<td>Laboratory Services</td>
<td>4,484,299</td>
<td>4,903,291</td>
<td>5,530,479</td>
<td>12.8%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Water Treatment</td>
<td>13,015,688</td>
<td>16,698,804</td>
<td>16,628,790</td>
<td>-0.4%</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Environmental Management</td>
<td>32,873,671</td>
<td>45,550,164</td>
<td>37,479,242</td>
<td>-17.7%</td>
<td>-17.7%</td>
</tr>
<tr>
<td>Field Operations</td>
<td>36,724,961</td>
<td>39,622,170</td>
<td>45,390,095</td>
<td>14.6%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Union County Operations</td>
<td>3,201,542</td>
<td>3,201,542</td>
<td>3,201,542</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Department Charges</td>
<td>(15,175,609)</td>
<td>(16,815,818)</td>
<td>(17,853,687)</td>
<td>-6.2%</td>
<td>-6.2%</td>
</tr>
<tr>
<td><strong>Total Operating Expenditures</strong></td>
<td><strong>119,440,706</strong></td>
<td><strong>143,344,255</strong></td>
<td><strong>147,849,956</strong></td>
<td><strong>3.1%</strong></td>
<td><strong>3.1%</strong></td>
</tr>
</tbody>
</table>

### Debt Service/Community Investment Plan Support

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2016 Actual ($US)</th>
<th>FY 2017 Revised ($US)</th>
<th>FY 2018 Revised ($US)</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>329,833,337</strong></td>
<td><strong>385,243,583</strong></td>
<td><strong>399,603,988</strong></td>
<td><strong>3.7%</strong></td>
<td><strong>3.7%</strong></td>
</tr>
</tbody>
</table>

### Reserved for Future Years

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2016 Actual ($US)</th>
<th>FY 2017 Revised ($US)</th>
<th>FY 2018 Revised ($US)</th>
<th>Percent Change FY 2017</th>
<th>Percent Change FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserved for Future Years</strong></td>
<td><strong>52,830,379</strong></td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
# Consolidated Water and Sewer Debt Service Funds
## Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from W/S Operating Fund</td>
<td>$144,450,271</td>
<td>153,983,578</td>
<td>154,700,120</td>
<td>0.5%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>(413)</td>
<td>925</td>
<td>0</td>
<td>-100.0</td>
</tr>
<tr>
<td>Proceeds from Refunding</td>
<td>459,747,750</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Premium from Sale of Bonds</td>
<td>66,148,163</td>
<td>50,000</td>
<td>50,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Interest Transferred from other Funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water and Sewer Operating</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Investment Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>756,959</td>
<td>915,750</td>
<td>1,326,627</td>
<td>44.9</td>
</tr>
<tr>
<td></td>
<td>354,201</td>
<td>316,350</td>
<td>188,497</td>
<td>-40.4</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$671,456,932</td>
<td>155,266,603</td>
<td>156,265,244</td>
<td>0.6%</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>9,842,675</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Revenues and Fund Balance</strong></td>
<td>$681,299,607</td>
<td>155,266,603</td>
<td>156,265,244</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Operating Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond Retirement</td>
<td>$75,828,458</td>
<td>76,487,663</td>
<td>80,321,922</td>
<td>5.0%</td>
</tr>
<tr>
<td>Interest on Bonds</td>
<td>70,245,707</td>
<td>70,551,230</td>
<td>69,587,946</td>
<td>-1.4</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>1,046,175</td>
<td>1,231,500</td>
<td>1,116,500</td>
<td>-9.3</td>
</tr>
<tr>
<td>Cost of Bond Sales</td>
<td>36,187,867</td>
<td>50,000</td>
<td>50,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Refunding Bond Escrow Agent</td>
<td>493,537,141</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Equipment Lease - Purchase Principal</td>
<td>3,752,934</td>
<td>4,700,530</td>
<td>4,660,760</td>
<td>-0.8</td>
</tr>
<tr>
<td>Equipment Lease - Purchase Interest</td>
<td>701,325</td>
<td>2,245,680</td>
<td>528,116</td>
<td>-76.5</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$681,299,607</td>
<td>155,266,603</td>
<td>156,265,244</td>
<td>0.6%</td>
</tr>
</tbody>
</table>
Charlotte Area Transit System (CATS) Operating Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>FY 2016 Actuals</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Half-Percent Sales Tax</td>
<td>$89,616,819</td>
<td>92,305,324</td>
<td>95,074,483</td>
<td>3.0%</td>
</tr>
<tr>
<td>Fares and Service Reimbursements</td>
<td>30,093,143</td>
<td>31,803,341</td>
<td>40,952,793</td>
<td>28.8%</td>
</tr>
<tr>
<td>Maintenance of Effort - Charlotte</td>
<td>20,106,177</td>
<td>20,709,362</td>
<td>21,330,643</td>
<td>3.0%</td>
</tr>
<tr>
<td>Maintenance of Effort - Mecklenburg</td>
<td>192,942</td>
<td>192,942</td>
<td>192,942</td>
<td>0.0%</td>
</tr>
<tr>
<td>Maintenance of Effort - Huntersville</td>
<td>18,567</td>
<td>18,566</td>
<td>18,566</td>
<td>0.0%</td>
</tr>
<tr>
<td>Operating Assistance</td>
<td>12,236,899</td>
<td>12,716,162</td>
<td>17,201,206</td>
<td>35.3%</td>
</tr>
<tr>
<td>Other (Advertising, Misc.)</td>
<td>3,123,826</td>
<td>2,877,184</td>
<td>2,907,468</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>$155,388,373</strong></td>
<td><strong>160,622,881</strong></td>
<td><strong>177,678,101</strong></td>
<td><strong>10.6%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Services</td>
<td>$122,028,551</td>
<td>131,192,861</td>
<td>143,455,301</td>
<td>9.3%</td>
</tr>
<tr>
<td>Transit Development</td>
<td>2,780,865</td>
<td>3,551,598</td>
<td>3,313,401</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>3,545,875</td>
<td>3,441,162</td>
<td>4,680,859</td>
<td>36.0%</td>
</tr>
<tr>
<td>Executive and Administration</td>
<td>7,312,592</td>
<td>8,917,144</td>
<td>9,122,776</td>
<td>2.3%</td>
</tr>
<tr>
<td><strong>Sub-total Operating</strong></td>
<td><strong>$135,667,883</strong></td>
<td><strong>147,102,765</strong></td>
<td><strong>160,572,337</strong></td>
<td><strong>9.2%</strong></td>
</tr>
<tr>
<td>Transfers to Eligible Community Investment Plan Projects</td>
<td>$(13,253,805)</td>
<td>$(21,643,629)</td>
<td>$(12,333,585)</td>
<td>-43.0%</td>
</tr>
<tr>
<td><strong>Total Net Operating</strong></td>
<td><strong>$122,414,078</strong></td>
<td><strong>125,459,136</strong></td>
<td><strong>148,238,752</strong></td>
<td><strong>18.2%</strong></td>
</tr>
<tr>
<td>Local Contribution to Capital Program</td>
<td>$13,447,138</td>
<td>9,828,829</td>
<td>3,407,537 *</td>
<td>-65.3%</td>
</tr>
<tr>
<td>Transfer to Debt Service Funds</td>
<td>$14,214,164</td>
<td>14,867,592</td>
<td>15,661,328</td>
<td>5.3%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$150,075,380</strong></td>
<td><strong>150,155,557</strong></td>
<td><strong>167,307,617</strong></td>
<td><strong>11.4%</strong></td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>5,312,993</td>
<td>10,467,324</td>
<td>10,370,484</td>
<td>-0.9%</td>
</tr>
</tbody>
</table>

*CATS FY 2018 Local contribution to the CIP will be supplemented by Fund balance reserves from prior year once FY 2017 actuals have been audited to determine precise reserve capacity*
Charlotte Area Transit System Debt Service - Consolidated Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers from CATS Operating Funds</td>
<td>$14,214,164</td>
<td>$14,867,592</td>
<td>$15,661,328</td>
<td>5.3%</td>
</tr>
<tr>
<td>Formula Grant Contribution</td>
<td>0</td>
<td>2,909,000</td>
<td>2,909,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Blue Line Extension Debt Proceeds</td>
<td>3,694,200</td>
<td>2,770,650</td>
<td>2,770,500</td>
<td>0.0</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>35,085</td>
<td>35,000</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Transfer from Revenue Reserve</td>
<td>1,362,750</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$19,306,199</td>
<td>$20,582,242</td>
<td>$21,340,828</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

|                                |                |                 |                |                        |
| **Expenditures**               |                |                 |                |                        |
| Debt Retirement                | $4,600,000     | $4,600,000      | $4,825,000     | 4.9%                   |
| Interest on Debt               | 10,072,331     | 14,761,540      | 16,072,856     | 8.9                    |
| Fees                           | 1,220,702      | 1,220,702       | 442,972        | -63.7                  |
| Cost on sale of debt           | 396,377        | 0               | 0              | 0.0                    |
| **Total Expenditures**         | $16,289,410    | $20,582,242     | $21,340,828    | 3.7%                   |

| Reserved for Future Years      | $3,016,789     | 0               | 0              | 0.0%                   |
Storm Water Operating Fund
Summary of Revenues and Expenses

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

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impervious Fee- City</td>
<td>$5,676,562</td>
<td>$5,676,562</td>
<td>$5,676,562</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Impervious Fee- Other</td>
<td>$60,693,052</td>
<td>$62,309,380</td>
<td>$62,446,279</td>
<td>0.2 %</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$115,731</td>
<td>$0</td>
<td>$0</td>
<td>0.0 %</td>
</tr>
<tr>
<td>StW Bad Debt</td>
<td>$(593,510)</td>
<td>$(450,000)</td>
<td>$(700,000)</td>
<td>55.6 %</td>
</tr>
<tr>
<td>Other - Miscellaneous</td>
<td>$623,252</td>
<td>$0</td>
<td>$0</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$66,515,087</strong></td>
<td><strong>$67,535,942</strong></td>
<td><strong>$67,422,841</strong></td>
<td><strong>-0.2 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>FY 2016</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fund Balance</strong></td>
<td><strong>$0</strong></td>
<td><strong>$2,934,476</strong></td>
<td><strong>$0</strong></td>
<td><strong>0.0 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Revenues and Fund Balance</th>
<th>FY 2016</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenues and Fund Balance</strong></td>
<td><strong>$66,515,087</strong></td>
<td><strong>$70,470,418</strong></td>
<td><strong>$67,422,841</strong></td>
<td><strong>-4.3 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th>FY 2016</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Budget</td>
<td>$9,747,668</td>
<td>$14,580,141</td>
<td>$15,491,316</td>
<td>6.2 %</td>
</tr>
<tr>
<td>Transfer to Other Funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storm Water Capital Project Fund</td>
<td>$43,000,000</td>
<td>$43,000,000</td>
<td>$39,000,000</td>
<td>-9.3 %</td>
</tr>
<tr>
<td>Storm Water Debt Service Fund</td>
<td>$12,035,528</td>
<td>$12,890,277</td>
<td>$12,931,525</td>
<td>0.3 %</td>
</tr>
<tr>
<td>General Capital Investment Fund</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$64,783,196</strong></td>
<td><strong>$70,470,418</strong></td>
<td><strong>$67,422,841</strong></td>
<td><strong>-4.3 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reserved for Future Years</th>
<th>FY 2016</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserved for Future Years</strong></td>
<td><strong>$1,731,891</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>0.0 %</strong></td>
</tr>
</tbody>
</table>
Storm Water Debt Service Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Storm Water Operating</td>
<td>$12,035,528</td>
<td>12,890,277</td>
<td>12,931,525</td>
<td>0.3%</td>
</tr>
<tr>
<td>Premium on Sale of Debt</td>
<td>4,228,403</td>
<td>0</td>
<td>550,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Proceeds from Sale of Bonds</td>
<td>32,355,000</td>
<td>0</td>
<td>40,000,000</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$48,618,931</td>
<td>12,890,277</td>
<td>53,481,525</td>
<td>314.9%</td>
</tr>
<tr>
<td><strong>Total Revenues and Fund Balance</strong></td>
<td>$48,618,931</td>
<td>12,890,277</td>
<td>53,481,525</td>
<td>314.9%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond Retirement</td>
<td>$4,669,207</td>
<td>5,951,337</td>
<td>6,255,269</td>
<td>5.1%</td>
</tr>
<tr>
<td>Interest on Bonds</td>
<td>7,302,275</td>
<td>6,913,940</td>
<td>6,646,256</td>
<td>-3.9</td>
</tr>
<tr>
<td>Refund Payment</td>
<td>36,220,000</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Cost of Bond Sale</td>
<td>317,178</td>
<td>0</td>
<td>40,550,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Fees</td>
<td>15,781</td>
<td>25,000</td>
<td>30,000</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$48,524,441</td>
<td>12,890,277</td>
<td>53,481,525</td>
<td>314.9%</td>
</tr>
<tr>
<td><strong>Reserved for Future Years</strong></td>
<td>94,490</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
# Municipal Debt Service Fund

## Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Property Tax</strong></td>
<td>$83,366,852</td>
<td>86,042,732</td>
<td>88,561,003</td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>Property Tax - Synthetic TIG Appreciation</strong></td>
<td>730,124</td>
<td>597,496</td>
<td>816,675</td>
<td>36.7%</td>
</tr>
<tr>
<td><strong>Sales Tax</strong></td>
<td>16,539,822</td>
<td>18,223,596</td>
<td>19,827,328</td>
<td>8.8%</td>
</tr>
<tr>
<td><strong>Interest on Investments</strong></td>
<td>1,071,000</td>
<td>1,180,300</td>
<td>1,379,915</td>
<td>16.9%</td>
</tr>
<tr>
<td><strong>Interest Transferred from Other Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>552,500</td>
<td>637,325</td>
<td>775,125</td>
<td>21.6%</td>
</tr>
<tr>
<td><strong>Contribution from Other Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund - Equip</td>
<td>14,553,950</td>
<td>14,932,215</td>
<td>15,339,861</td>
<td>2.7%</td>
</tr>
<tr>
<td>General Fund - Public Safety Communications</td>
<td>1,687,288</td>
<td>1,686,750</td>
<td>1,685,950</td>
<td>0.0%</td>
</tr>
<tr>
<td>Powell Bill Fund</td>
<td>1,595,162</td>
<td>1,652,678</td>
<td>1,762,118</td>
<td>6.6%</td>
</tr>
<tr>
<td><strong>County Share</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from Lease Purchases</td>
<td>750,000</td>
<td>1,750,000</td>
<td>750,000</td>
<td>-57.1%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1,098,966</td>
<td>1,353,867</td>
<td>1,447,207</td>
<td>6.9%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$121,945,664</strong></td>
<td><strong>128,056,959</strong></td>
<td><strong>132,345,182</strong></td>
<td><strong>3.3%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure Source</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payment to Developer</strong></td>
<td>$165,042</td>
<td>277,932</td>
<td>267,388</td>
<td>-3.8%</td>
</tr>
<tr>
<td><strong>Bonds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td>40,063,133</td>
<td>40,961,001</td>
<td>46,806,105</td>
<td>14.3%</td>
</tr>
<tr>
<td>Interest</td>
<td>28,960,199</td>
<td>26,715,765</td>
<td>29,527,775</td>
<td>10.5%</td>
</tr>
<tr>
<td><strong>Debt Issue Expense</strong></td>
<td>750,000</td>
<td>1,750,000</td>
<td>750,000</td>
<td>-57.1%</td>
</tr>
<tr>
<td>Principal</td>
<td>28,161,645</td>
<td>26,214,544</td>
<td>27,430,102</td>
<td>4.6%</td>
</tr>
<tr>
<td>Interest</td>
<td>8,756,186</td>
<td>9,863,109</td>
<td>6,112,585</td>
<td>-38.0%</td>
</tr>
<tr>
<td><strong>Bond Anticipation Note Interest</strong></td>
<td>150,000</td>
<td>675,000</td>
<td>647,500</td>
<td>-4.1%</td>
</tr>
<tr>
<td><strong>Bank Charges and Other</strong></td>
<td>1,835,000</td>
<td>1,760,000</td>
<td>1,760,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Contribution to</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>112,269</td>
<td>111,824</td>
<td>119,989</td>
<td>7.3%</td>
</tr>
<tr>
<td>Cultural Facilities Operating Fund</td>
<td>319,564</td>
<td>319,564</td>
<td>319,564</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$109,273,038</strong></td>
<td><strong>108,648,739</strong></td>
<td><strong>113,741,008</strong></td>
<td><strong>4.7%</strong></td>
</tr>
</tbody>
</table>

| Restricted for Future Years                | $12,672,626    | 19,408,220      | 18,604,174     | -4.1%                  |

Debt limit: Pursuant to the North Carolina General Statutes, the City’s outstanding general obligation debt is subject to a legal limitation based on 8 percent of the total assessed value of real and personal property. As of June 30, 2016, the City’s legal debt limit was $7,296,008. The outstanding debt subject to this limit was $2,067,347, leaving a net legal debt margin of $5,228,661 (Dollar amounts in Thousands).
## Convention Center Tax Fund
### Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Revised</td>
<td>Budget</td>
<td></td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy</td>
<td>$17,881,327</td>
<td>20,175,553</td>
<td>21,661,106</td>
<td>7.4 %</td>
</tr>
<tr>
<td>Prepared Food</td>
<td>27,856,798</td>
<td>30,669,509</td>
<td>32,473,122</td>
<td>5.9</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td>$45,738,125</td>
<td>50,845,062</td>
<td>54,134,228</td>
<td>6.5 %</td>
</tr>
<tr>
<td>Lease of City Funded Bank of America Stadium Improvements</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>238,000</td>
<td>304,325</td>
<td>378,382</td>
<td>24.3</td>
</tr>
<tr>
<td>I-277 Land Sale Proceeds</td>
<td>0</td>
<td>600,000</td>
<td>0</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Fund Balance</strong></td>
<td>368,956</td>
<td>1,407,582</td>
<td>2,985,653</td>
<td>112.1 %</td>
</tr>
<tr>
<td><strong>Total Revenues and Fund Balance</strong></td>
<td>$47,345,081</td>
<td>54,156,969</td>
<td>58,498,263</td>
<td>8.0 %</td>
</tr>
</tbody>
</table>

| **Expenditures** |          |          |         |         |
| Promotion and Marketing | $6,860,719 | 7,626,759 | 11,120,134* | 45.8 % |
| Business Development | 2,016,000 | 2,076,480 | 2,138,774 | 3.0 |
| Administration | 75,000 | 75,000 | 147,000 | 96.0 |
| Contributions for Convention Center: |          |          |         |         |
| Operating Allocation | 7,306,000 | 9,109,000 | 7,979,240 | -12.4 |
| Capital Items | 1,933,200 | 2,000,000 | 1,191,000 | -40.5 |
| Bank of America Stadium Maintenance Contribution | 1,000,000 | 1,000,000 | 1,000,000 | 0.0 |
| Maintenance of City Funded Bank of America Stadium Improvements | 900,000 | 900,000 | 900,000 | 0.0 |
| 2017 NBA All-Star Game | 0 | 600,000 | 0 | 100.0 |
| Transfer to Other Funds: |          |          |         |         |
| Convention Center Debt Service | 23,767,443 | 27,294,192 | 29,968,669 | 9.8 |
| General Fund-General Tourism | 3,236,719 | 3,225,538 | 3,803,446 | 17.9 |
| General Fund-Stadium Traffic Control | 250,000 | 250,000 | 250,000 | 0.0 |
| **Total Expenditures** | $47,345,081 | 54,156,969 | 58,498,263 | 8.0 % |

*FY 2018 Recommended Promotion and Marketing includes additional one-time allocation of $3.0 million to assist with expanded marketing and outreach.
# Convention Center Debt Service Fund

## Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Convention Center Tax Fund</td>
<td>$23,767,443</td>
<td>$27,294,192</td>
<td>$29,968,669</td>
<td>9.8%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$23,767,443</td>
<td>$27,294,192</td>
<td>$29,968,669</td>
<td>9.8%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond Retirement</td>
<td>$18,636,359</td>
<td>$21,768,426</td>
<td>$25,204,464</td>
<td>15.8%</td>
</tr>
<tr>
<td>Interest on Bonds</td>
<td>$4,971,084</td>
<td>$5,325,766</td>
<td>$4,704,455</td>
<td>-11.7</td>
</tr>
<tr>
<td>Fees</td>
<td>$160,000</td>
<td>$200,000</td>
<td>$59,750</td>
<td>-70.1</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$23,767,443</td>
<td>$27,294,192</td>
<td>$29,968,669</td>
<td>9.8%</td>
</tr>
</tbody>
</table>
**Hall of Fame Tax Fund**  
**Summary of Revenues and Expenditures**

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

<table>
<thead>
<tr>
<th></th>
<th>FY2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy Tax</td>
<td>$11,920,889</td>
<td>13,275,040</td>
<td>14,399,791</td>
<td>8.5%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>102,000</td>
<td>79,550</td>
<td>113,639</td>
<td>42.9</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$12,022,889</td>
<td>13,354,590</td>
<td>14,513,430</td>
<td>8.7%</td>
</tr>
<tr>
<td><strong>Fund Balance</strong></td>
<td>$1,398,172</td>
<td>1,040,731</td>
<td>0</td>
<td>-100.0%</td>
</tr>
<tr>
<td><strong>Total Revenues and Fund Balance</strong></td>
<td>$13,421,061</td>
<td>14,395,321</td>
<td>14,513,430</td>
<td>0.8%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to Debt Service</td>
<td>$9,621,061</td>
<td>9,795,321</td>
<td>9,479,259</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Contributions:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance &amp; Repair Allocation*</td>
<td>3,300,000</td>
<td>4,100,000</td>
<td>3,200,000</td>
<td>-22.0</td>
</tr>
<tr>
<td>Maintenance &amp; Repair Reserve Deposit</td>
<td>500,000</td>
<td>500,000</td>
<td>500,000</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$13,421,061</td>
<td>14,395,321</td>
<td>13,179,259</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>-</td>
<td>-</td>
<td>1,334,171</td>
<td>-</td>
</tr>
</tbody>
</table>

* $1,800,000 of the $3,300,000 appropriated in FY 2016 was carried forward to FY 2017 and added to the previously agreed upon amount of $2,300,000 for FY 2017.
Hall of Fame Debt Service Fund  
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall of Fame Tax Fund</td>
<td>$9,621,061</td>
<td>9,795,321</td>
<td>9,479,259</td>
<td>-3.2%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$9,621,061</td>
<td>9,795,321</td>
<td>9,479,259</td>
<td>-3.2%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Retirement</td>
<td>$2,640,000</td>
<td>2,795,000</td>
<td>2,955,000</td>
<td>5.7%</td>
</tr>
<tr>
<td>Interest on Debt</td>
<td>6,206,061</td>
<td>6,275,321</td>
<td>5,799,259</td>
<td>-7.6</td>
</tr>
<tr>
<td>Bank Charges and Other</td>
<td>775,000</td>
<td>725,000</td>
<td>725,000</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$9,621,061</td>
<td>9,795,321</td>
<td>9,479,259</td>
<td>-3.2%</td>
</tr>
</tbody>
</table>
Tourism Operating Fund*  
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 to FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy Tax</td>
<td>$9,246,706</td>
<td>10,506,693</td>
<td>11,386,500</td>
<td>8.4%</td>
</tr>
<tr>
<td>Rental Car Tax</td>
<td>3,229,268</td>
<td>3,332,589</td>
<td>3,777,434</td>
<td>13.3%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>289,000</td>
<td>298,775</td>
<td>331,935</td>
<td>11.1%</td>
</tr>
<tr>
<td>Contribution from Charlotte Hornets</td>
<td>987,832</td>
<td>1,007,224</td>
<td>1,027,585</td>
<td>2.0%</td>
</tr>
<tr>
<td>Contribution from Center City Partners</td>
<td>50,694</td>
<td>50,694</td>
<td>50,694</td>
<td>0.0%</td>
</tr>
<tr>
<td>Transfers from General Capital PAYGO</td>
<td>8,272,222</td>
<td>8,667,055</td>
<td>9,257,341</td>
<td>6.8%</td>
</tr>
<tr>
<td>Transfers for Synthetic TIF Agreements:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>1,291,230</td>
<td>1,291,024</td>
<td>1,291,024</td>
<td>0.0%</td>
</tr>
<tr>
<td>Municipal Debt Service</td>
<td>319,564</td>
<td>319,564</td>
<td>319,564</td>
<td>0.0%</td>
</tr>
<tr>
<td>PAYGO</td>
<td>40,765</td>
<td>41,412</td>
<td>41,412</td>
<td>0.0%</td>
</tr>
<tr>
<td>Contribution from Mecklenburg County</td>
<td>2,948,040</td>
<td>2,948,040</td>
<td>2,948,040</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$26,675,321</td>
<td>28,463,070</td>
<td>30,431,529</td>
<td>6.9%</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$3,284,151</td>
<td>1,634,783</td>
<td>2,025,609</td>
<td>23.9%</td>
</tr>
<tr>
<td>Total Revenues and Fund Balance</td>
<td>$29,959,472</td>
<td>30,097,853</td>
<td>32,457,138</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

Expenditures

Tourism Public Safety for PGA Championship 332,000

Contributions to Tourism Capital:

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 to FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball Stadium - City Share</td>
<td>$632,088</td>
<td>632,088</td>
<td>632,088</td>
<td>0.0%</td>
</tr>
<tr>
<td>Baseball Stadium - Center City Partners Share</td>
<td>50,694</td>
<td>50,694</td>
<td>50,694</td>
<td>0.0%</td>
</tr>
<tr>
<td>Arena Maintenance Reserve</td>
<td>1,975,664</td>
<td>2,014,447</td>
<td>2,055,170</td>
<td>2.0%</td>
</tr>
<tr>
<td>Ovens/Bojangles Maintenance</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cultural Facilities Maintenance **</td>
<td>1,925,949</td>
<td>1,993,000</td>
<td>2,063,000</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Contributions to Debt Service:

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 to FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Debt Service Fund</td>
<td>12,654,446</td>
<td>15,817,429</td>
<td>16,219,173</td>
<td>2.5%</td>
</tr>
<tr>
<td>Cultural Facilities Debt Service Fund</td>
<td>12,320,631</td>
<td>9,190,195</td>
<td>10,633,013</td>
<td>15.7%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>72,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$29,959,472</td>
<td>30,097,853</td>
<td>32,457,138</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

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

** Cultural Facilities operating maintenance expenses transferred from General Fund in FY 2016
The Tourism Debt Service Fund is used to account for the accumulation of resources and the payment of principal, interest, and related costs for long-term debt associated with Tourism related activities, including the construction of the Time Warner Cable Arena. Revenue are provided primarily through a transfer of room occupancy tax, rental car tax, and other tax revenue from the Tourism Operating Fund.

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>FY 2017</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Other Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Operating Fund</td>
<td>$12,654,446</td>
<td>15,817,429</td>
<td>16,219,173</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>51,000</td>
<td>46,250</td>
<td>78,594</td>
<td>69.9</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$12,705,446</td>
<td>15,863,679</td>
<td>16,297,767</td>
<td>2.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Retirement</td>
<td>$5,035,000</td>
<td>7,918,505</td>
<td>9,169,168</td>
<td>15.8%</td>
<td></td>
</tr>
<tr>
<td>Interest on Debt</td>
<td>6,760,446</td>
<td>6,974,346</td>
<td>6,157,771</td>
<td>-11.7</td>
<td></td>
</tr>
<tr>
<td>Bank Charges and Other</td>
<td>910,000</td>
<td>970,828</td>
<td>970,828</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$12,705,446</td>
<td>15,863,679</td>
<td>16,297,767</td>
<td>2.7%</td>
<td></td>
</tr>
</tbody>
</table>
Cultural Facilities Debt Service Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Operating Fund</td>
<td>$12,320,631</td>
<td>$9,190,195</td>
<td>$10,633,013</td>
<td>15.7%</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>$3,500,000</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$15,820,631</td>
<td>$9,190,195</td>
<td>$10,633,013</td>
<td>15.7%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Retirement</td>
<td>$3,625,087</td>
<td>$3,155,000</td>
<td>$3,913,000</td>
<td>24.0%</td>
</tr>
<tr>
<td>Interest on Debt</td>
<td>$8,675,544</td>
<td>$6,015,195</td>
<td>$6,700,013</td>
<td>11.4%</td>
</tr>
<tr>
<td>Bank Charges and Other</td>
<td>$20,000</td>
<td>$20,000</td>
<td>$20,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Contribution to Capital for Discovery Place</td>
<td>$3,500,000</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$15,820,631</td>
<td>$9,190,195</td>
<td>$10,633,013</td>
<td>15.7%</td>
</tr>
</tbody>
</table>
Powell Bill Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Gas Tax Refund</td>
<td>$ 20,399,633</td>
<td>27,199,511</td>
<td>20,399,633</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Transfer from General Fund</td>
<td>4,261,000</td>
<td>5,681,333</td>
<td>4,261,000</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>75,309</td>
<td>106,667</td>
<td>80,000</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Street Degradation Fee</td>
<td>827,984</td>
<td>1,133,333</td>
<td>765,000</td>
<td>-32.5%</td>
</tr>
<tr>
<td>Sale of Used Vehicles</td>
<td>46,950</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Salvage</td>
<td>3,231</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 25,614,107</td>
<td>34,120,844</td>
<td>25,505,633</td>
<td>-25.2%</td>
</tr>
<tr>
<td><strong>Fund Balance</strong></td>
<td>$ 3,580,380</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Revenues &amp; Fund Balance</strong></td>
<td>$ 29,194,487</td>
<td>34,120,844</td>
<td>25,505,633</td>
<td>-25.2%</td>
</tr>
</tbody>
</table>

**Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted Resurfacing</td>
<td>$ 16,454,931</td>
<td>13,750,000</td>
<td>10,308,115</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Repairs by City Forces</td>
<td>7,523,765</td>
<td>9,471,441</td>
<td>9,304,887</td>
<td>-1.8</td>
</tr>
<tr>
<td>Equipment Rent/Purchase</td>
<td>1,018,448</td>
<td>1,151,957</td>
<td>1,151,957</td>
<td>0.0</td>
</tr>
<tr>
<td>Street Drainage Maintenance</td>
<td>51,355</td>
<td>160,860</td>
<td>160,860</td>
<td>0.0</td>
</tr>
<tr>
<td>Traffic Control Improvements</td>
<td>623,786</td>
<td>623,786</td>
<td>623,786</td>
<td>0.0</td>
</tr>
<tr>
<td>Snow Removal</td>
<td>365,736</td>
<td>150,000</td>
<td>150,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Physical Inventory of Streets</td>
<td>0</td>
<td>12,000</td>
<td>12,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Pavement Management System</td>
<td>112,933</td>
<td>400,000</td>
<td>400,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Wheel Chair Ramps</td>
<td>0</td>
<td>500,000</td>
<td>494,637</td>
<td>-1.1</td>
</tr>
<tr>
<td>Annexation</td>
<td>304,385</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Storm Water Program Fees</td>
<td>1,137,273</td>
<td>1,137,273</td>
<td>1,137,273</td>
<td>0.0</td>
</tr>
<tr>
<td>Lease Purchase Contribution</td>
<td>1,601,875</td>
<td>1,652,678</td>
<td>1,762,118</td>
<td>6.6</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 29,194,487</td>
<td>29,009,995</td>
<td>25,505,633</td>
<td>-12.1%</td>
</tr>
<tr>
<td><strong>Reserved for Future Years</strong></td>
<td>$ 0</td>
<td>5,110,849</td>
<td>0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
Public Safety and Other Grants Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td>$4,669,264</td>
<td>$7,077,483</td>
<td>$8,868,416</td>
<td>25.3%</td>
</tr>
<tr>
<td>State Grants</td>
<td>550,000</td>
<td>605,600</td>
<td>359,600</td>
<td>-40.6</td>
</tr>
<tr>
<td>Contributions</td>
<td>400,000</td>
<td>400,000</td>
<td>853,217</td>
<td>113.3</td>
</tr>
<tr>
<td>Assets Forfeiture</td>
<td>1,141,790</td>
<td>1,540,000</td>
<td>1,400,000</td>
<td>-9.1</td>
</tr>
<tr>
<td>Contribution from General Fund</td>
<td>345,000</td>
<td>345,000</td>
<td>649,638</td>
<td>88.3</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$7,106,054</td>
<td>$9,968,083</td>
<td>$12,130,871</td>
<td>21.7%</td>
</tr>
</tbody>
</table>

| **Expenditures**     |                |                 |                |                        |
| Police               |                |                 |                |                        |
| Assets Forfeiture Staffing | $142,013 | 160,000         | 169,000        | 5.6%                   |
| DUI/Salaries         | -              | -               | 30,000         | 100.0                  |
| Forensics and Analysis | 378,000 | 378,000         | 725,000        | 91.8                   |
| Police Equipment and Overtime | 422,171 | 1,722,000 | 1,705,049 | -1.0 |
| AF Equipment and Services | -      | -               | 1,058,000      | 100.0                  |
| AF Homicide Support Group | 0      | 64,450          | -              | -100.0                 |
| AF Youth/Community Initiatives | 0      | 135,000         | 177,000        | 31.1                   |
| AF Body Worn Cameras | 0              | 1,250,550       | 880,000        | -29.6                  |
| Fire                 |                |                 |                |                        |
| Emergency Management | 166,500        | 126,000         | 120,000        | -4.8                   |
| Emergency Response   | 62,500         | 69,000          | 1,001,400      | 1351.3                 |
| Homeland Security    | 25,000         | -               | -              | 0.0                    |
| Medical Response     | 70,000         | 80,000          | 80,000         | 0.0                    |
| Urban Area Security Initiative | 2,400,000 | 2,400,000 | 2,400,000 | 0.0 |
| Charlotte Department of Transportation | 2,526,880 | 2,637,434 | 2,741,152 | 3.9 |
| Unified Planning Work Program | 557,200 | 589,859 | 556,000 | -5.7 |
| Transportation Planning Assistance | 141,790 | 141,790 | 113,270 | -20.1 |
| Community Relations  |                |                 |                |                        |
| Fair Housing         | 102,000        | 102,000         | 100,000        | -2.0                   |
| Dispute Settlement   | 100,000        | 100,000         | 170,000        | 70.0                   |
| Private Contributions | 12,000        | 12,000          | 105,000        | 775.0                  |
| **Total Expenditures** | $7,106,054 | $9,968,083 | $12,130,871 | 21.7% |

FY 2018 Adopted Budget

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Public Safety 911 Services Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC 911 Fund Distributions</td>
<td>$2,302,076</td>
<td>3,907,887</td>
<td>3,872,149</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$2,317,076</td>
<td>3,922,887</td>
<td>3,887,149</td>
<td>-0.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated 911 Services</td>
<td>$2,302,076</td>
<td>3,907,887</td>
<td>3,872,149</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Reserved for Future Projects</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>0.0</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$2,317,076</td>
<td>3,922,887</td>
<td>3,887,149</td>
<td>-0.9%</td>
</tr>
</tbody>
</table>
# Housing and Neighborhood Services - Consolidated Grants
## Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY2017 to FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Federal Grants:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workforce Investment Act (WIA) Adult</td>
<td>$2,323,704</td>
<td>2,462,231</td>
<td>1,962,622</td>
<td>-20.3%</td>
</tr>
<tr>
<td>WIA Administration</td>
<td>565,752</td>
<td>983,740</td>
<td>687,506</td>
<td>-30.1%</td>
</tr>
<tr>
<td>WIA Youth</td>
<td>2,537,750</td>
<td>2,946,141</td>
<td>2,155,439</td>
<td>-26.8%</td>
</tr>
<tr>
<td>WIA Dislocated Worker</td>
<td>2,383,646</td>
<td>2,711,512</td>
<td>2,069,494</td>
<td>-23.7%</td>
</tr>
<tr>
<td>Housing Opportunities for People with AIDS (HOPWA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>1,794,703</td>
<td>2,165,860</td>
<td>2,362,276</td>
<td>9.1%</td>
</tr>
<tr>
<td>Emergency Shelter Program</td>
<td>444,353</td>
<td>466,608</td>
<td>466,608</td>
<td>0.0%</td>
</tr>
<tr>
<td>Continuum of Care</td>
<td>47,388</td>
<td>47,388</td>
<td>47,388</td>
<td>0.0%</td>
</tr>
<tr>
<td>Double Oaks Loan Repayment</td>
<td>1,678,039</td>
<td>705,108</td>
<td>705,108</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Other Grants:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Envision Charlotte</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Bank of America Youth Grant</td>
<td>122,700</td>
<td>122,700</td>
<td>122,700</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>$11,928,035</td>
<td>12,611,288</td>
<td>10,579,141</td>
<td>-16.1%</td>
</tr>
</tbody>
</table>

**Capital Revenues (Federal Grants)**

| Community Development Block Grant (CDBG)               | $5,183,380     | 5,351,235       | 5,364,974      | 0.3%                          |
| Housing Grant (HOME)                                   | 2,008,392      | 2,299,536       | 2,330,231      | 1.3%                          |
| **Total Federal Capital Grants**                       | $7,191,772     | 7,650,771       | 7,695,205      | 0.6%                          |
| **Total Operating and Capital Grant Revenues**         | $19,119,807    | 20,262,059      | 18,274,346     | -9.8%                         |

**Operating Expenditures**

| Dislocated Worker Contract                             | $2,383,646     | 2,711,512       | 2,069,494      | 0.0%                          |
| Education & Training Courses                           | 2,323,704      | 2,462,231       | 1,962,622      | 0.0%                          |
| Summer & Year Round Youth Program                      | 2,537,750      | 2,946,141       | 2,155,439      | 0.0%                          |
| Contribution to Workforce Development Board & Subgrantee Administration | 565,752       | 983,740         | 687,506        | 0.0%                          |
| Housing Opportunities for People with AIDS (HOPWA)     |                |                 |                |                               |
| Program                                                | 1,794,703      | 2,165,860       | 2,362,276      | 0.0%                          |
| Emergency Shelter Program                              | 444,353        | 466,608         | 466,608        | 0.0%                          |
| Continuum of Care                                       | 47,388         | 47,388          | 47,388         | 0.0%                          |
| Double Oaks Loan Repayment                              | 1,678,039      | 705,108         | 705,108        | 0.0%                          |
| Envision Charlotte                                      | 30,000         | 0               | 0              | 0.0%                          |
| Bank of America Youth Grant                             | 122,700        | 122,700         | 122,700        | 0.0%                          |
| **Total Operating Expenditures**                       | $11,928,035    | 12,611,288      | 10,579,141     | -16.1%                        |

**Capital Expenditures**

| Community Development and Housing Programs             | $7,191,772     | 7,650,771       | 7,695,205      | 0.0%                          |
| **Total Capital Expenditures**                         | $7,191,772     | 7,650,771       | 7,695,205      | 0.6%                          |
| **Total Operating and Capital Grant Expenditures**     | $19,119,807    | 20,262,059      | 18,274,346     | -9.8%                         |
Risk Management Fund
Summary of Revenues and Expenditures

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017 FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Charlotte - Departmental Transfers</td>
<td>$1,785,122</td>
<td>$1,987,649</td>
<td>$2,050,258</td>
<td>3.1%</td>
</tr>
<tr>
<td>City of Charlotte - Other Funds</td>
<td>$16,834</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Mecklenburg County</td>
<td>$819,890</td>
<td>$862,803</td>
<td>$884,869</td>
<td>2.6</td>
</tr>
<tr>
<td>Board of Education</td>
<td>$576,712</td>
<td>$611,043</td>
<td>$624,696</td>
<td>2.2</td>
</tr>
<tr>
<td>Other Agencies</td>
<td>$42,525</td>
<td>$33,025</td>
<td>$33,025</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$3,241,083</td>
<td>$3,494,520</td>
<td>$3,592,848</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Budget</td>
<td>$3,241,083</td>
<td>$3,494,520</td>
<td>$3,592,848</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$3,241,083</td>
<td>$3,494,520</td>
<td>$3,592,848</td>
<td>2.8%</td>
</tr>
</tbody>
</table>
Consolidated Municipal Service Districts
Summary of Revenues and Expenditures

The FY2018 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.

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
<th>Percent Change FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>$4,643,814</td>
<td>4,903,629</td>
<td>4,907,591</td>
<td>0.1%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$4,643,814</td>
<td>4,903,629</td>
<td>4,907,591</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractual Services</td>
<td>$4,616,130</td>
<td>4,875,114</td>
<td>4,878,221</td>
<td>0.1%</td>
</tr>
<tr>
<td>City Services</td>
<td>27,684</td>
<td>28,515</td>
<td>29,370</td>
<td>3.0</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$4,643,814</td>
<td>4,903,629</td>
<td>4,907,591</td>
<td>0.1%</td>
</tr>
</tbody>
</table>
Municipal Service Districts

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

District 1 (Center City)
Assessed value for FY 2018 is $7,885,841,558. Budget continues the current MSD tax rate of 1.68¢ per $100 valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$ 1,465,916</td>
<td>$ 1,257,608</td>
<td>$ 1,307,066</td>
<td>$ 1,308,261</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 1 Revenues</strong></td>
<td><strong>$ 1,465,916</strong></td>
<td><strong>$ 1,257,608</strong></td>
<td><strong>$ 1,307,066</strong></td>
<td><strong>$ 1,308,261</strong></td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,465,916</td>
<td>1,257,608</td>
<td>1,307,066</td>
<td>1,308,261</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 1 Expenditures</strong></td>
<td><strong>$ 1,465,916</strong></td>
<td><strong>$ 1,257,608</strong></td>
<td><strong>$ 1,307,066</strong></td>
<td><strong>$ 1,308,261</strong></td>
</tr>
</tbody>
</table>

District 2 (Center City)
Assessed value for FY 2018 is $3,284,759,497. Budget continues the current MSD tax rate of 2.33¢ per $100 valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$ 791,263</td>
<td>$ 750,059</td>
<td>$ 754,504</td>
<td>$ 755,782</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 2 Revenues</strong></td>
<td><strong>$ 791,263</strong></td>
<td><strong>$ 750,059</strong></td>
<td><strong>$ 754,504</strong></td>
<td><strong>$ 755,782</strong></td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>791,263</td>
<td>750,059</td>
<td>754,504</td>
<td>755,782</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 2 Expenditures</strong></td>
<td><strong>$ 791,263</strong></td>
<td><strong>$ 750,059</strong></td>
<td><strong>$ 754,504</strong></td>
<td><strong>$ 755,782</strong></td>
</tr>
</tbody>
</table>
### Municipal Service Districts

#### District 3 (Center City)
Assessed value for FY 2018 is $3,358,293,703. Budget continues the current MSD tax rate of 3.58¢ per $100 valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$1,582,889</td>
<td>$1,197,654</td>
<td>$1,225,021</td>
<td>$1,187,241</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 3 Revenues</strong></td>
<td>$1,582,889</td>
<td>$1,197,654</td>
<td>$1,225,021</td>
<td>$1,187,241</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,556,011</td>
<td>1,169,970</td>
<td>1,196,506</td>
<td>1,157,871</td>
</tr>
<tr>
<td>City Services</td>
<td>26,878</td>
<td>27,684</td>
<td>28,515</td>
<td>29,370</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 3 Expenditures</strong></td>
<td>$1,582,889</td>
<td>$1,197,654</td>
<td>$1,225,021</td>
<td>$1,187,241</td>
</tr>
</tbody>
</table>

#### District 4 (South End)
Assessed value for FY 2018 is $1,384,388,551. Budget continues the current MSD tax rate of 6.68¢ per $100 valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$715,402</td>
<td>$794,701</td>
<td>$864,786</td>
<td>$913,212</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 4 Revenues</strong></td>
<td>$715,402</td>
<td>$794,701</td>
<td>$864,786</td>
<td>$913,212</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>715,402</td>
<td>794,701</td>
<td>864,786</td>
<td>913,212</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 4 Expenditures</strong></td>
<td>$715,402</td>
<td>$794,701</td>
<td>$864,786</td>
<td>$913,212</td>
</tr>
</tbody>
</table>

#### District 5 (University City)
Assessed value for FY 2018 is $2,697,136,682. Budget continues the current MSD tax rate of 2.79¢ per $100 valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Revised</th>
<th>FY 2018 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$734,123</td>
<td>$643,792</td>
<td>$752,252</td>
<td>$743,095</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 5 Revenues</strong></td>
<td>$734,123</td>
<td>$643,792</td>
<td>$752,252</td>
<td>$743,095</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>734,123</td>
<td>643,792</td>
<td>752,252</td>
<td>743,095</td>
</tr>
<tr>
<td><strong>Total Municipal Service District 5 Expenditures</strong></td>
<td>$734,123</td>
<td>$643,792</td>
<td>$752,252</td>
<td>$743,095</td>
</tr>
</tbody>
</table>
Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

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

City Council Approved Projects

**The Levine Center for the Arts (Cultural Facilities)**

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

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>1,835,556</td>
<td>1,835,556</td>
<td>1,835,556</td>
<td>1,835,556</td>
<td>1,835,556</td>
<td>9,177,780</td>
</tr>
<tr>
<td>1,652,000</td>
<td>1,652,000</td>
<td>1,652,000</td>
<td>1,652,000</td>
<td>1,652,000</td>
<td>8,260,000</td>
</tr>
</tbody>
</table>

**Wesley Village (Bryant Park)**

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

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>134,925</td>
<td>134,925</td>
<td>134,925</td>
<td>134,925</td>
<td>134,925</td>
<td>674,625</td>
</tr>
<tr>
<td>121,433</td>
<td>121,433</td>
<td>121,433</td>
<td>121,433</td>
<td>121,433</td>
<td>607,165</td>
</tr>
</tbody>
</table>

**Double Oaks Redevelopment**

Project supports redevelopment of Double Oaks apartments including 940 residential units and approximately 108,000 sq. ft. of non-residential development. Anticipated total private investment equals $96,058,000. Total STIG payments not to exceed $3.6 million to offset HUD 108 loan payments. Brownfield agreement in place which offsets incremental tax payments. 268 homes have been completed in Brightwalk.

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>42%</td>
<td>54%</td>
<td>66%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>118,124</td>
<td>152,319</td>
<td>205,813</td>
<td>243,144</td>
<td>278,656</td>
<td>998,056</td>
</tr>
<tr>
<td>107,385</td>
<td>138,472</td>
<td>187,103</td>
<td>221,040</td>
<td>253,324</td>
<td>907,324</td>
</tr>
</tbody>
</table>

**Ballantyne Area Infrastructure**

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

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>35%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>1,246,650</td>
<td>1,351,315</td>
<td>1,524,012</td>
<td>1,524,012</td>
<td>1,524,012</td>
<td>7,170,001</td>
</tr>
<tr>
<td>560,993</td>
<td>608,092</td>
<td>685,805</td>
<td>685,805</td>
<td>685,805</td>
<td>3,226,500</td>
</tr>
</tbody>
</table>
Synthetic Tax Increment Grants

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

<table>
<thead>
<tr>
<th>FY</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Est. % of investment completed</td>
<td>30%</td>
<td>40%</td>
<td>50%</td>
<td>60%</td>
<td>60%</td>
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</tr>
<tr>
<td>Est. property tax increment</td>
<td>305,000</td>
<td>350,000</td>
<td>400,000</td>
<td>450,000</td>
<td>450,000</td>
<td>1,955,000</td>
</tr>
<tr>
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<td>274,500</td>
<td>315,000</td>
<td>360,000</td>
<td>405,000</td>
<td>405,000</td>
<td>1,759,500</td>
</tr>
</tbody>
</table>

**Seaboard Street/NC Music Factory**
Project involves construction of the Seaboard Street extension and three development phases. Phase I includes construction of the Seaboard Street extension, 1,350 residential (with affordable) units and renovations to the existing NC Music Factory facility. Phase II includes 80,000 sq. ft. of entertainment, 170,000 sq. ft. of office space, and 140,000 sq. ft. of retail space. Phase III involves renovations to the Silver Hammer Studio, and 200,000 sq. ft. of retail space. Anticipated total private investment equals $246 million. Total STIG payments not to exceed $1.7 million. Completion of Seaboard Street and workforce apartments triggers payment. Apartments are 90% complete.

<table>
<thead>
<tr>
<th>FY</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Est. % of investment completed</td>
<td>25%</td>
<td>25%</td>
<td>30%</td>
<td>30%</td>
<td>50%</td>
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<td>140,000</td>
<td>160,000</td>
<td>690,000</td>
</tr>
<tr>
<td>Est. STIG Payment</td>
<td>112,500</td>
<td>112,500</td>
<td>126,000</td>
<td>126,000</td>
<td>144,000</td>
<td>621,000</td>
</tr>
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</table>

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

The first STIG is a five-year term that supports development of First Ward Park with land acquisition and construction. Mecklenburg County provides $11.2 million for park development costs and leverages $19 million in land value. City’s total STIG payments not to exceed $2.315 million for first STIG. The Park STIG has been triggered and paid for in 2016.

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

<table>
<thead>
<tr>
<th>FY</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Est. % of investment completed</td>
<td>30%</td>
<td>40%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Est. property tax increment</td>
<td>200,000</td>
<td>250,000</td>
<td>300,000</td>
<td>350,000</td>
<td>350,000</td>
<td>1,450,000</td>
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<td>90,000</td>
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<td>135,000</td>
<td>157,500</td>
<td>157,500</td>
<td>652,500</td>
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**Charlotte Premium Outlets**
Project provides up to $6.15 million for construction of roadway improvements supporting a 445,000 sq. ft. retail Outlet Center at Steele Creek Road and I-485. Project includes additional retail and a 120-room hotel. The $6.15 million TIG will be repaid through 45% of incremental City and County property taxes from a designated area over 10 years. Anticipated total private investment equals $100 million. Payment is triggered by voluntary annexation of the property into the City of Charlotte, estimated in 2018.

<table>
<thead>
<tr>
<th>FY</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>5-Yr. Total</th>
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</thead>
<tbody>
<tr>
<td>Est. % of investment completed</td>
<td>60%</td>
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<td>75%</td>
<td>80%</td>
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<td>Est. property tax increment</td>
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<td>Est. STIG Payment</td>
<td>115,462</td>
<td>123,750</td>
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<td>225,000</td>
<td>756,712</td>
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## Synthetic Tax Increment Grants

### STIG Projects Combined Total

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<tr>
<th></th>
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<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>5-Yr. Total</th>
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<tr>
<td>Est. property tax increment</td>
<td>4,221,838</td>
<td>4,474,115</td>
<td>4,840,306</td>
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<td>5,233,149</td>
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<td>Est. TOTAL STIG Payment</td>
<td>3,034,272</td>
<td>3,183,747</td>
<td>3,402,342</td>
<td>3,526,277</td>
<td>3,644,062</td>
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### Est. Total STIG Payment by Fund

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<th>FY 2021</th>
<th>FY 2022</th>
<th>5-Yr. Total</th>
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</thead>
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<tr>
<td>General Fund</td>
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<td>2,488,071</td>
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<td>2,755,756</td>
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<td>Municipal Debt Service</td>
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<td>615,866</td>
<td>658,151</td>
<td>682,125</td>
<td>704,909</td>
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<tr>
<td>Pay-As-You-Go</td>
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<td>79,810</td>
<td>85,290</td>
<td>88,396</td>
<td>91,349</td>
<td>420,908</td>
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</table>
**INTRODUCTION**

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

The FY 2018-2022 Community Investment Plan totals **$4.1 billion**, and includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities.

The following pages of this section of the document provide summary information and detailed funding schedules for the FY 2018-2022 Community Investment Plan and are organized into the following subsections:

<table>
<thead>
<tr>
<th>Community Investment Plan Subsections</th>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General Community Investment Plan Summary</td>
<td>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</td>
</tr>
<tr>
<td>2. Municipal Debt-funded Project Summary</td>
<td>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</td>
</tr>
<tr>
<td>3. General Pay-As-You-Go-funded Project Summary and Schedule</td>
<td>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</td>
</tr>
<tr>
<td>4. Transit Investment Pay-As-You-Go-funded Project Summary and Schedule</td>
<td>Provides a list of funding sources and uses for City-supported transit investments</td>
</tr>
<tr>
<td>5. General Community Investment Plan Program Expenditure and Revenue Summary</td>
<td>Provides list of total expenditures by General Capital Program and a list of each revenue source supporting the General Community Investment Plan</td>
</tr>
<tr>
<td>6. Enterprise Community Investment Plan Revenue and Expenditure Summary</td>
<td>Provides a list of capital revenue sources supporting each of the four Enterprise Community Investment Plans along with the total expenditures for each Program</td>
</tr>
<tr>
<td>7. Detailed Program Schedules A - E</td>
<td>Sections 7.A through 7.E provide detailed funding and expenditure schedules for each capital program area, including Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments. These schedules identify the individual capital projects within each program area for the five-year Community Investment Plan</td>
</tr>
<tr>
<td>8. Preliminary Public Art Schedule</td>
<td>Provides a summary of the public art funding allocations to each of the eligible projects</td>
</tr>
<tr>
<td>9. Estimated Operating Budget Impact from Major Capital Investments</td>
<td>Provides a list of estimated annual operating costs associated with major capital investments and the fiscal year in which those operating costs will begin upon completion of the capital project</td>
</tr>
<tr>
<td>10. Capital Program and Financial Policies</td>
<td>Provides a description of the City Council-approved programmatic and financial policies governing the development and management of the Community Investment Plan</td>
</tr>
</tbody>
</table>
FY 2018-2022 Community Investment Plan

1. GENERAL COMMUNITY INVESTMENT PLAN SUMMARY

For the General Community Investment Plan, the City took a comprehensive, holistic view of neighborhood and community needs with six primary goals focused on investing in projects that generate the most community benefit, improve the overall quality of life in Charlotte, and support the strategic foundation elements of the Letter to the Community.

The FY 2018-2022 General Community Investment Plan (CIP) totals $751.8 million, including:

- **$396.5 million** in debt-funded projects designed to keep Charlotte growing.
  - $290.8 million in Street, Neighborhood, and Housing bonds over two General Obligation bond referenda in November of 2018 and 2020.
  - $105.7 million in Certificates of Participation (COPs) to construct new Police stations, an Infill Fire station, two vehicle equipment maintenance facilities, and general City operations facilities.

- **$203.3 million** in General Pay-As-You-Go (PAYGO) funding, including property and sales taxes, grants, program income, and non-recurring revenues.

- **$152.0 million** in Transit Investment PAYGO funding, including vehicle rental tax, motor vehicle license revenue, sales taxes, and CityLYNX Gold Line fare revenue.

Included in the totals above are $56.9 million in additional debt-funded capital investments and $55.5 million in additional Pay-As-You-Go investments, totaling $112.4 million in additions to the FY 2018 – 2022 General Community Investment Plan.

- Of the $112.4 million in additional capital investments described on the following pages, $68.5 million, or 60.9% supports the strategic foundation elements of the Letter to the Community.
FY 2018-2022 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

9.26¢ of the property tax rate is dedicated to general government debt in FY 2018, no change from the current year.

The Current Council-approved General Community Investment Plan provides $884.5 million in debt-funded projects, including $235.3 million in Certificates of Participation (COPs)-funded facility projects and $649.2 million in General Obligation bond-funded housing, neighborhood, and transportation projects over four bond referenda in 2014, 2016, 2018, and 2020. $146.0 million of these bonds were approved by the voters in November 2014, and an additional $218.4 million in bonds were approved by voters in November 2016. The Adopted FY 2018-2022 General Community Investment Plan continues the previously approved capital program for the remaining two bond cycles in 2018 and 2020 with the following adjustments and additions totaling $56.9 million, a 6.4% increase over the $884.5 million approved debt-funded general capital program.

Recommended Additions to the General Community Investment Plan

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

• $12.5 million for CMPD Central Division Station. The Police Department’s Central Patrol Division is currently located in a leased facility on E. 7th Street in Uptown Charlotte. The facility’s owner has opted not to renew the City’s lease. Funding in the amount of $13.5 million to construct a new Central Division station was approved by Council in FY 2016. The original cost estimate considered a two-story building, but otherwise assumed a typical police station facility. Additional analysis indicates that the Central Division facility operates differently than others; for example, the roll call room must be 720 square feet larger than typical to accommodate uptown Special Event roll calls that occur almost weekly. Staff also proposes that a third floor be added to be used for additional City office space along with increased parking. The additional funding request will cover the additional space needs along with cost increases due to rising construction and land acquisition prices, including the cost to relocate the current tenant. Total estimated cost to construct the new Central Division station is $26.0 million.

• $5.8 million for Infill Fire Station – Clanton Road and I-77. The Charlotte Fire Department (CFD) must maintain a standard of service by which the first arriving unit on scene is within six minutes 20 seconds. Due to a trend of high response times in the northwest quadrant, an infill fire station is needed in the Clanton Road and I-77 area. Construction of a fire station at this location has been identified as the Fire Department’s top priority. CFD currently has $5.9 million in funding for land acquisition for two infill stations. $5,788,800 is being requested to fund construction of one new infill station at this location. The new Station will house one Engine Company requiring the addition of 18 Firefighters. Operating costs associated with the new Company include $672,620 in one-time expenses for a Fire Truck and equipment and $1.8 million in on-going annual expenses for salary, benefits, and operating supplies.

• $5.4 million for Innovation & Technology (I&T) Consolidation. This project provides funding for the purchase and renovation of 5516 Central Avenue in order to consolidate I&T staff into one facility. The current multiple-facility operations are impacting the ability to improve departmental performance. Consolidating I&T staff into one facility will improve communication and coordination among teams, lead to a better overall customer experience for clients, and foster a high performance, ‘One Team’ operational culture within I&T. Approximately 160 full-time employees are currently located at three different locations: Charlotte Mecklenburg Government Center, Spratt Street, and Myers Street. The costs include: building purchase, roof replacement, exterior improvements, HVAC and electrical upgrades and interior renovations and upfit.

• $3.0 million for Neighborhood Transportation Program. The Neighborhood Transportation Program received $10.2 million over two bond referenda in 2014 and 2016 for projects that respond directly to community transportation issues and opportunities. The additional $3.0 million will allow this program to continue sponsoring projects that enhance safety and mobility for all travel modes on thoroughfares and local streets. The Program provides opportunities to leverage other projects, support community development, promote bicycle use and respond to traffic safety concerns in Charlotte neighborhoods.
2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

- **$3.0 million for North Tryon Redevelopment.** Additional funding to complete the North Tryon Streetscape Redevelopment project to revitalize a North Tryon between Dalton Ave and 30th St. A primary goal of this project is to create infrastructure improvements as an incentive for economic development and to attract businesses and employers along the North Tryon corridor. The project will provide several “complete street” features such as wider sidewalks, bike lanes, planting strips and landscaping throughout the project length.

- **$2.5 million for CMGC Floor Renovations (One Floor Pilot Project).** The Charlotte-Mecklenburg Government Center (CMGC) has been in operation for more than 30 years and staffing levels have continued to grow during that time, resulting in increasing shortages of work space and inefficient use of this increasingly limited space. This project will provide a comprehensive and strategic approach to improving space utilization throughout the building. This $2.5 million pilot project will update cubicles and office space for one floor in the CMGC, with an emphasis on incorporating more open work environments and increasing workspace capacity, which will defer the need to construct additional City facilities or to increase the use of costly rental space outside the CMGC to accommodate the growing City staff. Operating costs are also projected to decrease over time with improvements to building systems and open floor plans.

- **$1.5 million for 1419 Graham Street (Chevrolet Building) Roof Replacement.** Formerly owned by Chevrolet, 1419 North Graham Street contains an aging structure that has been adapted for reuse by CMPD to house the City S.W.A.T. operations. $1.5 million is being requested to replace the existing roof on the facility and to address other maintenance issues. The “Chevrolet Building” is located within the Northend Smart District, part of the City’s Applied Innovation Corridor (AIC), and is a component of a larger public safety campus being developed for that block that include the City’s Fire Department Headquarters, Fire Logistics and Fire Investigations facilities, and the future Joint Communications Center (JCC).

- **$1.2 million for Sweden Road Street Maintenance Facility Replacement.** The Sweden Road Maintenance Facility currently houses CDOT’s Street Maintenance Operations Facility and the City’s Heavy Equipment Fleet Maintenance Shop. Funds are programmed in FY 2020 to construct a new Fleet Maintenance Shop at a different location and to sell the land for potential development on the transit corridor along South Blvd. There are currently no approved or programmed funds to relocate the Street Maintenance Facility. The existing Street Maintenance facility is in extremely poor condition. The building contains mold and the sewer holding tank and lift station must be replaced to maintain current operations. The recommended $1.2 million will purchase an adjacent parcel of land, demolish the unneeded building on the purchased site, and install modular buildings on the site for use by Street Maintenance. This solution will provide adequate facilities for Street Maintenance for several more years, and free up the current land occupied by Street Maintenance to be sold along with the land currently utilized by the Fleet Maintenance Shop.

- **$1.0 million for Fire Logistics/Fire Investigations Parking Lot Renovation.** The Fire Logistics Division was recently relocated from Otts Street to a facility next to the Fire Investigations Unit at 1501 North Graham Street. Both facilities were obtained as part of the land purchase associated with the Joint Communications Center. Although the size of the current parking area for both divisions is adequate, the lot is in need of resurfacing and its current condition is not suitable for serving as a staging area for the heavy equipment used by the City’s Fire service. $1.0 million is being requested for resurfacing the lot. A component of the larger public safety campus, Fire Logistics is responsible for providing supplies and logistical support for all CFD operations, and Fire Investigations houses the multi-agency Arson Task Force.

- **$21.0 million for Debt Capacity Contingency.** Unallocated debt capacity is held in reserve for potential use on the CMPD Animal Care and Control (ACC) Facility Replacement. CMPD’s ACC facility is located on Airport Property off Byrum Drive. The Airport recently informed CMPD they will be moving forward with a new runway that will partly encompass the land on which the Animal Care and Control facility is located, which will require CMPD to find a replacement site and move its facility in the 2020-2022 timeframe.

The next page provides a summary listing of the General Obligation Bond and Certificates of Participation funded projects included in the FY 2018 – 2022 General Community Investment Plan for the next two bond referenda in 2018 and 2020.
### FY 2018-2022 Community Investment Plan

**City Council Approved Allocation of General Obligation Bonds**  
For General Community Investment Plan

#### PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)

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<thead>
<tr>
<th>Corridor/Project</th>
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<th>2018</th>
<th>2020</th>
<th>Total</th>
</tr>
</thead>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dixie Berryhill Area Roads</td>
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<td>44,720,000</td>
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</tr>
<tr>
<td><strong>East/Southeast Corridor</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Land Acquisition and Street Connections</td>
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<td>5,000,000</td>
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<tr>
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<td>Idlewild Road/Monroe Road Intersection</td>
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<tr>
<td>Sidewalk and Bikeway Improvements</td>
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<tr>
<td><strong>Northeast Corridor</strong></td>
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<td>13,760,000</td>
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<td>Research Drive - J.W. Clay Connector over I-85 (North Bridge)</td>
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<tr>
<td>University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)</td>
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<td>15,080,000</td>
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<td><strong>Road/Infrastructure Projects</strong></td>
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<td>Park South Drive Extension</td>
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<tr>
<td>Cross Charlotte Trail - South Charlotte Connector</td>
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<tr>
<td>Sidewalks and Pedestrian Safety</td>
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<td><strong>Traffic Control and Bridges</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Upgrade Traffic Signal System Coordination</td>
<td>3,000,000</td>
<td>3,000,000</td>
<td>6,000,000</td>
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<tr>
<td>Upgrade Traffic Control devices</td>
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<td>Repair and Replace Bridges</td>
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<td><strong>Neighborhood Improvements</strong></td>
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#### PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)

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<thead>
<tr>
<th>Corridor/Project</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
<th>2020</th>
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<td>Land Purchase for Future Fire Stations</td>
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<td><strong>Maintenance Facilities/Customer Service</strong></td>
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**REVISED Total All Projects**  
$249,464,000  
$295,435,000  
$219,752,000  
$119,850,000  
$884,501,000
3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

1.20¢ of the property tax rate is dedicated to the Pay-As-You-Go (PAYGO) Fund in FY 2018, no change from the current year.

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

In FY 2016, the PAYGO Fund was divided into two distinct programs to separate the Pay-As-You-Go funding supporting the City’s contribution to transit from other Pay-As-You-Go funding supporting the General Community Investment Plan. The Transit Investment PAYGO Program was established to manage all transit-related activities funded through general City revenues.

**General Pay-As-You-Go Program** - includes $62.1 million in FY 2018 revenues, a $19.0 million increase over FY 2017 reflecting the use of additional Capital Reserves to fund several one-time projects.

Major programs and projects funded by PAYGO in FY 2018:

- $19.4 million for Facilities Maintenance & Renovation
- $12.3 million for Transportation Infrastructure
- $9.2 million for Contribution to Cultural Facilities
- $8.1 million for Innovative Housing and other housing programs
- $5.2 million for Technology Services
- $4.0 million for Environmental Services and the Tree Management Program
- $2.0 million for Economic Development and Neighborhoods Grants
- $1.2 million for Rental Assistance Endowment (A Way Home)
- $0.7 million for Other One-Time Needs

**Additions to the Five-Year FY 2018 – 2022 General PAYGO Program:**

- **$7.9 million for Enterprise Resource Planning (ERP)/Procure-to-Pay (P2P) Program Upgrades.** The current Enterprise Resource Planning environment includes MUNIS, Clarity, Propworks, and Prism systems. These systems support the Financial, Budgeting, Procurement, Aviation Financials, and MWSBE Charlotte Business Inclusion (CBI) areas of City Business. The ERP Strategy Team commissioned the ERP Operations Team to develop a 5-year Strategy and Needs assessment surrounding ERP. This funding will provide for scheduled updates to these foundational systems, implementation of change requests to improve system functionality, and ease of use initiatives. The program upgrades will also:
  - Develop an eProcurement solution including vendor management, catalogues, strategic sourcing, contract management, eMarketplace, eInvoicing, Docusign, and MWSBE support.
  - Develop a Business Intelligence (BI) solution that offers a consistent and managed method for sharing information efficiently and effectively across the organization, while optimizing the use of existing data management and reporting capabilities,
  - Implement a city-wide support and training function for ERP to maximize the City’s investment in resources and human capital.

- **$6.0 million for Corridor Studies – Safety Implementation Projects.** To implement transportation infrastructure projects designed to improve the safety of pedestrian, bikeway, and transit access along four important roadways in Charlotte: South Tryon, South Boulevard, West Boulevard, and Parkwood/The Plaza. Each of these corridors is undergoing development changes and has strong access to transit. In recent years, all of these corridors have had significant pedestrian accidents with 3 of the 4 having had at least one pedestrian fatality and the 4th at least one disabling injury. The City has worked closely with the residents along these corridors to identify solutions to make it easier and safer to travel, especially by foot, bike and transit along and across these roadways.
3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

Additions to the Five-Year FY 2018 –2022 General PAYGO Program:

- **$6.0 million for Affordable Housing Program.** This investment will provide additional support to the Affordable Housing Program to increase the supply of affordable and workforce housing through innovative, public-private partnerships.

- **$5.0 million for Business Corridor Revitalization.** Provides $1.0 million per year to stimulate growth and economic development opportunities and attract businesses and employers along business corridors. The priority business corridors are: North Tryon, Beatties Ford Road, Rozzelles Ferry Road, and Wilkinson Boulevard/Morehead/Freedom. These funds could also be used to support large projects such as renovations to shopping centers in distressed business corridors.

- **$4.6 million for Environmental Services Program.** This program supports the environmental expenses incurred by the City due to the ownership of property and buildings. The need for additional funding is based on federal and state Environmental Protection Agency (EPA) mandated regulations. Failure to support funding for these projects will subject the City to fines from the State EPA, potential third-party lawsuits, and a reduced quality of life for employees and our citizens. Projects supported by this funding include the maintenance of former City landfills, underground storage tank permitting, asbestos-in-buildings surveys/removals and management in-place, Phase I and II environmental property audits, environmental work to support proposed Economic Development projects, rapid response to discovered environmental contamination, ongoing state/federal EPA reporting obligations, and the remediation of the City's legacy contaminated properties. The additional funding of $1,150,000 per year is programmed into the five-year CIP beginning in FY 2019.

- **$4.4 million for Americans with Disabilities Act (ADA) Implementation.** This program provides for improvements designed for compliance with the Federal Americans with Disabilities Act (ADA) Standards. The City conducted an ADA Compliance Assessment in preparation for the 2012 Democratic National Convention. The report revealed deficiencies in the accessibility and usability of City services, programs, and activities and recommended actions to comply with ADA Guidelines. This program will sponsor projects that ensure citizens have equal access to City facilities, outdoor spaces, and public rights of way. Specifically, the City will develop a system-wide inventory to identify barriers to ADA compliance (referred to as Self-Evaluation); prioritize the necessary improvements and set up a financially feasible schedule for retrofits (referred to as Transition Plan); implement improvements defined in the transition plan; and maintain an ongoing inventory of improvements.
  - $3.0 million will be allocated for City facilities and other non-transportation infrastructure.
  - $1.4 million will be allocated for transportation-related infrastructure including sidewalks and pedestrian crossings. An additional $2.0 million was approved in FY 2017 to begin the transportation related components of this program.

- **$4.1 million for Police Equipment Replacements.** Funding is provided to replace various capital and technology equipment that has reached the end of its service life and is critical to effective police operations. Equipment to be replaced and updated includes computers used in Patrol vehicles (Toughbooks, Monitors, In-Car Printers), portable two-way public safety radios, the Video Management System in the Real Time Crime Center, and Taser devices utilized by Police Officers.
3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

Additions to the Five-Year FY 2018 – 2022 General PAYGO Program:

- **$3.6 million for Charlotte Vehicle Operations Center (CVOC) Expansion.** The CVOC training facility is currently operating over capacity. On average there are over 120 training requests annually that cannot be honored due to increasing facility use and scheduling conflicts. This has resulted in the inability to adequately offer annual driver retraining for many departments. This project will develop the nine acres owned by the City adjacent to CVOC, extend the perimeter road around the additional acreage and build a large open concrete pad in the middle. The project also includes an additional training classroom facility to support operations and training. This expansion will allow the City to conduct training for two to three departments simultaneously. The increased capacity will also allow for the implementation of annual in-service driver refresher training for all departments. Through implementing annual in-service driver training and keeping safe driving as a consistent focus of City employees, it is estimated that the City will recoup its initial costs of $3.6 million within five years and prevent an estimated 2,000 vehicle claims. Reducing vehicle claims will also have a measurable impact on workers' comp claims and employee productivity.

- **$3.3 million for Cemeteries – Roads and Storm Water Renovations and Master Plan.** This project will provide funding to renovate roads and storm water infrastructure at the City’s cemeteries, and to develop a master plan for managing future improvements to the cemeteries.
  - Cemetery Roads Renovation ($2.0 million) – The City operates seven cemeteries with a total of 9.7 miles of roads that are considered private and not eligible for use of Powell Bill resurfacing funding. No major repair or resurfacing work has been performed on cemetery roads in over twenty five years. These roads have developed surface cracks, potholes and considerable deterioration to the base, creating conditions that are too poor for standard resurfacing. Full-depth reclamation of these roads is now required.
  - Cemetery Storm Water System Renovation ($1.0 million) – Six of the seven City-owned cemeteries have storm drainage infrastructure including 1.6 miles of known pipes and 246 catch basins. Most of these systems do not qualify for City Storm water funding. Storm water improvements and repairs have been done only on a limited basis and only in emergency situations. Several catch basins and pipes are sinking or continue to fail potentially exposing grave spaces, vaults, or human remains.
  - Cemeteries Master Plan ($0.3 million) – The Master Plan will guide development of the remaining 30+ acres of available burial spaces, roadways, alternative burial areas, and improvements to operations/administration, and will incorporate expectations for increased numbers of cremations, renovations to the 40-year old Cemetery Management facility at Evergreen Cemetery, and possible restoration of the facility structure at Elmwood Cemetery.

- **$2.2 million to Replace Handheld/Mobile Radios.** This project will replace the remaining 1,050 analog radios currently being used by Engineering & Property Management, Solid Waste Services, CDOT, and Fleet Management. The analog system is at end-of-life and must be taken out of service. Parts are no longer available or extremely difficult to find and the devices are no longer supported. These analog radio devices will be replaced with digital devices that can be operated on the current P25 Digital System.

- **$2.0 million for Voice Over IP (VoIP) Conversion** in continued funding to provide for the replacement of the City's Centrex phone service and conversion of legacy telephony solutions to a hosted Cisco VoIP solution. The cost sharing agreement between the City and Mecklenburg County for AT&T Centrex telephony service expired on June 30, 2015 and the County has since migrated to its own VoIP service. This project is expanding the current hosted Cisco VoIP being used by CharMeck311 in order to replace the Centrex system. The expanded Unified Communications capabilities will reduce annual costs for the City and allow for increased collaboration and productivity using web and video conferencing capabilities. The first phase of funding in the amount of $2.5 million for this conversion was approved in FY 2017.

- **$1.2 million for Charlotte Mecklenburg Government Center Parking Deck Maintenance Program.** Based on the Visual Condition Assessment of the CMGC Parking Deck performed by a professional engineering firm, maintenance issues need to be addressed to eliminate hazards and to ensure a longer life for the existing structure. Planned maintenance includes pressure washing, sandblasting/painting, repairs to the elevator shaft system on the 4th and Caldwell side, and construction of a new parking deck manager's office.
3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

Additions to the Five-Year FY 2018 – 2022 General PAYGO Program:

- **$0.8 million for Fleet Security Needs.** This proposed investment would increase security at the City’s fleet maintenance facilities in response to break-ins and safety incidents. The increased security will ensure greater employee safety through the addition of fencing, lighting, camera installation, automated gates, and a badging security system.

- **$0.6 million to Replace Critical Technology Platforms.** Windows Server 2008, SQL 2007, and Windows 7 are all outdated and support for them is nearing end-of-life. Replacing them and transitioning to current software is necessary for continued critical support of multiple departments across the City.

- **$0.6 million for Fire Station 27 Renovations.** This project will provide funding to complete renovations to Fire Station 27, including reconfiguring space to accommodate Battalion Chief operations and renovating and updating male and female locker rooms and shower facilities.

- **$0.5 million for Smart City Initiatives.** This funding will be used to support smart city infrastructure such as sensors, intelligent streetlights, wayfinding, and software. These tools are important in reaching a Smart City vision of becoming, “A vibrant center for economic development and job growth with a great quality of life fueled by data, innovative technologies, and collaboration on a foundation of equitable community engagement.”

- **$0.5 million for Code Enforcement.** Additional funding of $105,000 per year is provided to preserve the City’s existing housing stock or eliminate deteriorated housing when the owner fails to comply with the housing code ordinance. The funds are used to repair or demolish housing units that are a blighting influence on the neighborhood.

- **$0.4 million for Neighborhood Matching Grants.** Additional funding of $75,000 per year is provided to meet citizen demands for the expanded Neighborhood Matching Grants program, which provides support to neighborhood organizations undertaking physical improvements, public safety, education, cultural, recreation and organizational training projects. The program is designed to strengthen neighborhood capacity through neighbor participation.

- **$0.3 million for Fleet Facility Repairs.** This project will complete needed repairs at Fleet Maintenance facilities, including replacement of serviceable bay doors, painting at several Fleet facilities, compressor replacements, generator repairs and ground lifts at the Louise Ave facility.

- **$325,000 is transferred from the Pay-As-You-Go Fund to the General Fund to support the following Council-approved programs in FY 2018:**
  - **Arts & Science Council (ASC).** Additional funding of $250,000 is provided to expand ASC’s community/neighborhood-based Cultural Vision Grants that align with the recommendations of the Opportunity Task Force. The Charlotte-Mecklenburg Opportunity Task Force singled-out the cultural community and the Cultural Vision Plan recommendations as fundamental to addressing the social capital issues that are critical to increasing upward mobility in Charlotte.
  - **YMCA "Summer of Opportunity Partnership".** $50,000 in one-time funding in FY 2018 to allow Police to coordinate with the YMCA to provide summer teen programming in areas across the community that are currently targeted as crime hot-spots. The "Summer of Opportunity Partnership" is a pilot program that will include the Simmons, McCrorey, and Stratford Richardson YMCA locations. CMPD believes that providing safe recreational opportunities will reduce the number of youth arrested in the summer months. The Program will serve approximately 150 youth per site each Friday and Saturday evening for eight weeks over the summer. Charlotte-Mecklenburg Schools will provide meals, CMPD will provide Police Officers, and the YMCA will provide space and support staff.
  - **Centralina Economic Development Commissions Career Headlight Initiative.** $25,000 in one-time funding is provided to support the Career Headlight Initiative, an online career exploration tool used to educate users about the education and skills required for specific career pathways. The additional funding will be used to hire a vendor to update and enhance the current website which will increase knowledge and participation from intended users.
3. PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

Additions to the Five-Year FY 2018 – 2022 General PAYGO Program:

- **$50,000 for Siloam School Relocation.** $50,000 in one-time funding in FY 2018 is provided to help fund the relocation of the Siloam School to the Charlotte Museum of History. The Siloam School is believed to be one of thousands of Rosenwald style schools built throughout the South in the early 1900s to educate African American students. The school was designated a county historic landmark in 2006 and put on the National Register of Historic Places in 2007, and will be the first in the county to be preserved and opened to the public for daily tours.

- **$38,000 for Crisis Assistance Ministries.** These additional funds will be used by Crisis Assistance Ministries to increase funding for the City Energy Assistance Program and the Emergency Rental Assistance Program to provide emergency utility bill and rental payment assistance for financially fragile families and individuals.

- **$25,000 to help protect the City’s Tree Canopy.** $25,000 in additional one-time funding in FY 2018 is added to the City’s Tree Canopy Program to fund targeted tree plantings in neighborhoods with aging or diminished tree canopies.

The next page provides detailed information on General PAYGO program revenues and expenditures.
## FY 2018-2022 Community Investment Plan

### 3. PAY-AS-YOU-GO PROGRAM SCHEDULE

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<th>REVENUES</th>
<th>FY 2018</th>
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<th>FY 2020</th>
<th>FY 2021</th>
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### EXPENDITURES

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<th>Tree Trimming and Removal Program</th>
<th>Facilities Maintenance &amp; Renovation</th>
<th>Environmental Services</th>
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<td>Technology Services</td>
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<td>National League of Cities (Host City)</td>
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<td>0</td>
<td>300,000</td>
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<td>Siteloa School Relocation</td>
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<td>0</td>
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<td>Contribution to General Fund</td>
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<td>0</td>
<td>0</td>
<td>325,000</td>
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<td>35,342,070</td>
<td>36,045,612</td>
<td>36,414,210</td>
<td>36,074,144</td>
<td>206,006,479</td>
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</table>

(a) Includes annual program income (Innovative = $400,000; HOME = $600,000)

(b) The allocation of $1.9 million in FY 2018 and FY 2019 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.
4. TRANSIT INVESTMENT PAY-AS-YOU-GO-FUNDED PROJECT SUMMARY

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

Dedicated revenues totaling $152.0 million over five years to support the Transit Investment Pay-As-You-Go Fund include vehicle rental tax and motor vehicle license revenue, a portion of the City’s sales taxes, and Gold Line fare revenue upon commencement of Phase 2 operations. Surplus revenue from vehicle rental tax and motor vehicle license in FY 2018 through FY 2020 is placed in a reserve for future needs associated with CityLYNX Gold Line Phase 3.

All but one of the revenue sources dedicated to the Transit Investment Pay-As-You-Go Fund are from existing revenue streams transferred from the General Pay-As-You-Go Fund. Future Gold Line fare revenue is the only new revenue programmed into this fund. Sales tax revenue supporting the Transit Investment Fund in FY 2021 and FY 2022 is from a partial transfer from the General PAYGO sales tax allocation, not from General Fund operating sales tax or from the dedicated Transit Sales Tax. There is no use of property taxes, General Fund operating funds, or other new fees and taxes to support the City’s funding of the CityLYNX Gold Line or other transit-related expenses, such as the CATS Maintenance of Effort.

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

<table>
<thead>
<tr>
<th>TRANSIT INVESTMENT PAY-AS-YOU-GO PROGRAM SCHEDULE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>FY 2018</td>
</tr>
<tr>
<td>Vehicle Rental Tax</td>
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<tr>
<td>Motor Vehicle License</td>
</tr>
<tr>
<td>CityLYNX Gold Line Fares</td>
</tr>
<tr>
<td>Sales Tax-Partial Transfer from PAYGO</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

| **EXPENDITURES**                                 |
|                                                  |
| FY 2018  | FY 2019  | FY 2020  | FY 2021  | FY 2022  | TOTAL    |
| CATS MOE                                        | $21,330,643  | $21,970,562 | $22,629,679 | $23,308,569 | $24,007,827 | $113,247,280 |
| Transit Contribution to County & Towns           | 673,788      | 687,264      | 701,009     | 715,029     | 729,330     | 3,506,420     |
| CityLYNX Gold Line Phase 1                       | 1,920,596    | 1,959,008    | 1,998,189   | 2,038,152   | 2,078,915   | 9,994,860     |
| CityLYNX Gold Line Phase 2                       | 0            | 0            | 0           | 4,831,478   | 4,928,108   | 9,759,586     |
| CityLYNX Gold Line Capital Reserve               | 1,500,000    | 1,500,000    | 1,500,000   | 1,500,000   | 1,500,000   | 7,500,000     |
| CityLYNX Gold Line Phase 3 Reserve               | 2,779,732    | 2,652,020    | 2,515,353   | 0           | 0           | 7,947,105     |
| **TOTAL**                                        | $28,204,759  | $28,768,854  | $29,344,230  | $32,393,228  | $33,244,180  | $151,955,251  |
## FY 2018-2022 Community Investment Plan

### 5. PROGRAM EXPENDITURE SUMMARY

<table>
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<tr>
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<th></th>
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</thead>
<tbody>
<tr>
<td><strong>HOUSING &amp; NEIGHBORHOOD DEVELOPMENT</strong></td>
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<tr>
<td>Housing</td>
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<td>30,735,762</td>
<td>15,735,762</td>
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<td>400,000</td>
<td>35,400,000</td>
<td>400,000</td>
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<td>91,835,762</td>
<td>16,135,762</td>
<td>66,135,762</td>
<td>16,135,762</td>
<td>208,916,810</td>
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<td><strong>TRANSPORTATION &amp; PLANNING</strong></td>
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<td>Roads</td>
<td>18,276,142</td>
<td>81,252,771</td>
<td>1,751,787</td>
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<td>1,750,000</td>
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<td>City Transit Investment</td>
<td>28,204,759</td>
<td>28,768,854</td>
<td>29,344,230</td>
<td>32,393,228</td>
<td>33,244,180</td>
<td>151,955,251</td>
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<td>Charlotte Area Transit</td>
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<td>57,841,818</td>
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<td>134,360,801</td>
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<td>764,426,868</td>
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<td>1,485,290</td>
<td>1,488,396</td>
<td>1,491,348</td>
<td>45,325,907</td>
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<td>201,600,501</td>
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<td>113,285,421</td>
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<td>58,708,000</td>
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<td>37,991,858</td>
<td>10,902,362</td>
<td>173,552,142</td>
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## 5. GENERAL GOVERNMENT REVENUES SUMMARY

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<th>FY 2018</th>
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<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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<td>58,300,000</td>
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<td>179,832,000</td>
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<td>Police Station Construction Program (2018, 2020)</td>
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<td>Sweden Road Maintenance Yard (2018, 2020)</td>
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<td>6,788,800</td>
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<td>Motor Vehicle License</td>
<td>15,959,294</td>
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<td>$5,351,235</td>
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<td>2,299,536</td>
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<td><strong>Total Grants</strong></td>
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<td>$7,650,771</td>
<td>$7,650,771</td>
<td>$7,650,771</td>
<td>$7,650,771</td>
<td>$38,253,855</td>
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<td><strong>FUND BALANCES, LOAN REPAYMENTS, AND OTHER</strong></td>
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<tr>
<td>Innovative Housing Income</td>
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<td>$400,000</td>
<td>$400,000</td>
<td>$400,000</td>
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<td>CDBG Program Income</td>
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<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
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<td>HOME Program Income</td>
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<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>3,000,000</td>
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<tr>
<td>Affordable Housing Income</td>
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<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>3,750,000</td>
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<td>Business Grant Program Income</td>
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<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
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<td>Sale of Land</td>
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<td>319,957</td>
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<td>200,000</td>
<td>200,000</td>
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<td>Risk Management Fund Contribution</td>
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<td>0</td>
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<td>7,350,000</td>
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<td>Enterprise Fund Contributions for ERP/P2P</td>
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<td>1,025,664</td>
<td>722,586</td>
<td>1,132,110</td>
<td>94,500</td>
<td>2,974,860</td>
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<td><strong>Total Fund Balances, Loan Repayments, and Other</strong></td>
<td>$31,588,227</td>
<td>$3,675,664</td>
<td>$3,372,586</td>
<td>$5,282,110</td>
<td>$4,244,500</td>
<td>$48,163,087</td>
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<tr>
<td><strong>TOTAL GENERAL GOVERNMENT REVENUES</strong></td>
<td>$147,117,432</td>
<td>$283,521,207</td>
<td>$64,859,275</td>
<td>$187,934,244</td>
<td>$68,398,652</td>
<td>$751,830,810</td>
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## 5. GENERAL GOVERNMENT EXPENDITURE SUMMARY

<table>
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<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOUSING &amp; NEIGHBORHOOD DEVELOPMENT</strong></td>
<td>$18,673,762</td>
<td>$91,835,762</td>
<td>$16,135,762</td>
<td>$66,135,762</td>
<td>$16,135,762</td>
<td>$208,916,810</td>
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<td>46,480,901</td>
<td>110,021,625</td>
<td>31,096,017</td>
<td>77,443,228</td>
<td>34,994,180</td>
<td>300,035,951</td>
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<td>2,301,063</td>
<td>38,559,810</td>
<td>1,485,290</td>
<td>1,488,396</td>
<td>1,491,348</td>
<td>45,325,907</td>
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<td>5,125,000</td>
<td>5,125,000</td>
<td>4,875,000</td>
<td>4,875,000</td>
<td>24,000,000</td>
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<td><strong>FACILITY INVESTMENTS</strong></td>
<td>75,661,706</td>
<td>37,979,010</td>
<td>11,017,206</td>
<td>37,991,858</td>
<td>10,902,362</td>
<td>173,552,142</td>
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</tbody>
</table>

| **TOTAL GENERAL GOVERNMENT EXPENDITURES** | $147,117,432 | $283,521,207 | $64,859,275 | $187,934,244 | $68,398,652 | $751,830,810 |
6. ENTERPRISE COMMUNITY INVESTMENT PLAN SUMMARY

**Storm Water ($350.5 million)**
This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. Storm Water totals $350.5 million, a 1.2% decrease from the prior year's five-year program, and is funded by $185.5 million in cash and $165.0 million in revenue bonds. The program is self-funded through user fees charged to property owners according to areas of impervious surface. The Storm Water capital program includes the following major programs and projects:
- $175.1 million for flood control projects in neighborhood water basins
- $157.9 million for storm water repairs to existing drains and stream restoration/mitigation
- $10.5 million for minor storm water projects
- $3.2 million for pollution control projects
- $3.8 million for Post Construction Control

**Charlotte Area Transit System (CATS) ($464.4 million)**
This program includes funding for maintenance and expansion of the existing bus, special transportation, circulator, community, and regional transportation systems. The program also includes planning, design, and construction of rapid transit. Charlotte Area Transit System totals $464.4 million, a 18.4% decrease from the prior year's five-year program, and is funded by federal and state grants and the one half-cent sales tax for transit. The Transit capital program includes the following major projects:
- $307.1 million for the LYNX Blue Line Extension
- $108.0 million for bus and special transportation vehicle replacement and maintenance
- $24.6 million for Bus and Light Rail Transit facilities
- $14.3 million for transit maintenance and equipment
- $5.3 million for Transit Support and Technology
- $5.1 million for transit corridor development

**Water and Sewer ($944.0 million)**
This program includes funding for maintenance and expansion of the existing system of water and sewer mains and water and sewer treatment plants. Water and Sewer totals $944.0 million, a 44.1% increase, and is funded by $408.5 million in cash and $535.5 million in revenue bonds. The Water and Sewer capital program includes the following major programs:
- $350.2 million to maintain and extend existing infrastructure
- $467.4 million to support growth and development
- $126.4 million to support other public projects and Utilities operations

**Aviation ($1.5 billion)**
This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. Aviation totals $1.5 billion, a 5.0% decrease from the prior year’s five-year program, and is funded by $369.3 million in revenue bonds, $841.3 billion in federal grants and passenger facility charges, and $324.0 million in cash. The Aviation capital program includes, among others, the following major projects and programs:
- $384.8 million for Concourse A expansion
- $237.7 million for the Fourth Parallel Runway
- $235.0 million for Terminal Lobby expansion
- $118.8 million for Terminal rehabilitation, renovation, expansion, and roadways
- $96.5 million for land acquisition
- $80.0 million for new facilities
- $71.7 million for Technology
## 6. ENTERPRISE FUNDS REVENUE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STORM WATER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storm Water Revenue Bonds</td>
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<td>70,000,000</td>
<td>0</td>
<td>55,000,000</td>
<td>165,000,000</td>
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<tr>
<td>Storm Water Pay-As-You-Go</td>
<td>39,000,000</td>
<td>39,000,000</td>
<td>35,000,000</td>
<td>34,000,000</td>
<td>31,000,000</td>
<td>178,000,000</td>
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<tr>
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<td>1,500,000</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>7,500,000</td>
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<tr>
<td><strong>Total Storm Water</strong></td>
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<td>40,500,000</td>
<td>106,500,000</td>
<td>35,500,000</td>
<td>87,500,000</td>
<td>350,500,000</td>
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<td><strong>CHARLOTTE AREA TRANSIT SYSTEM (CATS)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>NCDOT Transit Grants</td>
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<td>25,180,000</td>
<td>25,180,000</td>
<td>16,508,000</td>
<td>117,048,000</td>
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<tr>
<td>CATS Local Contribution</td>
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<td>13,563,287</td>
<td>8,646,739</td>
<td>6,666,651</td>
<td>4,608,106</td>
<td>44,523,119</td>
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<tr>
<td><strong>Total CATS</strong></td>
<td>$163,419,856</td>
<td>138,422,675</td>
<td>57,841,818</td>
<td>56,917,573</td>
<td>47,788,995</td>
<td>464,390,917</td>
</tr>
<tr>
<td><strong>WATER AND SEWER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Revenue Bonds</td>
<td>$14,920,000</td>
<td>23,980,000</td>
<td>27,300,000</td>
<td>21,640,000</td>
<td>17,540,000</td>
<td>105,380,000</td>
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<tr>
<td>Water/Sewer Operating Fund</td>
<td>95,727,285</td>
<td>99,747,023</td>
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<td>71,755,000</td>
<td>69,462,553</td>
<td>408,483,861</td>
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<td><strong>Total Water and Sewer</strong></td>
<td>$195,477,617</td>
<td>176,636,232</td>
<td>292,200,587</td>
<td>125,552,965</td>
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<td>944,016,150</td>
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<td><strong>AVIATION</strong></td>
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<tr>
<td>Revenue Bonds</td>
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<td>142,079,011</td>
<td>188,152,705</td>
<td>1,419,488</td>
<td>10,771,286</td>
<td>369,346,185</td>
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<tr>
<td>Federal Grants &amp; Passenger Facility Charges</td>
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<td>251,027,558</td>
<td>64,844,012</td>
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<td>173,960,189</td>
<td>841,285,515</td>
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<tr>
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<td>48,940,493</td>
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<td>16,869,026</td>
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<td><strong>Total Aviation</strong></td>
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<td>489,624,868</td>
<td>301,937,210</td>
<td>111,797,025</td>
<td>201,600,501</td>
<td>1,534,662,364</td>
</tr>
</tbody>
</table>

**TOTAL ENTERPRISE FUND REVENUES** | $869,100,233 | 845,183,775 | 758,479,615 | 329,767,563 | 491,038,245 | 3,293,569,431 |

## 6. ENTERPRISE FUNDS EXPENDITURE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STORM WATER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$80,500,000</td>
<td>40,500,000</td>
<td>106,500,000</td>
<td>35,500,000</td>
<td>87,500,000</td>
<td>350,500,000</td>
</tr>
<tr>
<td><strong>CHARLOTTE AREA TRANSIT</strong></td>
<td>163,419,856</td>
<td>138,422,675</td>
<td>57,841,818</td>
<td>56,917,573</td>
<td>47,788,995</td>
<td>464,390,917</td>
</tr>
<tr>
<td><strong>WATER AND SEWER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>AVIATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>429,702,760</td>
<td>489,624,868</td>
<td>301,937,210</td>
<td>111,797,025</td>
<td>201,600,501</td>
<td>1,534,662,364</td>
</tr>
</tbody>
</table>

**TOTAL ENTERPRISE FUNDS EXPENDITURES** | $869,100,233 | 845,183,775 | 758,479,615 | 329,767,563 | 491,038,245 | 3,293,569,431 |
### FY 2018-2022 Community Investment Plan

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

### 7.A HOUSING AND NEIGHBORHOODS PROGRAM SCHEDULE

#### HOUSING

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
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<tbody>
<tr>
<td>Affordable Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Diversity Program</td>
<td>$2,750,000</td>
<td>16,750,000</td>
<td>1,750,000</td>
<td>16,750,000</td>
<td>1,750,000</td>
<td>39,750,000</td>
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<tr>
<td>Community Dev BLOCK Grant</td>
<td>5,651,235</td>
<td>5,651,235</td>
<td>5,651,235</td>
<td>5,651,235</td>
<td>5,651,235</td>
<td>28,256,175</td>
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<td>3,474,420</td>
<td>3,474,420</td>
<td>3,474,420</td>
<td>3,474,420</td>
<td>17,372,100</td>
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<td>Innovative Housing Program</td>
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<td>4,205,107</td>
<td>4,205,107</td>
<td>4,205,107</td>
<td>4,205,107</td>
<td>21,063,535</td>
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<tr>
<td>In Rem Remedy-Residential</td>
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<td>655,000</td>
<td>655,000</td>
<td>655,000</td>
<td>3,275,000</td>
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<td>A Way Home Rental Assistance Endowment</td>
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<td></td>
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</tbody>
</table>

**TOTAL HOUSING** | $17,973,762 | 31,435,762 | 15,735,762 | 30,735,762 | 15,735,762 | 111,616,810 |

#### NEIGHBORHOOD DEVELOPMENT

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
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<tbody>
<tr>
<td>Neighborhood Improvements</td>
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<td>0</td>
<td>60,000,000</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>5,000,000</td>
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<td>Neighborhood Matching Grants</td>
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<td>400,000</td>
<td>400,000</td>
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<td>ASC Neighborhood Based Cultural Vision Grants</td>
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<td>0</td>
<td>0</td>
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<tr>
<td>YMCA “Summer of Opportunity Partnership”</td>
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<td></td>
<td></td>
<td></td>
<td>50,000</td>
<td>50,000</td>
</tr>
</tbody>
</table>

**Pedestrian Safety** | $700,000 | 60,400,000 | 400,000 | 35,400,000 | 400,000 | 97,300,000 |

**TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT** | $18,673,762 | 91,835,762 | 16,135,762 | 66,135,762 | 16,135,762 | 208,916,810 |

#### HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Bonds (2018, 2020)</td>
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<td>0</td>
<td>15,000,000</td>
<td>0</td>
<td>30,000,000</td>
</tr>
<tr>
<td>Neighborhood Bonds (2018, 2020)</td>
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<td>0</td>
<td>15,000,000</td>
<td>0</td>
<td>30,000,000</td>
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<tr>
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<td>6,434,991</td>
<td>6,434,991</td>
<td>6,434,991</td>
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<td>5,351,235</td>
<td>5,351,235</td>
<td>5,351,235</td>
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<td>2,299,536</td>
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<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>2,000,000</td>
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<tr>
<td>Community Development Program Income</td>
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<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
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<tr>
<td>HOME Program Income</td>
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<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>3,000,000</td>
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<tr>
<td>Affordable Housing Bonds Program Income</td>
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<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>3,750,000</td>
</tr>
</tbody>
</table>

**TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY** | $18,673,762 | 91,835,762 | 16,135,762 | 66,135,762 | 16,135,762 | 208,916,810 |

* Transfer to General Fund from Pay-As-You-Go Fund
## 7.B TRANSPORTATION PROGRAM SCHEDULE

<table>
<thead>
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<th>PROJECT TITLE</th>
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<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
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</tr>
<tr>
<td>Street and Road Infrastructure</td>
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</tr>
<tr>
<td>Northeast Corridor Infrastructure (NECI)</td>
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<td>27,300,000</td>
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<td>54,600,000</td>
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<td>0</td>
<td>0</td>
<td>4,632,000</td>
</tr>
<tr>
<td>Road Planning/Design/ROW</td>
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<td>1,050,771</td>
<td>1,001,787</td>
<td>1,000,000</td>
<td>1,000,000</td>
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<td>148,080,700</td>
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<td>28,768,854</td>
<td>29,344,230</td>
<td>32,393,228</td>
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<td><strong>TOTAL REVENUE TRANSIT INVESTMENT</strong></td>
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<td>28,768,854</td>
<td>29,344,230</td>
<td>32,393,228</td>
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<td>151,955,251</td>
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# FY 2018-2022 Community Investment Plan

## 7.B TRANSPORTATION PROGRAM SCHEDULE

### Charlotte Area Transit System

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<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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<tr>
<td><strong>TOTAL TRANSIT</strong></td>
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<td>138,422,675</td>
<td>57,841,818</td>
<td>56,917,573</td>
<td>47,788,995</td>
<td>464,390,917</td>
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### Charlotte Area Transit System Revenue Summary

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<th>FY 2021</th>
<th>FY 2022</th>
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<td><strong>TOTAL REVENUE TRANSIT</strong></td>
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<td>56,917,573</td>
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FY 2018 Adopted Budget 189
## FY 2018-2022 Community Investment Plan

### 7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<table>
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<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
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<th>FY 2020</th>
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### ECONOMIC DEVELOPMENT REVENUE SUMMARY

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* Transfer to General Fund from Pay-As-You-Go Fund
### 7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

#### AVIATION

**Facility Renovations**
- **Airfield Maintenance Building Upfit**: $500,000
- **American Airlines Maintenance Hangar Expansion**: 1,625,082
- **Express Catering Demo**: 125,000
- **Roof Renovations**: 500,000
- **Credentialing Office Upfit and Expansion**: 450,000

**Total Facility Renovations Projects**: $3,200,082

#### Terminal Complex Projects

- **Concourse A Expansion - Phase I (9 gates)**: $84,799,260
- **Terminal Curtfront Roadway**: 20,339,954
- **Pedestrian Tunnels**: 2,145,752
- **Terminal Rehabilitation Construction**: 29,500,326
- **East Terminal Expansion - Phase II**: 18,404,280
- **Concourse E Baggage Transfer Station Construction**: 5,132,742
- **Terminal Rehabilitation Incidental Projects**: 10,959,647
- **Concourse A Expansion - Phase II (16 gates)**: 110,427,807
- **Main Terminal Roof Renovations**: 4,500,000
- **Terminal Basement Rehabilitation**: 5,500,000
- **American Airlines Warehouse HVAC System**: 200,000
- **Concourse E Expansion - Phase B Construction**: 13,236,996
- **Terminal Lobby Expansion - Design**: 18,000,000
- **Long Term 2 Parking Lot Expansion**: 32,053
- **Passenger Boarding Bridge Replacements (27)**: 19,150,410
- **Elevator 4 Rehab**: 0
- **Energy Infrastructure - Phase II**: 6,750,000
- **PC Air Units C6, B7, A3, A8, A12**: 500,000
- **AHU 7, 8, 11 Refurb**: 150,000
- **AHU 6 Refurb**: 50,000
- **Elevator 2 Rehab**: 100,000
- **A6 Loading Bridge Replacement**: 736,000
- **PC Air Units C8, C10, A6**: 300,000
- **Replace C51 Legacy Conveyors and Controls**: 2,488,448
- **Concourse E Breakroom Addition**: 385,465
- **Concourse C Expansion**: 0
- **FIS Renovations**: 0
- **Chiller 14 Replacement**: 0
- **Elevator 6 Rehab**: 0
- **Elevator 1 Rehab**: 0
- **Terminal Lobby Expansion - Construction**: 194,537,109
- **Elevator 3 Rehab**: 360,000
- **Passenger Boarding Units (2)**: 512,681
- **Concourse E HVAC Systems Deficiencies**: 900,000
- **Integrate FIS and Local E Conveyors into CBIS HMI**: 156,000
- **Concourse A Moving Walks**: 2,200,000
- **Chiller 13 Replacement**: 800,000
- **Rebuild AHUs in place**: 180,000
- **Generator Renovations**: 300,000
- **FY17 Fire Alarm Panel Upgrades**: 260,000
- **West Terminal Seating**: 0
- **75HP Steam Boilers**: 175,000
- **Chilled Water Air Handlers**: 200,000

**Total Terminal Complex Projects**: $244,895,014

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## FY 2018-2022 Community Investment Plan

### 7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

#### Aviation

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#### New Facilities

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## FY 2018-2022 Community Investment Plan

### 7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

#### Aviation

**General Aviation Projects**

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**Total General Aviation Projects** $5,450,000 5,106,481 2,893,519 0 7,500,000 20,950,000

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**Total Capital Equipment** $5,289,000 3,193,000 3,514,000 2,400,000 2,400,000 16,796,000

#### Cargo Development Projects

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<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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**Total Cargo Development** $3,274,316 3,588,184 3,588,184 8,882,495 2,054,321 21,387,500
## FY 2018-2022 Community Investment Plan

### 7.C ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

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<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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**TOTAL AVIATION**                                      | 429,702,760| 489,624,868| 301,937,210| 111,797,025| 201,600,501| 1,534,662,364|

### AVIATION REVENUE SUMMARY

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<td>16,869,026</td>
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</table>

**TOTAL REVENUE AVIATION**                            | 429,702,760| 489,624,868| 301,937,210| 111,797,025| 201,600,501| 1,534,662,364|

**TOTAL ECONOMIC**                                     | 430,878,823| 527,184,678| 302,422,500| 112,285,421| 202,091,849| 1,574,863,271|
The Environment Program encompasses City services that protect natural resources, promote conservation, and advance a clean and healthy environment. While not specifically shown within the Environment Program, transit-oriented infrastructure investments such as the LYNX Blue Line Extension also provide direct and significant contributions to the City’s environmental stewardship.

### 7.D ENVIRONMENT PROGRAM SCHEDULE

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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<td>2,350,000</td>
<td>10,600,000</td>
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### STORM WATER REVENUE SUMMARY

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### FY 2018-2022 Community Investment Plan

#### 7.D ENVIRONMENT PROGRAM SCHEDULE

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FY 2018 Adopted Budget

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## FY 2018-2022 Community Investment Plan

### 7.D ENVIRONMENT PROGRAM SCHEDULE

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<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
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#### Capacity for Growth

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<th>FY 2021</th>
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#### Capacity for Growth

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<th>FY 2020</th>
<th>FY 2021</th>
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<td>Irwin Creek WWTP Dewatering Facility</td>
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<tr>
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## FY 2018-2022 Community Investment Plan

### 7.D ENVIRONMENT PROGRAM SCHEDULE

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<th>PROJECT TITLE</th>
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<td><strong>101,383,196</strong></td>
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### WATER/SEWER REVENUE SUMMARY

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## FY 2018-2022 Community Investment Plan

### 7.E FACILITY INVESTMENTS PROGRAM SCHEDULE

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<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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### FACILITY INVESTMENTS REVENUE SUMMARY

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<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
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<td><strong>TOTAL FACILITY INVESTMENTS REVENUES</strong></td>
<td>$ 75,661,706</td>
<td>37,979,010</td>
<td>11,017,206</td>
<td>37,991,858</td>
<td>10,902,362</td>
<td>173,552,142</td>
</tr>
</tbody>
</table>
8. PUBLIC ART SCHEDULE

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Neighborhood Improvements</td>
<td>$0</td>
<td>24,000,000</td>
<td>0</td>
<td>12,000,000</td>
<td>0</td>
<td>36,000,000</td>
</tr>
<tr>
<td>SouthPark CNIP</td>
<td>0</td>
<td>3,000,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Northeast Corridor Infrastructure (NECI)</td>
<td>0</td>
<td>16,380,000</td>
<td>0</td>
<td>16,380,000</td>
<td>0</td>
<td>32,760,000</td>
</tr>
<tr>
<td>Cross Charlotte Multi-Use Trail</td>
<td>0</td>
<td>3,000,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Sidewalks and Pedestrian Safety</td>
<td>0</td>
<td>1,500,000</td>
<td>0</td>
<td>1,500,000</td>
<td>0</td>
<td>3,000,000</td>
</tr>
<tr>
<td>SE Corridor Sidewalk and Bikeway Improvements</td>
<td>0</td>
<td>400,000</td>
<td>0</td>
<td>200,000</td>
<td>0</td>
<td>600,000</td>
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<tr>
<td>Police Station Construction Program</td>
<td>0</td>
<td>11,160,000</td>
<td>0</td>
<td>4,230,000</td>
<td>0</td>
<td>15,390,000</td>
</tr>
<tr>
<td>Northeast Equipment Maintenance Facility</td>
<td>0</td>
<td>3,900,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,900,000</td>
</tr>
<tr>
<td>Sweden Road Maintenance Yard Replacement</td>
<td>0</td>
<td>1,872,000</td>
<td>0</td>
<td>11,700,000</td>
<td>0</td>
<td>13,572,000</td>
</tr>
<tr>
<td>CMPD Central Division Station</td>
<td>7,500,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7,500,000</td>
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<tr>
<td>CMPD Animal Care &amp; Control Facility</td>
<td>12,600,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12,600,000</td>
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<tr>
<td>Infill Fire Station - Clanton Road &amp; I-77</td>
<td>3,473,280</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>3,473,280</td>
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<td><strong>TOTAL</strong></td>
<td>$23,573,280</td>
<td>65,212,000</td>
<td>0</td>
<td>46,010,000</td>
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GENERAL ART ALLOCATIONS

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Neighborhood Improvements</td>
<td>0</td>
<td>240,000</td>
<td>0</td>
<td>120,000</td>
<td>360,000</td>
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<tr>
<td>SouthPark CNIP</td>
<td>0</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>30,000</td>
</tr>
<tr>
<td>Northeast Corridor Infrastructure (NECI)</td>
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<td>163,800</td>
<td>0</td>
<td>163,800</td>
<td>327,600</td>
</tr>
<tr>
<td>Cross Charlotte Multi-Use Trail</td>
<td>0</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>30,000</td>
</tr>
<tr>
<td>Sidewalks and Pedestrian Safety</td>
<td>0</td>
<td>15,000</td>
<td>0</td>
<td>15,000</td>
<td>30,000</td>
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<tr>
<td>SE Corridor Sidewalk and Bikeway Improvements</td>
<td>0</td>
<td>4,000</td>
<td>0</td>
<td>2,000</td>
<td>6,000</td>
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<tr>
<td>Police Station Construction Program</td>
<td>0</td>
<td>111,600</td>
<td>0</td>
<td>42,300</td>
<td>153,900</td>
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<tr>
<td>Northeast Equipment Maintenance Facility</td>
<td>0</td>
<td>39,000</td>
<td>0</td>
<td>0</td>
<td>39,000</td>
</tr>
<tr>
<td>Sweden Road Maintenance Yard Replacement</td>
<td>0</td>
<td>18,720</td>
<td>0</td>
<td>117,000</td>
<td>135,720</td>
</tr>
<tr>
<td>CMPD Central Division Station</td>
<td>75,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>75,000</td>
</tr>
<tr>
<td>CMPD Animal Care &amp; Control Facility</td>
<td>126,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>126,000</td>
</tr>
<tr>
<td>Infill Fire Station - Clanton Road &amp; I-77</td>
<td>34,733</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>34,733</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$235,733</td>
<td>652,120</td>
<td>0</td>
<td>460,100</td>
<td>1,347,953</td>
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REVENUES

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>FY 2018</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Improvement Bonds (2018, 2020)</td>
<td>0</td>
<td>270,000</td>
<td>0</td>
<td>120,000</td>
<td>390,000</td>
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<td>Transportation Bonds (2018, 2020)</td>
<td>0</td>
<td>212,800</td>
<td>0</td>
<td>180,800</td>
<td>393,600</td>
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<tr>
<td>Certificates of Participation</td>
<td>235,733</td>
<td>169,320</td>
<td>0</td>
<td>159,300</td>
<td>564,353</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$235,733</td>
<td>652,120</td>
<td>0</td>
<td>460,100</td>
<td>1,347,953</td>
</tr>
</tbody>
</table>

The Aviation public art allocation for Fiscal Year 2018 is $438,982.
## 9. Estimated Operating Budget Impact from Major Capital Investments

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Total Capital Cost</th>
<th>Operating Cost Impact</th>
<th>Annual Operating Cost</th>
<th>1st Year Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airport/West Corridor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dixie Berryhill Area Roads</td>
<td>$44,720,000</td>
<td>Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets.</td>
<td>$10,000</td>
<td>FY 2021</td>
</tr>
<tr>
<td><strong>East/Southeast Corridor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Acquisition and Streetscape</td>
<td>$25,000,000</td>
<td>Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets.</td>
<td>2,000</td>
<td>FY 2020</td>
</tr>
<tr>
<td>Monroe Road Streetscape</td>
<td>$10,400,000</td>
<td>Periodic maintenance of additional sidewalks, curb and gutter, and landscaping; Costs will be covered within existing sidewalk and landscape maintenance budgets.</td>
<td>5,000</td>
<td>FY 2022</td>
</tr>
<tr>
<td>Idlewild Road/Monroe Road Intersection</td>
<td>$6,100,000</td>
<td>Periodic maintenance of traffic signals and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.</td>
<td>4,000</td>
<td>FY 2024</td>
</tr>
<tr>
<td>Sidewalk and Bikeway Improvements</td>
<td>$8,000,000</td>
<td>Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.</td>
<td>3,000</td>
<td>FY 2020</td>
</tr>
<tr>
<td><strong>Northeast Corridor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research Drive - J.W. Clay Connector over I-85 (North Bridge #1)</td>
<td>$15,480,000</td>
<td>Periodic bridge maintenance and repair; Maintenance costs will be covered within existing Bridge Repair Capital Program budget.</td>
<td>5,000</td>
<td>FY 2022</td>
</tr>
<tr>
<td>Northeast Corridor Infrastructure (NECI)</td>
<td>$106,600,000</td>
<td>Periodic maintenance of additional sidewalks, curb and gutter, and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.</td>
<td>78,000</td>
<td>FY 2019</td>
</tr>
<tr>
<td>Applied Innovation Corridor</td>
<td>$28,960,000</td>
<td>Much of the Applied Innovation Corridor project includes new street connections, which would require periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets.</td>
<td>5,000</td>
<td>FY 2019</td>
</tr>
<tr>
<td><strong>Road/Infrastructure Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park South Drive Extension</td>
<td>$8,632,000</td>
<td>Minimal increase in street resurfacing costs offset by increase in Powell Bill revenue. Signs and signals will be covered within existing maintenance budgets.</td>
<td>1,000</td>
<td>FY 2021</td>
</tr>
<tr>
<td>Cross Charlotte Multi-Use Trail</td>
<td>$38,000,000</td>
<td>Specific operating costs for City-maintained segments of the Trail cannot be determined until the design phase of the project is completed. Any City costs to maintain the Trail will likely be covered within the existing Sidewalk and Curb Repair and Bridge Repair Capital Program budgets. Some cost inflation increases in these budget may be needed over time. Some operating costs will be incurred to maintain CMPD security cameras.</td>
<td>55,000</td>
<td>FY 2020</td>
</tr>
<tr>
<td>Sidewalks and Pedestrian Safety</td>
<td>$60,000,000</td>
<td>Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time.</td>
<td>50,000</td>
<td>FY 2019</td>
</tr>
<tr>
<td>Southend Pedestrian/Bicycle Connector</td>
<td>$2,000,000</td>
<td>Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.</td>
<td>1,000</td>
<td>FY 2020</td>
</tr>
<tr>
<td>Neighborhood Transportation Program</td>
<td>$3,000,000</td>
<td>Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Some cost inflation increases in these budget may be needed over time.</td>
<td>10,000</td>
<td>FY 2019</td>
</tr>
<tr>
<td>Corridor Studies - Safety Implementation Projects</td>
<td>$6,000,000</td>
<td>Periodic maintenance of additional sidewalks, curb and gutter, and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.</td>
<td>10,000</td>
<td>FY 2018</td>
</tr>
</tbody>
</table>
**FY 2018-2022 Community Investment Plan**

9. Estimated Operating Budget Impact from Major Capital Investments

<table>
<thead>
<tr>
<th>Traffic Control &amp; Bridges</th>
<th>Total Capital Cost</th>
<th>Operating Cost Impact</th>
<th>Annual Operating Cost</th>
<th>1st Year Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrade Traffic Signal System Coordination</td>
<td>$15,000,000</td>
<td>Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.</td>
<td>$2,500</td>
<td>FY 2018</td>
</tr>
<tr>
<td>Upgrade Traffic Control devices</td>
<td>19,000,000</td>
<td>Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.</td>
<td>2,500</td>
<td>FY 2018</td>
</tr>
<tr>
<td>Repair and Replace Bridges</td>
<td>14,000,000</td>
<td>Costs will be covered within existing Bridge Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time.</td>
<td>10,000</td>
<td>FY 2018</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Safety &amp; Other Facilities</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CMPD Animal Care &amp; Control Facility</td>
<td>21,000,000</td>
<td>Annual, ongoing facility maintenance and operations for a building replacing an existing facility; moderate additional costs above expenses currently budgeted for existing building being replaced</td>
<td>50,000</td>
</tr>
<tr>
<td>6 Police Division Stations</td>
<td>60,900,000</td>
<td>Each Station will require annual, ongoing facility maintenance and operations for buildings ranging between 10,000 - 12,000 square feet; Operating and maintenance costs for each new Station will range between $150,000 - $250,000 per year. Where new City-owned Stations will replace existing leased facilities, current operating and maintenance budgets for the leased facilities will continue for the new Stations, with a moderate level of additional expenses. One of the six funded new stations will be for a newly-created Police Division that will require approximately 100 new positions.</td>
<td>8,716,000</td>
</tr>
<tr>
<td>CMPD Central Division Station Construction</td>
<td>12,500,000</td>
<td>Central Division Office will require annual, ongoing facility maintenance and operations ranging between $200,000 - $300,000 per year. Current operating and maintenance budgets for the leased facility will continue for the new station, with a moderate level of additional expenses.</td>
<td>25,000</td>
</tr>
<tr>
<td>Sweden Road Maintenance Yard Replacement</td>
<td>22,620,000</td>
<td>Annual, ongoing facility maintenance and operations for a vehicle maintenance building replacing an existing facility; moderate additional costs above expenses currently budgeted for existing building being replaced</td>
<td>113,000</td>
</tr>
<tr>
<td>Northeast Equipment Maintenance Facility</td>
<td>8,580,000</td>
<td>Annual, ongoing facility maintenance and operations for a new vehicle maintenance building; Full operating and maintenance budget will be required for this new facility, including Salary &amp; Benefits for four additional positions. Operating costs for current Equipment Maintenance facilities range from approximately $300,000 - $500,000 per year.</td>
<td>580,967</td>
</tr>
<tr>
<td>Infill Fire Station - Clanton Road &amp; I-77</td>
<td>5,788,800</td>
<td>Annual, ongoing facility maintenance and operations for a vehicle maintenance building replacing an existing facility; moderate additional costs above expenses currently budgeted for existing building being replaced</td>
<td>1,550,000</td>
</tr>
<tr>
<td>Central Avenue I&amp;T Consolidation</td>
<td>5,450,000</td>
<td>Purchase of this building will require new ongoing maintenance and operations expenses</td>
<td>150,000</td>
</tr>
<tr>
<td>Charlotte Vehicle Operations Center (CVOC)</td>
<td>3,600,000</td>
<td>This project will expand the concrete pad and construct an additional classroom facility used for driver training. Moderate additional operating &amp; maintenance costs above expenses currently budgeted for the existing CVOC are expected.</td>
<td>10,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Neighborhood Improvements</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Neighborhood Improvement Program (CNIP)</td>
<td>130,000,000</td>
<td>Periodic maintenance of additional sidewalks, curb and gutter, landscaping, and pedestrian crossings; Initial maintenance costs will be covered within existing capital maintenance budgets. At full completion of all five CNIP Community areas, the capital maintenance budgets will require additional funding to fully support the new infrastructure.</td>
<td>110,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Capital Cost</th>
<th>$681,330,800</th>
<th>Total Estimated Additional Operating Costs</th>
<th>$11,558,967</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Annual Operating Costs (Excluding new Police &amp; Fire staffing)</td>
<td>$1,342,967</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FY 2018 Adopted Budget 202
FY 2018-2022 Community Investment Plan

10. COMMUNITY INVESTMENT PLAN PROGRAM POLICIES

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

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

1. Evaluate capital projects requests according to the following priorities:
   1st priority: Maintenance and/or retrofitting of existing infrastructure
   2nd priority: Replacement of existing infrastructure
   3rd priority: Expansion of existing infrastructure
   4th priority: New infrastructure

2. Develop and implement a capital program based on Smart Growth principles:
   - Maintain land use planning
   - Sustain effective land use decisions
   - Strengthen neighborhoods
   - Build a competitive economic edge
   - Design for livability
   - Safeguard the environment
   - Expand transportation choices
   - Use public investment as a catalyst

3. Preserve the existing tax base, a fundamental principle for City capital investment decision-making

4. Affirm neighborhoods as a foundation of the community and emphasize a reinvestment program for all neighborhoods

5. Form partnerships with citizens and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities

6. Serve as a platform for economic development through the funding of priority projects in targeted investment areas

7. Provide a balanced capital plan, which funds the highest priority community needs in a variety of program areas

8. Anticipate infrastructure and facility needs resulting from future changes in the City’s boundaries and density that are consistent with Council’s development and growth policies

9. Comply with applicable federal and state mandates
10. COMMUNITY INVESTMENT PLAN FINANCIAL POLICIES

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

2. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
   • Allocation of the property tax rate
   • Investment (interest) income
   • Sales Tax (one-half cent)
   • Other miscellaneous revenues including Alcoholic Beverage Control (ABC) profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt costs remaining from the consolidation of Park and Recreation

3. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
   • The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent.

4. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects

5. Dedicate asset sales to the Community Investment Plan:
   • The retirement of any outstanding debt on sold assets will be the first use of sale proceeds.

6. Maintain the General Government fund balance at 16 percent of the operating budget:
   • Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council.

7. Maintain the Enterprise Funds’ capital programs on a self-sustaining basis:
   • Water and Sewer, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges.
   • The Water and Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents.
   • Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit.

8. Pursuant to the North Carolina General Statutes, the City’s outstanding general obligation debt is subject to a legal limitation based on 8 percent of the total assessed value of real and personal property.
Adopted FY 2018 User Fees

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

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

- Effective July 1, 2005, City Council adopted a fully allocated cost recovery rate of 100 percent for regulatory user fees. The fully allocated cost recovery model includes both direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.

- Included in the FY 2018 Adopted Budget is the continuation of the City Council’s Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes the revision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:
  1. Avoid significant jumps in price from year to year
  2. Ensure regulatory compliance
  3. Account for service costs that may include or be dedicated to public involvement

- Regulatory user fees are calculated based on the annual operating budget and are driven by the complexity of the service, number of units, occurrences and amount of staff time. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.

- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

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 or to comply with federal requirements requiring the Airport to be financially self-sufficient. The goal for cemetery fees is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

FY 2018 User Fee Highlights

The City’s User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. From July 2008 through June 2012, user fees remained flat to mitigate impacts from the economic decline. Effective July 1, 2012, City Council approved a multi-year approach to gradually return to the fully allocated cost recovery model for regulatory fees. In accordance with current Council direction, the FY 2018 User Fee schedule recovers 100% of costs for the majority of regulatory fees. However, the average cost recovery for the combined regulatory user fees slightly decreased from 94.8 percent to 93.8 percent. The adopted FY 2018 fees include a General Fund subsidy of 6.2 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

<table>
<thead>
<tr>
<th>Department/Regulatory Service</th>
<th>FY 2016 Recovery Rate</th>
<th>FY 2017 Recovery Rate</th>
<th>FY 2018 Recovery Rate</th>
<th>FY 2018 Subsidy Rate</th>
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</thead>
<tbody>
<tr>
<td>1 Engineering and Property Mgmt: Land Development</td>
<td>97.6%</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>2 Transportation: Land Development &amp; Right-of-Way</td>
<td>94.9%</td>
<td>98.8%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>3 Planning: Rezoning, Subdivision, Urban Plan and Zoning*</td>
<td>65.1%</td>
<td>90.5%</td>
<td>75.9%</td>
<td>24.1%</td>
</tr>
<tr>
<td>4 Fire: Fire Code and Plans Review</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>5 Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire</td>
<td>81.0%</td>
<td>85.5%</td>
<td>73.7%</td>
<td>26.3%</td>
</tr>
<tr>
<td>6 City Clerk’s Office: Legal Advertisements-Rezoning</td>
<td>73.8%</td>
<td>73.8%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Percentage (based on revenue projections)</strong></td>
<td><strong>92.4%</strong></td>
<td><strong>94.8%</strong></td>
<td><strong>93.8%</strong></td>
<td><strong>6.2%</strong></td>
</tr>
</tbody>
</table>

*Zoning Administration in the Housing and Neighborhood Services Department was reorganized and moved within the Planning Department. The zoning fees that were transferred continue to be significantly subsidized by the General Fund.

The adopted FY 2018 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following: Transportation’s Valet Parking Permit fees separated in to three categories for new permits, renewals, and temporary permit; Engineering and Property Management’s new not subject to plat fee, and the elimination of Transportation’s Utility
Adopted FY 2018 User Fees

Right of Way fee to conform to changes made by the North Carolina General Assembly. Additionally, the North Carolina General Assembly eliminated the City’s ability to charge for Utility Right of Way work, which will result in the elimination of approximately $1.5 million, based on FY 2017 projections.

New non-regulatory fees include the Charlotte-Mecklenburg Police Department’s wildlife processing fee and Engineering and Property Management’s entombment fee and ossuary burial for cremation fee. The following pages detail the rates for regulatory user fees as well as the rates for non-regulatory user fees. In addition to the list of Regulatory and Non-Regulatory User Fees, this fee section includes storm water, as well as water and sewer fees.

Regulatory Fees

The two charts provide trend history of occurrences associated with land development project approvals and depicts the direct correlation with the previous economic downturn. Land development projects have rebounded, however are still below pre-recession levels.
Adopted FY 2018 User Fees

FY 2018 User Fee Highlights continued:

Regulatory Fees (continued)

1. Engineering and Property Management - Land Development
   - All Land Development fees are at 100% of fully-allocated costs
   - FY 2018 User Fees include:
     o One new fee: Not Subject To Plats for $90 to recoup costs from Subdivision Plat reviews
     o One new FTE to support urban forestry with no impact to the General Fund

2. Charlotte Department of Transportation - Land Development and Right-of-Way
   - All Transportation fees are at 100% of fully-allocated costs
   - FY 2018 User Fees include:
     o No new fees or FTEs
     o Elimination of the Utility Right-of-Way Ordinance fee, per the North Carolina General Assembly
     o The division of the Valet Parking Permit fee into three fees based on permit type:
       ▪ Valet Parking Permits
         * New Annual Permit fee of $250
         * Permit Renewal fee of $55
         * Temporary Permit fee of $120

3. Charlotte-Mecklenburg Planning Department – Rezoning, Subdivision, Urban Plan, and Zoning Administration
   - FY 2018 User Fees include:
     o No new fees or FTEs
     o A General Fund subsidy for the following fees to account for service costs that may include or be dedicated to public involvement or avoid significant jumps in price from year to year:
       ▪ Conventional Rezoning at 15.0%
       ▪ Conditional Rezoning (Minor) at 15.0%
       ▪ Conditional Rezoning (Major) at 15.0%
       ▪ Urban Plan Review at 3.9%
     o Zoning Administration: A General Fund subsidy for the following fees to avoid significant jumps in price from year to year:
       ▪ Residential Single Family Reviews at 48.6%
       ▪ Zoning Verification Letters at 54.3%
       ▪ Zoning Use Permits at 45.3%

   - All Fire fees are at 100% of fully-allocated costs
   - FY 2018 User Fees include:
     o No new fees
     o Four new FTEs:
       ▪ Two Fire Inspectors to ensure businesses are inspected according to the state inspection frequency requirement
       ▪ One Office Assistant IV to support the Fire Prevention Bureau’s business operations
       ▪ One Accounts Receivable FTE to support billing for State Mandated Fire Inspections

5. Charlotte-Mecklenburg Police Department – Adult Businesses, Carnivals, Dance Halls, and Passenger Vehicle for Hire permits
   - FY 2018 User Fees include:
     o No new fees or FTEs
     o A General Fund subsidy for the following fees to ensure regulatory compliance and avoid significant jumps in price from year to year:
       ▪ Adult Business Application Fee at 18.2%
       ▪ Adult Business License Fee at 17.9%
       ▪ Dance Hall License – Background Check Fee at 23.1%
Adopted FY 2018 User Fees

- Passenger Vehicle for Hire – Company Certifications - Company Permit Fee at 8.5%
- Passenger Vehicle for Hire – Driver and Chauffer Permit Fee at 71.7% (fee is regulated by North Carolina State Statute)
- Passenger Vehicle for Hire – Driver and Chauffer Fees – Transfer, Add, Replace, or Duplication Fee at 67.7%
- Passenger Vehicle for Hire – Drive and Chauffer Fees – Reinstatement of Permit Fee at 54.4%
- Passenger Vehicle for Hire – Replace Vehicle Permit/Decal at 98.3%
- Passenger Vehicle for Hire – Transfer Vehicle Permit at 39.5%

6. City Clerk’s Office - Legal Advertisements for Rezoning Petitions
   - All City Clerk fees are at 100% of fully-allocated costs
   - No new fees or positions

   - Fees are at 75 percent recovery for FY 2018, with the plan to recover 100 percent of costs in FY 2019 in accordance with original implementation plan
   - FY 2018 User Fees include:
     - No new fees
     - Eight new FTEs:
       - One Plans Reviewer to ensure plans are reviewed and approved within the designated timeframe
       - Two Engineering Assistants to assist with processing/collection of fees and customer service assistance
       - One Construction Inspector to account for additional inspections needed from an increase in workload
       - Three Engineering Project Coordinators and one Senior Engineer to analyze sewer flow from proposed development and ensure adequate sewer system capacity
Adopted FY 2018 User Fees

FY 2018 User Fee Highlights continued:

Non-regulatory Fees

8. Aviation
- Airline fees are based on Aviation’s cost recovery model. Parking rates and tenant fees are determined by the Aviation Director. FY 2018 non-regulatory fees include the following:
  - Airline Fees:
    - A new Airline Use and Lease Agreement went into effect July 1, 2016. The new lease modernized the 1985 agreement while keeping many of the terms and conditions which make the Charlotte-Douglas International Airport an attractive airport to airlines. This new agreement modifies how costs are recovered from the airlines, making a year-over-year comparison to FY 2016 imprecise; however comparing FY 2018 rates to FY 2017 is a more useful exercise.
    - Terminal rental rates, landing fees and common use gate fees slightly increase over FY 2017; however, common use ticket counter and baggage fees decrease.
  - Ground Transportation Operations:
    - Hotel/Motel Courtesy van annual permits increase 25 percent from $400 to $500.
    - Commercial courier vehicle and contract van and limo fees increase 50 percent from $1 to $1.50 fee per trip.
  - Parking Fees:
    - Hourly parking deck rates, daily parking deck rates, long term lot, and all valet parking rates remain the same as the current FY 2017 rates.
  - Rental Rates:
    - Land rent per acre fees remain the same from FY 2017 from a range of $6,000 to $15,000.
    - City T-Hangar Rentals increase per month by 9.9 percent from $363 to $399 and Shadeports increase from $155 to $170.
  - Tenant Fees:
    - Employee Parking Cards increase by 17 percent from $360 per card to $420 per card and Airport ID Cards increase from $10 to $15 per card.

9. City Clerk’s Office
- The fee for Voluntary Annexation Petition remains set at $400.

10. Engineering and Property Management
- Most cemetery fees slightly increase:
  - Open and closing fees increase an average of 3.4 percent
  - Sale of graves in City cemeteries increase an average of 5.3 percent
  - Sale of cremain space in ground (Oaklawn, North Pinewood, and West Pinewood) increase by 50 percent from $400 to $600 to match the fees for the service in the City’s other cemeteries.
- There are two new cemetery fees for FY 2018:
  - Entombment fee with a proposed fee of $920.
  - Ossuary burial for cremation with a proposed fee of $150.
- Public parking rates at the Charlotte Mecklenburg Parking Deck increase 20 percent from $1.25/half hour to $1.50/half hour and the maximum daily rate increases 15 percent from $13 to $15.

11. Charlotte-Mecklenburg Police Department – Animal Care and Control
- Adoption fees remain unchanged from FY 2017 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 increase in ranges of $5-$20, depending on the animal.
- Reclalm and boarding fees for felines increase and decrease for livestock to match the fees charged for canines.
- There is a new fee for FY 2018 wildlife processing with a rate of $40 charged in FY 2018.
Adopted FY 2018 User Fees

12. Solid Waste Services
   • Fees for annual solid waste for multi-family and single-family collection increase by $6, from $33 to $39 annually.
   • Small Business solid waste fee remains unchanged.
   • Veterinary Dead Animal Collection fees remain unchanged.

13. Charlotte Department of Transportation
   • Off-Duty Police Officer Permits remain unchanged.
   • Parking Permits for Third and Fourth Ward residents remain unchanged.
   • Parking meter rates remain unchanged.

Other Fees

14. Engineering and Property Management – Storm Water Fees
   • Storm Water fees remain unchanged

15. Charlotte Water – Water and Sewer Fees
   • The fixed administrative billing charge per month increases from $3.57 to $4.02 for both water and sewer service.
   • The availability fee charge per month increases from $2.97 to $3.17 for water and increases from $6.87 to $7.50 for sewer service.
   • The sewer volume rate remains at $4.51 per ccf (ccf = 100 cubic feet) for all sewer customers.
   • The capacity/connection rate increases from $2,685 to $2,955 for residential water and from $5,198 to $5,598 to residential sewer.
   • The typical monthly total water and sewer bill for residential customers is estimated to be $62.72 in FY 2018, an average increase of $1.73 per month.
   • The typical bill assumes 5,236 gallons or seven ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource.
## Adopted FY 2018 User Fees

### Engineering and Property Management

<table>
<thead>
<tr>
<th>1. Regulatory Fees: Land Development</th>
<th>Basis</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Change</th>
<th>Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>As-Built for Subdivisions &gt; 2 years from approval date</td>
<td>Per As-Built</td>
<td>$645</td>
<td>$700</td>
<td>8.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Plan Review and Inspection</td>
<td>Per project</td>
<td>$2,055</td>
<td>$2,080</td>
<td>1.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Tree Ordinance Review and Inspection</td>
<td>Per project + per tree planted</td>
<td>$1,365 + 10/tree</td>
<td>$1,155 + 10</td>
<td>-15.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Tree Preservation</td>
<td>Per project</td>
<td>$1,280</td>
<td>$1,105</td>
<td>-13.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Zoning Plan Review and Inspection</td>
<td>Explanation in note 2 below</td>
<td>$115 - 1,180</td>
<td>$115-1,180</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Detention/Drainage Plan Review and Inspection</td>
<td>Per project + denuded acre</td>
<td>$1,330 + 100</td>
<td>$945 + 100</td>
<td>-28.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Grading/Erosion Control Permit</td>
<td>Per project + per acre</td>
<td>$4,000 + 100</td>
<td>$3,215 + 100</td>
<td>-19.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Major Commercial Subdivision Review and Inspection</td>
<td>Per project + denuded acre</td>
<td>$5,020 + 100</td>
<td>$4,940 + 100</td>
<td>-1.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Major Residential Subdivision Review and Inspection</td>
<td>Per project + per acre</td>
<td>$7,025 + 100</td>
<td>$6,025 + 100</td>
<td>-14.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Minor Administrative Review</td>
<td>Per project</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Minor Residential Subdivision (without streets) and Plat Review and Inspection</td>
<td>Per project</td>
<td>$1,300</td>
<td>$890</td>
<td>-31.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Not Subject to Plat - New Fee</td>
<td>Per Project</td>
<td>N/A</td>
<td>$90</td>
<td>New Fee</td>
<td>0.0%</td>
</tr>
<tr>
<td>Residential Tree Ordinance (Single-family Subdivision) and Residential Tree Preservation</td>
<td>Per project + acre</td>
<td>$2,000 + 10</td>
<td>$1,840 + 10</td>
<td>-8.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Revision to Approved Plan (Administrative Review)/Administrative Fee</td>
<td>Per project</td>
<td>$1,160</td>
<td>$845</td>
<td>-27.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning Staff Review and Inspection</td>
<td>Per project</td>
<td>$255</td>
<td>$360</td>
<td>41.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sketch Plan Review</td>
<td>Per project</td>
<td>$185</td>
<td>$190</td>
<td>2.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Single-family Residential Lot Inspection</td>
<td>Per Certificate of Occupancy</td>
<td>$70</td>
<td>$70</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Urban Design Plan Review and Inspection</td>
<td>Per As-Built</td>
<td>$2,910</td>
<td>$2,970</td>
<td>2.1%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

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

Note 2 (with FY 2018 fees): City Engineering Fee(s) collected by Mecklenburg County. Commercial Technical Assistance Center review = $115 fee; Residential Technical Assistance Center review = $190 fee; Construction costs of $1 - $3,000 = $125 fee; $3,001 - $50,000 = $195 fee; $50,001 - $100,000 = $470 fee; $100,001 - $1,000,000 = $985; over $1,000,001 = $1,180 fee.

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

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

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

Note 6: Applies to Uptown Mixed Use Development, Mixed Used Development District, Pedestrian Overlay, Transit Station Overlays, and Transit Oriented District Overlays. Engineering collects for these reviews, which includes additional fees by Transportation and Planning. If tree save and tree plantings are required, the Commercial Tree Fee and Commercial Tree Preservation applies to Urban Design reviews.
# Adopted FY 2018 User Fees

## Charlotte Department of Transportation

### 2. Regulatory Fees: Land Development and Right-of-Way

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Land Development Permits and Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Building/Driveway Permit/Site Plan*</td>
<td>$645</td>
<td>$645</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning - Minor*</td>
<td>770</td>
<td>770</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Rezoning - Major*</td>
<td>3,015</td>
<td>3,750</td>
<td>24.4</td>
<td>0.0</td>
</tr>
<tr>
<td>Subdivision Processing*</td>
<td>985</td>
<td>985</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Urban Reviews</td>
<td>1,675</td>
<td>1,675</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>B. Right-of-Way Permits:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Festival Permits:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small event - 1 day only</td>
<td>350</td>
<td>450</td>
<td>28.6</td>
<td>0.0</td>
</tr>
<tr>
<td>Large festival &gt;1 day (a permit is required for each day for the duration of the event)</td>
<td>700</td>
<td>800</td>
<td>14.3</td>
<td>0.0</td>
</tr>
<tr>
<td>Parade Permits:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small &lt; 1,000 attendees</td>
<td>75</td>
<td>75</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Medium 1,000 to 3,000 attendees</td>
<td>470</td>
<td>470</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Large &gt; 3,000 attendees</td>
<td>940</td>
<td>940</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Right-of-Way (ROW)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Right-of-Way Abandonment (one street/alleyway)</td>
<td>3,345</td>
<td>3,200</td>
<td>-4.3</td>
<td>0.0</td>
</tr>
<tr>
<td>Right-of-Way Abandonment (additional street/alleyway)</td>
<td>1,675</td>
<td>1,675</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Right-of-Way Encroachment</td>
<td>1,800</td>
<td>1,650</td>
<td>-8.3</td>
<td>0.0</td>
</tr>
<tr>
<td>Temporary Infrastructure Permit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parklets, art, decorative items, cabinets, filming activities, food trucks, and little libraries</td>
<td>150</td>
<td>150</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Utility Right-of-Way (ROW) Ordinance**</td>
<td>Based on Actuals</td>
<td>**</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Sidewalk Dining Permit</td>
<td>445</td>
<td>445</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Valet Parking Permits***</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Annual Permit - New Fee</td>
<td>575</td>
<td>250</td>
<td>-56.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Permit Renewals - New Fee</td>
<td>575</td>
<td>55</td>
<td>-90.4</td>
<td>0.0</td>
</tr>
<tr>
<td>Temporary Permit - New Fee</td>
<td>575</td>
<td>120</td>
<td>-79.1</td>
<td>0.0</td>
</tr>
</tbody>
</table>

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

**Per the North Carolina General Assembly, City will no longer collect fee from private Utility Companies

***Fee was adjusted from one fee to three categories for FY 2018
# Adopted FY 2018 User Fees

## Charlotte-Mecklenburg Planning Department

### 3. Regulatory Fees: Rezoning, Subdivision, Urban Plan, and Zoning Administration

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Rezoning:</strong>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conventional</td>
<td>$1,950</td>
<td>$2,000</td>
<td>2.6%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Conditional (Minor)</td>
<td>3,100</td>
<td>3,100</td>
<td>0.0</td>
<td>15.0%</td>
</tr>
<tr>
<td>Conditional (Major)</td>
<td>5,890</td>
<td>6,085</td>
<td>3.3%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Text Amendment</td>
<td>1,500</td>
<td>1,500</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Amended Site Plan Approval</td>
<td>460</td>
<td>460</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administrative Zoning Services (Sign Flex Option)</td>
<td>240</td>
<td>240</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>B. Subdivision Review:</strong>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preliminary Single-family (Streets)</td>
<td>1,710</td>
<td>1,710</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Preliminary Non-Residential*</td>
<td>1,215</td>
<td>1,215</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Preliminary Plan Revisions</td>
<td>820</td>
<td>825</td>
<td>0.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Final Plats</td>
<td>380</td>
<td>380</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Final Plats Revision</td>
<td>245</td>
<td>250</td>
<td>2.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Condo Plats</td>
<td>245</td>
<td>235</td>
<td>-4.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Not Subject To Plats</td>
<td>105</td>
<td>100</td>
<td>-4.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Planned Multi-family Review</td>
<td>2,145</td>
<td>2,095</td>
<td>-2.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sketch Plan Review</td>
<td>470</td>
<td>485</td>
<td>3.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Street Exceptions</td>
<td>590</td>
<td>590</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Variances &amp; Appeals</td>
<td>2,500</td>
<td>2,500</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>C. Urban Plan Review:</strong>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Plan Review</td>
<td>1,295</td>
<td>1,500</td>
<td>15.8%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Urban Plan Review - Minor and Revision (Administrative Review)</td>
<td>255</td>
<td>250</td>
<td>-2.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>D. Zoning Administration:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appeals (Residential)</td>
<td>245</td>
<td>255</td>
<td>4.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Appeals (Non-Residential)</td>
<td>500</td>
<td>500</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Variances (Residential)</td>
<td>705</td>
<td>730</td>
<td>3.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Variances (Non-Residential)</td>
<td>1,605</td>
<td>1,645</td>
<td>2.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administrative Deviation (Residential)</td>
<td>245</td>
<td>250</td>
<td>2.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administrative Deviation (Non-Residential)</td>
<td>450</td>
<td>465</td>
<td>3.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Residential Single Family Reviews**</td>
<td>50</td>
<td>55</td>
<td>10.0%</td>
<td>48.6%</td>
</tr>
<tr>
<td>Sign permits ≤100 square feet**</td>
<td>170</td>
<td>175</td>
<td>2.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sign permits &gt;100 square feet**</td>
<td>235</td>
<td>175</td>
<td>-25.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Verification Letters**</td>
<td>70</td>
<td>75</td>
<td>7.1%</td>
<td>54.3%</td>
</tr>
<tr>
<td>Zoning Use Permits**</td>
<td>175</td>
<td>185</td>
<td>5.7%</td>
<td>45.3%</td>
</tr>
<tr>
<td><strong>E. Historic District Review:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor Review</td>
<td>545</td>
<td>550</td>
<td>0.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Major Review</td>
<td>1,025</td>
<td>1,030</td>
<td>0.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Major Review (with survey)</td>
<td>1,075</td>
<td>1,075</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

*Planning portion of fee

**Zoning Administration of the Housing and Neighborhood Services was reorganized and moved within Planning. Three of the zoning fees continue to be significantly subsidized by the General Fund.
## Adopted FY 2018 User Fees

Charlotte Fire Department

### 4. Regulatory Fees: Fire Code and Plans Review

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Fire Code Permits:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC Inspection/Permit</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Aerosol Products</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Combustible Dust Producing Operations/Pulverized Particles</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Combustible Liquids Class 2 and 3 (25-60 gallons on property)</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Covered Mall Buildings–Display-liquid or gas-fired equipment</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Covered Mall Buildings–Retail Fixtures/Concessions</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Covered Mall Buildings–Use of open flame producing equipment</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Day Care/Group Homes - Renewable</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Day Care/Group Homes - Non-Renewable</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Dispensing of Flammable/Combustibles including service stations</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Dry Cleaning Plants</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Fumigation and Thermal Insecticide Fogging</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Hazardous Chemicals ≤110 gallons; 1,000 pounds</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Hazardous Location Close Out</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Heliport/Helistop</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Lumber Storage/Yards and Woodworking Plants</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Non-Mandated Inspection Fee</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Re-inspection Fee (3rd Inspection)</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Repair Garages</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Temporary Membrane Structures, Tents, Canopies</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Waste Handling (Junk Yards, Wrecking Yards)</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>B. Fire Code Permits:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amusement Buildings</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Carnivals and Fairs</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Combustible Fibers</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Combustible Liquids Class 2 and 3 (61-500 gallons)</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Combustible Storage Permit (over 2,500 cubic foot)</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Compressed Gas</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Cryogenic Fluids</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Exhibits and Trade Shows</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Explosives (Fireworks Indoors)</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Explosives (Fireworks Sales)</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable Liquids Class 1 (51-500 gallons on property)</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>High Pile Storage</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Places of Assembly</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Spraying or Dipping Operations</td>
<td>190</td>
<td>190</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>
## Adopted FY 2018 User Fees

### Charlotte Fire Department (continued)

#### 4. Regulatory Fees: Fire Code and Plans Review

<table>
<thead>
<tr>
<th>C. Fire Code Permits:</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aviation Facilities</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Manufacture, process, blend/refine)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Flammable Liquids Class 1 (501-5,000 gallons on property)</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tire Rebuilding Plant</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

#### D. Fire Code Permits:

| Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18) | 2,200 | 2,200 | 0.0 | 0.0 |
| Combustible Liquids Class 2 and 3A > 5,000 | 270 | 270 | 0.0 | 0.0 |
| Explosives – (Manufacture, storage, handling, and sale) | 270 | 270 | 0.0 | 0.0 |
| Explosives – Blasting Operations | 270 | 270 | 0.0 | 0.0 |
| Explosives – Fireworks (Outdoors) | 270 | 270 | 0.0 | 0.0 |
| Flammable Liquids Class 1 (>5,000 gallons, on property) | 270 | 270 | 0.0 | 0.0 |
| Hazardous Chemicals >5,500 gallons; >50,000 pounds | 270 | 270 | 0.0 | 0.0 |
## Adopted FY 2018 User Fees

### Charlotte Fire Department (continued)

#### 4. Regulatory Fees: Fire Code and Plans Review continued

<table>
<thead>
<tr>
<th>E. Plans Review:</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Alarm Plans (Shop drawings)</td>
<td>$135</td>
<td>$135</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Fire Sprinkler Plans (Shop drawings)</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Interactive Review</td>
<td>70</td>
<td>70</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Hydrant Test</td>
<td>170</td>
<td>170</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Multi-family</td>
<td>270</td>
<td>270</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)</td>
<td>170</td>
<td>170</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)</td>
<td>270</td>
<td>270</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Fire Alarm (Upfit)</td>
<td>135</td>
<td>135</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Fire pumps</td>
<td>205</td>
<td>205</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Private fire hydrants</td>
<td>170</td>
<td>170</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Sprinkler System (13R, drain test, etc.)</td>
<td>205</td>
<td>205</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Performance Tests - Standpipe system tests</td>
<td>440</td>
<td>440</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction &lt;$50,000</td>
<td>205</td>
<td>205</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction $50,001 to $100,000</td>
<td>235</td>
<td>235</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction $100,001 to $500,000</td>
<td>270</td>
<td>270</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction $500,001 to $1,000,000</td>
<td>340</td>
<td>340</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction $1,000,001 to $5,000,000</td>
<td>575</td>
<td>575</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction $5,000,001 to $10,000,000</td>
<td>880</td>
<td>880</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Plans Review-Construction &gt; than $10,000,000</td>
<td>1,350</td>
<td>1,350</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)</td>
<td>2,700</td>
<td>2,700</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Rezoning Petitions - Major</td>
<td>70</td>
<td>70</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Rezoning Petitions - Minor</td>
<td>35</td>
<td>35</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

#### F. State Mandated Inspections by square foot:

| 0 - 2499 square feet | $35 | $35 | 0.0 % | 0.0 % |
| 2,500 - 4,499 square feet | 45 | 45 | 0.0 | 0.0 |
| 4,500 - 7,999 square feet | 60 | 60 | 0.0 | 0.0 |
| 8,000 - 15,999 square feet | 70 | 70 | 0.0 | 0.0 |
| 16,000 - 49,999 square feet | 90 | 90 | 0.0 | 0.0 |
| 50,000 - 99,999 square feet | 105 | 105 | 0.0 | 0.0 |
| 100,000 - 499,999 square feet | 135 | 135 | 0.0 | 0.0 |
| 500,000 + square feet | 270 | 270 | 0.0 | 0.0 |
| Apartment Building with Direct Egress | 35 | 35 | 0.0 | 0.0 |
| Interior Suite or Floor | 35 | 35 | 0.0 | 0.0 |
| Parking Decks | 45 | 45 | 0.0 | 0.0 |
| Vacant Buildings | 35 | 35 | 0.0 | 0.0 |
## Adopted FY 2018 User Fees

### Charlotte-Mecklenburg Police Department

#### 5. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire

<table>
<thead>
<tr>
<th>Fee Type</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Adult Business Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$2,920</td>
<td>$3,125</td>
<td>7.0%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Background Check Fee</td>
<td>20</td>
<td>20</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Building Design Change Fee</td>
<td>1,340</td>
<td>1,340</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>License Fee</td>
<td>1,050</td>
<td>1,125</td>
<td>7.1%</td>
<td>17.9%</td>
</tr>
<tr>
<td>B. Carnival Permit Fee:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carnival Permit Fee</td>
<td>865</td>
<td>865</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>C. Dance Hall License Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application/Renewal Fee</td>
<td>3,015</td>
<td>2,585</td>
<td>-14.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>License Fee</td>
<td>1,065</td>
<td>910</td>
<td>-14.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Background Check Fee</td>
<td>15</td>
<td>10</td>
<td>-33.3%</td>
<td>23.1%</td>
</tr>
<tr>
<td>Building Design Change Fee</td>
<td>1,250</td>
<td>1,250</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>D. Passenger Vehicle for Hire Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Certifications Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Permit Fee</td>
<td>475</td>
<td>525</td>
<td>10.5%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Late Renewal Charge (per day)¹</td>
<td>100</td>
<td>100</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Driver/Chauffeur Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driver Application (New/Renewal)</td>
<td>60</td>
<td>75</td>
<td>25.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Driver/Chauffeur Permit Fee²</td>
<td>15</td>
<td>15</td>
<td>0.0%</td>
<td>71.7%</td>
</tr>
<tr>
<td>Transfer/Add/Replace/Duplication Fee</td>
<td>60</td>
<td>75</td>
<td>25.0%</td>
<td>67.7%</td>
</tr>
<tr>
<td>Reinstatement of Permit Fee</td>
<td>110</td>
<td>135</td>
<td>22.7%</td>
<td>54.4%</td>
</tr>
<tr>
<td>Vehicle Fees:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Permit Fee</td>
<td>95</td>
<td>45</td>
<td>-52.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Replace Vehicle Permit/Decals</td>
<td>45</td>
<td>45</td>
<td>0.0%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Transfer Vehicle Permit</td>
<td>125</td>
<td>150</td>
<td>20.0%</td>
<td>39.5%</td>
</tr>
</tbody>
</table>

Note 1: Penalty; not a regulatory fee

Note 2: Fee regulated by North Carolina State Statute

### City Clerk’s Office

#### 6. Regulatory Fees: Legal Advertisements

<table>
<thead>
<tr>
<th>Fee Type</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Advertisements for Rezoning Petitions*</td>
<td>$270</td>
<td>$270</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Clerk’s legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by the Planning Department.
## Adopted FY 2018 User Fees

### Charlotte Water

<table>
<thead>
<tr>
<th>Regulatory Fees: Plans Review/Inspection Fees</th>
<th>50% Cost Recovery July 1, 2016</th>
<th>75% Cost Recovery July 1, 2017</th>
<th>100% Cost Recovery July 1, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backflow Review: Plan Review</td>
<td>$109.00</td>
<td>$188.00</td>
<td>$251.00</td>
</tr>
<tr>
<td>Backflow Inspection: Per Inspection</td>
<td>70.00</td>
<td>199.00</td>
<td>265.00</td>
</tr>
<tr>
<td>Subdivision: Project Initiation</td>
<td>167.00</td>
<td>263.00</td>
<td>351.00</td>
</tr>
<tr>
<td>Subdivision Plan Review: Per Linear Foot</td>
<td>0.36</td>
<td>1.32</td>
<td>1.76</td>
</tr>
<tr>
<td>Subdivision Inspection: Per Linear Foot</td>
<td>1.62</td>
<td>2.55</td>
<td>3.40</td>
</tr>
</tbody>
</table>

### Implementation Phasing*

<table>
<thead>
<tr>
<th>Duration</th>
<th>Cost Recovery Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2016 - June 30, 2017</td>
<td>50%</td>
</tr>
<tr>
<td>July 1, 2017 - June 30, 2018</td>
<td>75%</td>
</tr>
<tr>
<td>July 1, 2018 - On-going</td>
<td>100%</td>
</tr>
</tbody>
</table>

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

### Backflow Plan Review

Fee covers costs associated with plan review surrounding backflow requirements. Typically refers to commercial or non-single-family development. Fee paid when plans for a project requiring a backflow review are submitted.

### Backflow Inspection

Fee covers costs associated with site inspection surrounding new backflow installation or inspection of existing backflow devices. Typically refers to commercial, non-single-family development or customers with dedicated irrigation meters.

### Subdivision Project Initiation

Fixed fee covers administrative costs associated with new project initiation. It includes different aspects of work that typical water and/or sewer projects encounter, regardless of size or scope. Typically refers to new residential subdivisions, commercial projects, non-single-family developments requiring water and or sewer infrastructure construction, or relocations of existing service. Fee paid when plans for an extension or relocation of water and/or sewer infrastructure are submitted for review.

### Subdivision Plan Review

Fee covers costs associated with plan review resulting from new development including new residential subdivisions, commercial projects, non-single-family developments requiring water and or sewer infrastructure construction, or their relocations. Fee paid when plans are submitted for construction or relocation of water and/or sewer infrastructure.

### Subdivision Inspection

Fee covers costs associated with construction inspection related activity of new public water and sewer infrastructure. Projects included in this fee are new residential subdivisions, commercial projects, non-single-family developments requiring water and/or sewer infrastructure and a contract is signed by the land developer.
# Adopted FY 2018 User Fees

## Charlotte-Douglas International Airport

### 8. Non-Regulatory Fees:

#### Aviation Fees

<table>
<thead>
<tr>
<th>Basis</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline Fees:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landing Fees</td>
<td>Per 1,000 pounds total landing weight</td>
<td>$0.89</td>
<td>$0.94</td>
</tr>
<tr>
<td>Terminal Rental Rates</td>
<td>Per square foot</td>
<td>40.64</td>
<td>41.72</td>
</tr>
<tr>
<td>Common Use Gate /Holdroom:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signatory Carrier</td>
<td>Per available seat delivered</td>
<td>0.93</td>
<td>1.22</td>
</tr>
<tr>
<td>Non-Signatory Carrier</td>
<td>Per available seat delivered</td>
<td>1.11</td>
<td>1.37</td>
</tr>
<tr>
<td>Common Use Ticket Counter</td>
<td>Per hour used</td>
<td>15.05</td>
<td>13.45</td>
</tr>
<tr>
<td>Baggage Fee</td>
<td>Per bag</td>
<td>0.83</td>
<td>0.81</td>
</tr>
<tr>
<td>International Facility Use</td>
<td>Per deplaned passenger</td>
<td>5.49</td>
<td>5.50</td>
</tr>
<tr>
<td>Loading Bridge Fee</td>
<td>Annual Fee</td>
<td>37,425</td>
<td>42,124</td>
</tr>
<tr>
<td>Fuel Flowage (Re-use of Airfield)</td>
<td>Per gallon delivered</td>
<td>0.065</td>
<td>0.065</td>
</tr>
<tr>
<td>Fuel through-put (fees for ground service equipment)</td>
<td>Per gallon delivered</td>
<td>0.08</td>
<td>0.08</td>
</tr>
<tr>
<td>Aircraft Ramp Parking:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-3 hours</td>
<td>Up to 3 hours</td>
<td>50.00</td>
<td>50.00</td>
</tr>
<tr>
<td>&gt;3-24 hours</td>
<td>&gt;3 and up to 24 hours</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Cargo Ground Handling</td>
<td>% of gross revenue</td>
<td>8.00%</td>
<td>8.00%</td>
</tr>
<tr>
<td>Ground Transportation Operators:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Off Airport Rent-A-Cars</td>
<td>% of gross revenue</td>
<td>10.00%</td>
<td>10.00%</td>
</tr>
<tr>
<td>Off Airport Parking</td>
<td>% of gross revenue</td>
<td>10.00%</td>
<td>10.00%</td>
</tr>
<tr>
<td>Hotel/Motel Courtesy Vans</td>
<td>Annually per vehicle</td>
<td>400.00</td>
<td>500.00</td>
</tr>
<tr>
<td>Commercial Courier Vehicles</td>
<td>Per trip through lane</td>
<td>1.00</td>
<td>1.50</td>
</tr>
<tr>
<td>Contract Vans or Limos</td>
<td>Per trip through lane</td>
<td>1.00</td>
<td>1.50</td>
</tr>
<tr>
<td>Parking Fees:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hourly Deck ($20.00 daily maximum)</td>
<td>Free first hour</td>
<td>Per half hour</td>
<td>$1.00</td>
</tr>
<tr>
<td>Daily Deck and Daily North ($10.00 daily maximum)</td>
<td>0-1 hour</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Long Term Lots</td>
<td>Daily maximum</td>
<td>7.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Curbside Valet ($28.00 daily maximum)</td>
<td>Per half hour</td>
<td>$10 for 1st 1/2 hr; $2 for additional 1/2 hr</td>
<td>$10 for 1st 1/2 hr; $2 for additional 1/2 hr</td>
</tr>
<tr>
<td>Business Valet ($14.00 daily maximum)</td>
<td>Per half hour</td>
<td>$5 for 1st 1/2 hr; $1 for additional 1/2 hr</td>
<td>$5 for 1st 1/2 hr; $1 for additional 1/2 hr</td>
</tr>
<tr>
<td>Cell Phone Lot</td>
<td>NA</td>
<td>No Charge</td>
<td>No Charge</td>
</tr>
</tbody>
</table>
## Adopted FY 2018 User Fees

### Charlotte-Douglas International Airport (continued)

#### 8. Non-Regulatory Fees: Aviation Fees

<table>
<thead>
<tr>
<th>Basis</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental Rates:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Rent</td>
<td>$6,000-15,000</td>
<td>$6,000-15,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cargo Facility Rentals</td>
<td>7.50-12.00</td>
<td>7.50-12.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>City Hangar Rentals:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Hangars</td>
<td>400-3,500</td>
<td>400-3,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>T-Hangars</td>
<td>363</td>
<td>399</td>
<td>9.9%</td>
</tr>
<tr>
<td>Shadeports</td>
<td>155</td>
<td>170</td>
<td>9.7%</td>
</tr>
<tr>
<td>Rental Car Concessions</td>
<td>% of gross revenue</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

#### Tenant Fees:

<table>
<thead>
<tr>
<th>Basis</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Identification Cards</td>
<td>10</td>
<td>15</td>
<td>50.0%</td>
</tr>
<tr>
<td>Employee Parking Cards</td>
<td>360</td>
<td>420</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

### City Clerk's Office

#### 9. Non-Regulatory Fees - Voluntary Annexation Petition

<table>
<thead>
<tr>
<th>Basis</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Annexation Petition Fee</td>
<td>$400</td>
<td>$400</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
# Adopted FY 2018 User Fees

## Engineering and Property Management

### 10a. Non-Regulatory Fees: Cemetery Fees

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening and Closing Fees - Adult</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekdays</td>
<td>$900</td>
<td>$920</td>
<td>2.2%</td>
</tr>
<tr>
<td>Weekdays after 3:30 p.m. and Saturday</td>
<td>1,350</td>
<td>1,380</td>
<td>2.2%</td>
</tr>
<tr>
<td>Sunday and Holidays</td>
<td>1,685</td>
<td>1,725</td>
<td>2.4%</td>
</tr>
<tr>
<td>Indigent (Catholic Social Services-Weekdays)</td>
<td>300</td>
<td>300</td>
<td>0.0%</td>
</tr>
<tr>
<td>Entombment Fee - <strong>New Fee</strong></td>
<td>N/A</td>
<td>920</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Opening and Closing Fees - Infant/Child (up to 3 feet):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekdays</td>
<td>350</td>
<td>360</td>
<td>2.9%</td>
</tr>
<tr>
<td>Weekdays after 3:30 p.m. and Saturday</td>
<td>525</td>
<td>540</td>
<td>2.9%</td>
</tr>
<tr>
<td>Sunday and Holidays</td>
<td>655</td>
<td>675</td>
<td>3.1%</td>
</tr>
<tr>
<td>Indigent (Catholic Social Services-Weekdays)</td>
<td>100</td>
<td>100</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Cremations (burial) (In-ground):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekdays</td>
<td>400</td>
<td>420</td>
<td>5.0%</td>
</tr>
<tr>
<td>Weekdays after 3:30 p.m. and Saturday</td>
<td>600</td>
<td>630</td>
<td>5.0%</td>
</tr>
<tr>
<td>Sunday and Holidays</td>
<td>750</td>
<td>785</td>
<td>4.7%</td>
</tr>
<tr>
<td>Second Right of Interment</td>
<td>450</td>
<td>450</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Disinterment:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult</td>
<td>1,800</td>
<td>1,800</td>
<td>0.0%</td>
</tr>
<tr>
<td>Infant/Child (up to 3 feet)</td>
<td>800</td>
<td>800</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Reinterment:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult</td>
<td>900</td>
<td>920</td>
<td>2.2%</td>
</tr>
<tr>
<td>Infant/Child (up to 3 feet)</td>
<td>350</td>
<td>360</td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>Sale of Grave Spaces:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Grave-Adult (Oaklawn, North Pinewood and West Pinewood)</td>
<td>950</td>
<td>1,000</td>
<td>5.3%</td>
</tr>
<tr>
<td>Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)</td>
<td>1,500</td>
<td>1,600</td>
<td>6.7%</td>
</tr>
<tr>
<td>Sale of Grave-Adult (Evergreen)</td>
<td>1,100</td>
<td>1,200</td>
<td>9.1%</td>
</tr>
<tr>
<td>Sale of Grave-Infant</td>
<td>500</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Cremain Space In Ground (Elmwood, Ninth Street, Pinewood, and Evergreen)</td>
<td>600</td>
<td>600</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)</td>
<td>400</td>
<td>600</td>
<td>50.0%</td>
</tr>
<tr>
<td>Sale of Cremain Single Space In Niche (Evergreen)</td>
<td>800</td>
<td>800</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Cremain Double Space in Niche (Evergreen)</td>
<td>1,200</td>
<td>1,200</td>
<td>0.0%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per space)</td>
<td>150</td>
<td>150</td>
<td>0.0%</td>
</tr>
<tr>
<td>Ossuary Burial for Cremation - <strong>New Fee</strong></td>
<td>N/A</td>
<td>150</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Amenities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flower Vase Installation</td>
<td>65</td>
<td>70</td>
<td>7.7%</td>
</tr>
<tr>
<td>Non-Permanent Burial Container/Adult</td>
<td>300</td>
<td>300</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lettering of Niche Cover - Evergreen (two lines/name-date)</td>
<td>200</td>
<td>200</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tent, Chair, or Cremation Setup</td>
<td>300</td>
<td>300</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale and Installation of City Vase</td>
<td>110</td>
<td>110</td>
<td>0.0%</td>
</tr>
<tr>
<td>Monument Foundation Construction (per square inch)</td>
<td>0.95</td>
<td>0.95</td>
<td>0.0%</td>
</tr>
<tr>
<td>Marker Installation (per square inch)</td>
<td>0.90</td>
<td>0.90</td>
<td>0.0%</td>
</tr>
<tr>
<td>Transfer Burial Rights</td>
<td>100</td>
<td>100</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
## Adopted FY 2018 User Fees

### Engineering and Property Management (continued)

<table>
<thead>
<tr>
<th>10b: Non-Regulatory Fees: Land Development</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Administration Service</td>
<td>$550/per surety posted, extension, reduction, renewal, replacement, or release</td>
<td>$590/per surety posted, extension, reduction, renewal, replacement, or release</td>
<td>7.3%</td>
</tr>
<tr>
<td>Expedited Presubmittal Meeting</td>
<td>$500 per meeting</td>
<td>$500 per meeting</td>
<td>0.0%</td>
</tr>
<tr>
<td>Expedited Plan Review</td>
<td>$1,950 per project</td>
<td>$1,950 per project</td>
<td>0.0%</td>
</tr>
<tr>
<td>Letter of Intent</td>
<td>$500 per project</td>
<td>$500 per project</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tree Ordinance Payment in Lieu Fee</td>
<td>$80,100 per acre</td>
<td>$80,100 per acre</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### Engineering and Property Management

<table>
<thead>
<tr>
<th>10c. Non-Regulatory: Public and Employee Parking Fees</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Parking</td>
<td>$25/Month</td>
<td>$25/Month</td>
<td>0.0%</td>
</tr>
<tr>
<td>Public Parking:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 1/2 hour</td>
<td>$1.25</td>
<td>$1.50</td>
<td>20.0%</td>
</tr>
<tr>
<td>Additional time (1/2 hour increments)</td>
<td>$1.25</td>
<td>$1.50</td>
<td>20.0%</td>
</tr>
<tr>
<td>Maximum per day</td>
<td>$13.00</td>
<td>$15.00</td>
<td>15.4%</td>
</tr>
<tr>
<td>After Hours and Weekends:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekends Fri 7 p.m. - Mon 7 a.m.</td>
<td>Maximum 6 hours or $7 After 6 hours max period, $1.25 each 1/2 hour or 1/2 hour fraction</td>
<td>N/A Same as weekday</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### Engineering and Property Management

<table>
<thead>
<tr>
<th>10d. Non-Regulatory Fees: Telecommunication Tower Lease</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New lease:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Installation/Inspection</td>
<td>5,000</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Closeout Documentation</td>
<td>2,500</td>
<td>2,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Extension:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>500</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Extension</td>
<td>5,000</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Amendment/Modification:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>500</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Amendment/Modification</td>
<td>5,000</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Installation/Inspection</td>
<td>5,000</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Closeout Documentation</td>
<td>2,500</td>
<td>2,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Termination:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease Termination</td>
<td>5,000</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

The fees are based on industry practice and recovers the cost associated with ensuring security and operability of City towers for continued reliable public safety communications.
# Adopted FY 2018 User Fees

## Charlotte-Mecklenburg Police Department

### 11. Non-Regulatory Fees: Animal Care and Control Fees

<table>
<thead>
<tr>
<th>Fee Type</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Animal Control Adoption Fees:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult Dog/Cat</td>
<td>$30</td>
<td>$30</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Adult Dog/Cat Senior Citizen 62 and older</td>
<td>No Charge</td>
<td>No Charge</td>
<td>0.0</td>
</tr>
<tr>
<td>Puppy/Kitten</td>
<td>30</td>
<td>30</td>
<td>0.0</td>
</tr>
<tr>
<td>Puppy/Kitten Senior Citizen 62 and older</td>
<td>No Charge</td>
<td>No Charge</td>
<td>0.0</td>
</tr>
<tr>
<td>Rescue Group Dog/Cat Approved Adoption</td>
<td>No Charge</td>
<td>No Charge</td>
<td>0.0</td>
</tr>
<tr>
<td>0 - 3 feet Snake</td>
<td>25</td>
<td>25</td>
<td>0.0</td>
</tr>
<tr>
<td>&gt; 3 - 6 feet Snake</td>
<td>50</td>
<td>50</td>
<td>0.0</td>
</tr>
<tr>
<td>&gt; 6 feet Snake</td>
<td>75</td>
<td>75</td>
<td>0.0</td>
</tr>
<tr>
<td>Small Pot Belly Pig</td>
<td>25</td>
<td>25</td>
<td>0.0</td>
</tr>
<tr>
<td>Medium Pot Belly Pig</td>
<td>15</td>
<td>15</td>
<td>0.0</td>
</tr>
<tr>
<td>Large Pot Belly Pig</td>
<td>5</td>
<td>5</td>
<td>0.0</td>
</tr>
<tr>
<td>Rats</td>
<td>2</td>
<td>2</td>
<td>0.0</td>
</tr>
<tr>
<td>Mice</td>
<td>1</td>
<td>1</td>
<td>0.0</td>
</tr>
<tr>
<td>Hamster/Gerbil</td>
<td>3</td>
<td>3</td>
<td>0.0</td>
</tr>
<tr>
<td>Chinchilla</td>
<td>35</td>
<td>35</td>
<td>0.0</td>
</tr>
<tr>
<td>Guinea Pigs</td>
<td>5</td>
<td>5</td>
<td>0.0</td>
</tr>
<tr>
<td>Rabbits</td>
<td>5</td>
<td>5</td>
<td>0.0</td>
</tr>
<tr>
<td>Chickens</td>
<td>2</td>
<td>2</td>
<td>0.0</td>
</tr>
<tr>
<td>Turkeys</td>
<td>5</td>
<td>5</td>
<td>0.0</td>
</tr>
<tr>
<td>Ferrets</td>
<td>25</td>
<td>25</td>
<td>0.0</td>
</tr>
<tr>
<td>Small Iguana</td>
<td>25</td>
<td>25</td>
<td>0.0</td>
</tr>
<tr>
<td>Medium Iguana</td>
<td>50</td>
<td>50</td>
<td>0.0</td>
</tr>
<tr>
<td>Large Iguana</td>
<td>75</td>
<td>75</td>
<td>0.0</td>
</tr>
<tr>
<td>Finch</td>
<td>5</td>
<td>5</td>
<td>0.0</td>
</tr>
<tr>
<td>Parakeet /Canary</td>
<td>10</td>
<td>10</td>
<td>0.0</td>
</tr>
<tr>
<td>Parrot - Max Price</td>
<td>Market Rate</td>
<td>Market Rate</td>
<td>0.0</td>
</tr>
<tr>
<td>Gray Cockatiel</td>
<td>25</td>
<td>25</td>
<td>0.0</td>
</tr>
<tr>
<td>Lutino Cockatiel</td>
<td>50</td>
<td>50</td>
<td>0.0</td>
</tr>
<tr>
<td>Peach Faced Lovebird</td>
<td>25</td>
<td>25</td>
<td>0.0</td>
</tr>
<tr>
<td>Other Lovebird</td>
<td>50</td>
<td>50</td>
<td>0.0</td>
</tr>
<tr>
<td>Horse/Cow</td>
<td>Auction Starting Price</td>
<td>Auction Starting Price</td>
<td>0.0</td>
</tr>
<tr>
<td>Goats</td>
<td>15</td>
<td>15</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Animal Spay/Neuter Fees:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canine Spay/Neuter</td>
<td>55</td>
<td>65</td>
<td>18.2</td>
</tr>
<tr>
<td>Feline Spay</td>
<td>45</td>
<td>50</td>
<td>11.1</td>
</tr>
<tr>
<td>Feline Neuter</td>
<td>35</td>
<td>45</td>
<td>28.6</td>
</tr>
<tr>
<td>Rabbit Spay</td>
<td>30</td>
<td>45</td>
<td>50.0</td>
</tr>
<tr>
<td>Rabbit Neuter</td>
<td>25</td>
<td>45</td>
<td>80.0</td>
</tr>
<tr>
<td><strong>Animal Reclaim/Boarding/Rabies Shot/Microchip:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canine</td>
<td>40/10/15/8</td>
<td>40/10/15/8</td>
<td>0.0</td>
</tr>
<tr>
<td>Feline</td>
<td>25/6/15/8</td>
<td>25/6/15/8</td>
<td>0.0</td>
</tr>
<tr>
<td>Livestock</td>
<td>55/12/0/0</td>
<td>55/12/0/0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Wildlife Processing Fee - New Fee</strong></td>
<td>N/A</td>
<td>40</td>
<td>0.0</td>
</tr>
</tbody>
</table>
### Adopted FY 2018 User Fees

#### Solid Waste Services

<table>
<thead>
<tr>
<th>12. Non-Regulatory Fees: Annual Solid Waste Disposal and Veterinary Dead Animal Collection Fee</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Solid Waste Fee:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential: Multi-Family</td>
<td>$33.00</td>
<td>$39.00</td>
<td>18.2%</td>
</tr>
<tr>
<td>Residential: Single Family</td>
<td>$33.00</td>
<td>$39.00</td>
<td>18.2%</td>
</tr>
<tr>
<td>Small Business (&lt;512 gallons/week)</td>
<td>$250.00</td>
<td>$250.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Veterinary Dead Animal Collections</strong></td>
<td>$25 per animal or $50 minimum pickup charge</td>
<td>$25 per animal or $50 minimum pickup charge</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

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

#### Charlotte Department of Transportation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Land Development Expedited Review</strong></td>
<td>$200.00</td>
<td>$200.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Parking Meters (Per hour)</strong></td>
<td>1.00</td>
<td>1.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Parking Permits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Permits (4th Ward, 3rd Ward, etc.)</td>
<td>$30.00</td>
<td>$30.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Replacement Permits</td>
<td>$5.00</td>
<td>$5.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Off-Duty Police Officer Permit:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permit</td>
<td>$50.00</td>
<td>$50.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Permit Renewal</td>
<td>$50.00</td>
<td>$50.00</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
# Adopted FY 2018 User Fees

## Engineering and Property Management

<table>
<thead>
<tr>
<th>14. Other Fees: Storm Water Rates</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Single-family:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tier I - &lt;2,000 square feet of impervious area</td>
<td>$5.52/month</td>
<td>$5.52/month</td>
<td>0.00%</td>
</tr>
<tr>
<td>Tier II - 2,000 to &lt;3,000 square feet of impervious area</td>
<td>$8.13/month</td>
<td>$8.13/month</td>
<td>0.00%</td>
</tr>
<tr>
<td>Tier III - 3,000 to &lt;5,000 square feet of impervious area</td>
<td>$12.04/month</td>
<td>$12.04/month</td>
<td>0.00%</td>
</tr>
<tr>
<td>Tier IV - ≥5,000 square feet of impervious area</td>
<td>$19.91/month</td>
<td>$19.91/month</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>Non-Detached Single-family and Commercial:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per Acre of Impervious Area</td>
<td>$143.73/month</td>
<td>$143.73/month</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

## Charlotte Water

<table>
<thead>
<tr>
<th>15. Other Fees: Water &amp; Sewer Rates</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water Rates:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Charge</td>
<td>$3.57</td>
<td>$4.02</td>
<td>12.6%</td>
</tr>
<tr>
<td>Availability Fee</td>
<td>$2.97</td>
<td>$3.17</td>
<td>6.7%</td>
</tr>
<tr>
<td>Volume Rate:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tier I - (0-4 ccf*)</td>
<td>$1.58</td>
<td>$1.58</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tier II - (5-8 ccf)</td>
<td>$2.04</td>
<td>$2.04</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tier III - (9-16 ccf)</td>
<td>$4.71</td>
<td>$4.71</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tier IV - (16+ ccf)</td>
<td>$8.91</td>
<td>$8.91</td>
<td>0.0%</td>
</tr>
<tr>
<td>Non Residential (ccf)</td>
<td>$2.73</td>
<td>$2.73</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Sewer Rates:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Charge</td>
<td>$3.57</td>
<td>$4.02</td>
<td>12.6%</td>
</tr>
<tr>
<td>Availability Fee</td>
<td>$6.87</td>
<td>$7.50</td>
<td>9.2%</td>
</tr>
<tr>
<td>Volumetric - residential, commercial, others (ccf)**:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial Waste</td>
<td>$4.51</td>
<td>$4.51</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Capacity/Connection:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Common Residential water</td>
<td>2,685</td>
<td>2,955</td>
<td>10.1%</td>
</tr>
<tr>
<td>Common Residential sewer</td>
<td>5,198</td>
<td>5,598</td>
<td>7.7%</td>
</tr>
</tbody>
</table>

The typical monthly water and sewer bill for residential customers is estimated to be $62.72, an increase of $1.73 per month (2.84%). The typical bill assumes 5,236 gallons or 7 ccf used each month.

* 1 ccf = 748 gallons

**Up to 16 ccf for residential customers**
Adopted FY 2018 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance
Chapter 2, Section 2-1 (a - e)
(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

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

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

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

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

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

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

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

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

<table>
<thead>
<tr>
<th>Direct &amp; Indirect Costs</th>
<th>Eligible Budget</th>
<th>Fee Activity 1</th>
<th>Fee Activity 2</th>
<th>Fee Activity 3</th>
<th>Non User Fee Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Member 1</td>
<td>$30,000</td>
<td>40% $12,000</td>
<td>25% $7,500</td>
<td>30% $9,000</td>
<td>5% $1,500</td>
</tr>
<tr>
<td>Staff Member 2</td>
<td>35,000</td>
<td>15% 5,250</td>
<td>10% 3,500</td>
<td>35% 12,250</td>
<td>40% 14,000</td>
</tr>
<tr>
<td>Building Rent</td>
<td>12,000</td>
<td>25% 3,000</td>
<td>20% 2,400</td>
<td>15% 1,800</td>
<td>40% 4,800</td>
</tr>
<tr>
<td>Fully Allocated Cost</td>
<td>$77,000</td>
<td>$20,250</td>
<td>$13,400</td>
<td>$23,050</td>
<td>$20,300</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Activity 1</th>
<th>Fee Activity 2</th>
<th>Fee Activity 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Allocated Cost</td>
<td>$20,250</td>
<td>$13,400</td>
<td>$23,050</td>
</tr>
<tr>
<td>Average # of permits/applications</td>
<td>500</td>
<td>40</td>
<td>24</td>
</tr>
<tr>
<td>100% Cost per Unit</td>
<td>$40</td>
<td>$335</td>
<td>$960</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Direct &amp; Indirect Costs</th>
<th>Fee Activity 1</th>
<th>Fee Activity 2</th>
<th>Fee Activity 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Cost to Applicant/Customer</td>
<td>$40</td>
<td>$335</td>
<td>$960</td>
</tr>
</tbody>
</table>
June 12, 2017
Ordinance Book 60, Page 678
Ordinance No. 9104-X O-1

2017-2018 BUDGET ORDINANCE
ADOPTED JUNE 12, 2017

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

Section 1. The following amounts are hereby appropriated for the operation of the City government and its activities for the fiscal year beginning July 1, 2017 and ending June 30, 2018 according to the following schedules:

SCHEDULE A. GENERAL OPERATING FUND (1000) 888,837,660
SCHEDULE B. CHARLOTTE WATER OPERATING FUND (8200) 399,003,988
SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS CONSOLIDATED 177,678,101
SCHEDULE D. AVIATION OPERATING FUNDS- CONSOLIDATED 284,721,721
SCHEDULE E. STORM WATER OPERATING FUND (8300) 67,422,841
SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS- CONSOLIDATED 156,265,244
SCHEDULE G. MUNICIPAL DEBT SERVICE FUND (3000) 132,845,182
SCHEDULE H. AVIATION DEBT SERVICE FUNDS - CONSOLIDATED 214,759,162
SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND (3021) 29,988,669
SCHEDULE J. STORM WATER DEBT SERVICE FUND (8320) 53,491,525
SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS CONSOLIDATED 21,340,828
SCHEDULE L. TOURISM DEBT SERVICE FUND (3022) 18,297,767
SCHEDULE M. POWELL BILL FUND (1001) 26,806,833
SCHEDULE N. CONVENTION CENTER TAX FUND (2001) 68,498,263
SCHEDULE O. INSURANCE AND RISK MANAGEMENT FUND (7100) 3,592,848
SCHEDULE Q. CEMETERY TRUST FUND (6000) 96,000
SCHEDULE R. NASCAR HALL OF FAME TAX FUND (2004) 14,513,430
SCHEDULE S. NASCAR HALL OF FAME DEBT SERVICE FUND (3024) 9,479,289
SCHEDULE T. CULTURAL FACILITIES DEBT SERVICE FUND (3023) 10,653,013
SCHEDULE U. AVIATION DISCRETIONARY FUND (6001) 46,832,724

Section 2. The following amounts are hereby appropriated for capital projects by City Government and its activities for the fiscal year beginning July 1, 2017 according to the following Schedules:

SCHEDULE A. WORKFORCE INVESTMENT ACT FUND (2750) 6,248,154
SCHEDULE B. NEIGHBORHOOD DEVELOPMENT GRANTS FUND (2700) 3,586,213
SCHEDULE C. PUBLIC SAFETY AND OTHER GRANTS FUND (2800) 12,130,871
SCHEDULE D. PUBLIC SAFETY 911 SERVICES FUND (2300) 3,887,149
SCHEDULE E. HOME GRANT FUND (2701) PROJECTS 3,474,420
SCHEDULE F. COMMUNITY DEVELOPMENT FUND (2702) PROJECTS 5,661,235
SCHEDULE G. PAY AS YOU GO FUND (4000)

Contribution to Other Funds:
  General Capital Projects Fund
  General Fund 53,720,887
  Charlotte Capital Projects Fund (MOE) 325,000
  Charlotte Area Transit System Fund (MOE) 21,330,643
  Charlotte Area Transit System Fund (CityLYNX Gold Line Phase 1 Operations) 1,920,696
  HOME Grant Fund 574,884
  Cultural Facilities Operating Fund 9,267,341
  Cultural Facilities Operating Fund Synthentic Tax Increment Financing 41,412
  Contractual Services- County/Towns 673,788
  Contractual Services- Synthetic Tax Increment Financing 34,651

TOTAL PAY AS YOU GO FUND 87,879,202
## SCHEDULE H. GENERAL CAPITAL PROJECTS FUND (4001)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Amount (in $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing Program</td>
<td>2,750,000</td>
</tr>
<tr>
<td>National League of Cities</td>
<td>300,000</td>
</tr>
<tr>
<td>Innovative Housing Program</td>
<td>4,249,107</td>
</tr>
<tr>
<td>In Rem Renesty - Residential</td>
<td>696,000</td>
</tr>
<tr>
<td>A Way Homes (Rental Assistance Endowment)</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Neighborhood Matching Grants</td>
<td>400,000</td>
</tr>
<tr>
<td>Sidewalk and Curb and Gutter Repairs</td>
<td>560,000</td>
</tr>
<tr>
<td>ADA Implementation - Transportation Infrastructure</td>
<td>1,400,000</td>
</tr>
<tr>
<td>Road Planning/Design/ROW</td>
<td>1,073,332</td>
</tr>
<tr>
<td>Short Term Road Congestion Improvements</td>
<td>3,052,810</td>
</tr>
<tr>
<td>Business Grant Program</td>
<td>400,000</td>
</tr>
<tr>
<td>Smart City Initiatives</td>
<td>500,000</td>
</tr>
<tr>
<td>Environmental Services Program</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Tree Trimming &amp; Removal Program</td>
<td>1,650,000</td>
</tr>
<tr>
<td>Tree Replacement Program</td>
<td>500,000</td>
</tr>
<tr>
<td>Trees/Charlotte Endowment</td>
<td>250,000</td>
</tr>
<tr>
<td>Building Maintenance Program</td>
<td>4,127,524</td>
</tr>
<tr>
<td>Roof Replacement Program</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Parking Lot and Deck Repairs</td>
<td>300,000</td>
</tr>
<tr>
<td>CMGC and Plaza Maintenance</td>
<td>513,382</td>
</tr>
<tr>
<td>Fire Station Renovations</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Landscape Maintenance and Median Renovation</td>
<td>250,000</td>
</tr>
<tr>
<td>Technology Investments</td>
<td>500,000</td>
</tr>
<tr>
<td>Voice Over IP (VoIP) Conversion</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Radio System Upgrade</td>
<td>2,150,000</td>
</tr>
<tr>
<td>Replace Critical Platforms</td>
<td>610,000</td>
</tr>
<tr>
<td>CMGC Parking Deck Maintenance</td>
<td>400,000</td>
</tr>
<tr>
<td>Cemeteries - Roads Renovation</td>
<td>2,012,000</td>
</tr>
<tr>
<td>Cemeteries - Storm Water Systems</td>
<td>1,029,000</td>
</tr>
<tr>
<td>Cemeteries - Master Plan</td>
<td>250,000</td>
</tr>
<tr>
<td>Fleet Facility Repair</td>
<td>285,000</td>
</tr>
<tr>
<td>Parking Meter Replacement</td>
<td>200,000</td>
</tr>
<tr>
<td>Corridor Studies Implementation</td>
<td>5,644,000</td>
</tr>
<tr>
<td>Silkam School Relocation</td>
<td>50,000</td>
</tr>
<tr>
<td>ADA Evaluation &amp; Transition Plan</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Charlotte Vehicle Operations Center (CVOC)</td>
<td>3,600,000</td>
</tr>
<tr>
<td>Fleet Security Needs</td>
<td>750,000</td>
</tr>
<tr>
<td>CityLYNX Gold Line Phase 3 Reserve</td>
<td>2,776,752</td>
</tr>
<tr>
<td>CityLYNX Gold Line Capital Reserve</td>
<td>1,600,000</td>
</tr>
<tr>
<td>CMGC Floor Renovations (One Floor Pilot)</td>
<td>2,500,000</td>
</tr>
<tr>
<td>CMPD Central Division Station</td>
<td>12,600,000</td>
</tr>
<tr>
<td>CMPD Animal Care &amp; Control Facility</td>
<td>21,000,000</td>
</tr>
<tr>
<td>1410 Graham Street (Chevrolet Bldg) Roof Replacement</td>
<td>1,600,000</td>
</tr>
<tr>
<td>Intfl Fire Station - Clinton Road &amp; 1-77</td>
<td>5,788,800</td>
</tr>
<tr>
<td>Fire Logistics/Investigations Parking Lot Renovation</td>
<td>1,000,000</td>
</tr>
<tr>
<td>I&amp;T Consolidation Building Purchase</td>
<td>5,450,000</td>
</tr>
<tr>
<td>Sweden Road Street Maintenance Facility Replacement</td>
<td>1,200,000</td>
</tr>
</tbody>
</table>

**TOTAL GENERAL CAPITAL PROJECTS FUND**

106,209,687

## SCHEDULE I. TOURISM CAPITAL PROJECTS FUND (4022)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Amount (in $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball Stadium Allocation</td>
<td>882,782</td>
</tr>
<tr>
<td>Arena Maintenance Reserve</td>
<td>2,065,170</td>
</tr>
<tr>
<td>Owens/Bejangles Capital Maintenance &amp; Repair</td>
<td>400,000</td>
</tr>
</tbody>
</table>

**TOTAL TOURISM CAPITAL PROJECTS FUND**

3,137,952

## SCHEDULE J. STORM WATER CAPITAL PROJECTS FUND (6360)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Amount (in $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storm Water Repairs to Existing Drains</td>
<td>28,365,000</td>
</tr>
<tr>
<td>Storm Water Pollution Control</td>
<td>1,700,000</td>
</tr>
<tr>
<td>Storm Water Restoration/Mitigation</td>
<td>546,000</td>
</tr>
<tr>
<td>Post Construction Control Program</td>
<td>760,000</td>
</tr>
<tr>
<td>Storm Water Flood Control Projects</td>
<td>51,110,000</td>
</tr>
</tbody>
</table>

**TOTAL STORM WATER CAPITAL PROJECTS FUND**

80,600,000
June 12, 2017  
Ordinance Book 60, Page 680, Ordinance No. 9104-X  O-1

<table>
<thead>
<tr>
<th>SCHEDULE K. CHARLOTTE WATER CAPITAL PROJECTS FUND (6261)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehabilitation and Replacement</td>
</tr>
<tr>
<td>Regulatory Requirements</td>
</tr>
<tr>
<td>Capacity for Growth</td>
</tr>
<tr>
<td>Commitment to Public Projects and Utility Operations</td>
</tr>
<tr>
<td>Technology</td>
</tr>
<tr>
<td><strong>TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE L. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Note: CATS Capital Projects are to be appropriated according to timeline to be designated during FY2018)</td>
</tr>
<tr>
<td>Transit Vehicles</td>
</tr>
<tr>
<td>Transit Facilities</td>
</tr>
<tr>
<td>Transit Maintenance &amp; Equipment</td>
</tr>
<tr>
<td>Transit Support</td>
</tr>
<tr>
<td>Transit Corridor Development</td>
</tr>
<tr>
<td><strong>TOTAL CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE M. AVIATION CAPITAL PROJECTS FUND - CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>P303 - Airfield</td>
</tr>
<tr>
<td>P304 - Terminal Complex Projects</td>
</tr>
<tr>
<td>P305 - Cargo Development Projects</td>
</tr>
<tr>
<td>P306 - General Aviation Projects</td>
</tr>
<tr>
<td>P307 - Miscellaneous Aviation Projects</td>
</tr>
<tr>
<td>P308 - Terminal Building Projects</td>
</tr>
<tr>
<td>P310 - Fueling Facilities</td>
</tr>
<tr>
<td>P311 - Airport Service Fees (ASF) Projects</td>
</tr>
<tr>
<td>P312 - Land Acquisition - Non Airfield</td>
</tr>
<tr>
<td>P401 - Environmental Services Program Projects</td>
</tr>
<tr>
<td>P503 - Facilities Maintenance Projects</td>
</tr>
<tr>
<td>P504 - Technology Projects</td>
</tr>
<tr>
<td>P504 - Other Equipment</td>
</tr>
<tr>
<td>P514 - Excluded Miscellaneous Project</td>
</tr>
<tr>
<td>P315 - Fixed Base Operator Projects</td>
</tr>
<tr>
<td><strong>TOTAL AVIATION CAPITAL PROJECTS FUNDS</strong></td>
</tr>
</tbody>
</table>

Section 3. It is estimated that the following revenues will be available during the fiscal year beginning on July 1, 2017 and ending on June 30, 2018 to meet the appropriations shown in Section 1 according to the following schedules:

<table>
<thead>
<tr>
<th>SCHEDULE A. GENERAL OPERATING FUND (1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
</tr>
<tr>
<td>Property Tax</td>
</tr>
<tr>
<td>Property Tax - Synthetic TIF</td>
</tr>
<tr>
<td>Sales Tax</td>
</tr>
<tr>
<td>Sales Tax on Utilities</td>
</tr>
<tr>
<td>Tax Reimbursements</td>
</tr>
<tr>
<td>Police Services</td>
</tr>
<tr>
<td>Solid Waste Disposal Fees</td>
</tr>
<tr>
<td>Other Revenues</td>
</tr>
<tr>
<td>licenses and Permits</td>
</tr>
<tr>
<td>Fines, Forfeits and Penalties</td>
</tr>
<tr>
<td>Interlocal Grants and Agreements</td>
</tr>
<tr>
<td>Federal Grants and State Shared Revenues</td>
</tr>
<tr>
<td>General Government</td>
</tr>
<tr>
<td>Public Safety</td>
</tr>
<tr>
<td>Cemeteries</td>
</tr>
<tr>
<td>Use of Money and Property</td>
</tr>
<tr>
<td>Sale of Salvage and Land</td>
</tr>
<tr>
<td>Other Revenues</td>
</tr>
<tr>
<td>Transferred Revenues</td>
</tr>
<tr>
<td>Transfers from Other Funds</td>
</tr>
<tr>
<td><strong>Fund Balance - Excess of 10%</strong></td>
</tr>
<tr>
<td><strong>TOTAL GENERAL FUND</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE B. CHARLOTTE WATER OPERATING FUND (6200)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable and Fixed Rate Revenues</td>
</tr>
<tr>
<td>Connection &amp; Capacity Fees</td>
</tr>
<tr>
<td>Industrial Waste Surcharge</td>
</tr>
<tr>
<td>Service Charges</td>
</tr>
<tr>
<td>User Fees</td>
</tr>
<tr>
<td>Interest on Investments</td>
</tr>
<tr>
<td>Other Revenues</td>
</tr>
<tr>
<td>Union County</td>
</tr>
<tr>
<td>Fund Balance - Unappropriated</td>
</tr>
<tr>
<td><strong>TOTAL CHARLOTTE WATER OPERATING FUND</strong></td>
</tr>
</tbody>
</table>
### SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS CONSOLIDATED

- Half-Percent Sales Tax (STC Fund) 95,074,483
- Maintenance of Effort:
  - Town of Huntersville 18,856
  - Mecklenburg County 192,942
  - City of Charlotte 21,330,843
- Passenger Revenues and Service Reimbursements 40,952,793
- State Operating Assistance Grants 17,201,206
- Other Revenues 2,607,468

**TOTAL CHARLOTTE AREA TRANSIT SYSTEM FUNDS CONSOLIDATED** 177,678,101

### SCHEDULE D. AVIATION OPERATING FUNDS- CONSOLIDATED

- Airlines 71,102,678
- Parking and Ground Transportation 65,437,000
- Concessions and Advertising 45,394,000
- Rental Cars 14,865,000
- Cargo and General Aviation Facilities 8,233,000
- Fixed Based Operator Fees and Other 20,807,061
- Passenger Facility Charges 33,085,098
- Contract Facility Charges 7,790,688

**TOTAL AVIATION OPERATING FUND** 264,721,721

### SCHEDULE E. STORM WATER OPERATING FUND (6300)

- Storm Water Fees 87,422,641
- Fund Balance- Unappropriated 0

**TOTAL STORM WATER OPERATING FUND** 87,422,641

### SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS- CONSOLIDATED

- Contribution from Water and Sewer Operating Fund 154,700,120
- Interest on Investments 0
- Proceeds from Sale of Bonds 0
- Premium from Sale of Bonds 50,000
- Interest Transferred from Other Funds 1,515,124

**TOTAL WATER AND SEWER DEBT SERVICE FUNDS** 159,285,244

### SCHEDULE G. MUNICIPAL DEBT SERVICE FUND (3000)

- Property Tax 88,661,003
- Property Tax - Synthetic TIF Appreciation 810,075
- Sales Tax 19,627,328
- Interest on Investments 1,579,916
- Interest Transferred from Other Funds 775,125
- General
  - Contribution from Other Funds 16,809,861
  - General - Equipment 1,665,050
  - General - Public Safety Communications 1,762,118
- Powell Bill 750,000
- County Share - CMGC and Park and Rec. L/R 0
- Proceeds from Lease Purchases 0
- Proceeds from Refunding 0
- Premium on Sale of Bonds 0
- Other 1,447,207

**TOTAL MUNICIPAL DEBT SERVICE FUND** 132,468,182

### SCHEDULE H. AVIATION DEBT SERVICE FUNDS - CONSOLIDATED

- Contribution from Aviation Operating Fund 53,909,124
- Contribution from Rental Car Facilities 4,494,502
- Proceeds from Sale of Debt 184,846,538
- Premium from Sale of Debt 1,500,000
- Interest on Investments 10,000

**TOTAL AVIATION DEBT SERVICE FUNDS** 214,759,162

### SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND (3021)

- Contribution from Convention Center Tax Fund 29,986,689

**TOTAL CONVENTION CENTER DEBT SERVICE FUND** 29,986,689
<table>
<thead>
<tr>
<th>SCHEDULE J. STORM WATER DEBT SERVICE FUND (6320)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution from Storm Water Operating Fund</td>
</tr>
<tr>
<td>Premium on Sale of Debt</td>
</tr>
<tr>
<td>Proceeds from Sale of Bonds</td>
</tr>
<tr>
<td><strong>TOTAL STORM WATER DEBT SERVICE FUND</strong></td>
</tr>
<tr>
<td>SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS CONSOLIDATED</td>
</tr>
<tr>
<td>Transfers from CATS Operating Funds (Half-Percent Sales Tax)</td>
</tr>
<tr>
<td>BLE Debt Proceeds/FFGA/SFFGA</td>
</tr>
<tr>
<td>Federal Formula Grant</td>
</tr>
<tr>
<td><strong>TOTAL CATS DEBT SERVICE FUNDS CONSOLIDATED</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE L. TOURISM DEBT SERVICE FUND (3022)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution from Tourism Operating Fund</td>
</tr>
<tr>
<td>Interest on Investments</td>
</tr>
<tr>
<td><strong>TOTAL TOURISM DEBT SERVICE FUND</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE M. POWELL BILL FUND (1001)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Gas Tax Refund</td>
</tr>
<tr>
<td>Transfer from General Fund</td>
</tr>
<tr>
<td>Interest on Investments</td>
</tr>
<tr>
<td>Street Improvement Fee</td>
</tr>
<tr>
<td>Fund Balance- Unappropriated</td>
</tr>
<tr>
<td><strong>TOTAL POWELL BILL FUND</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>SCHEDULE N. CONVENTION CENTER TAX FUND (2001)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
</tr>
<tr>
<td>Interest on Investments</td>
</tr>
<tr>
<td>Lease of City Funded Bank of America Stadium Improvements</td>
</tr>
<tr>
<td>Fund Balance - Unappropriated</td>
</tr>
<tr>
<td><strong>TOTAL CONVENTION CENTER TAX FUND</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE O. INSURANCE AND RISK MANAGEMENT FUND (7100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intergovernmental Revenues</td>
</tr>
<tr>
<td>City of Charlotte - General Fund</td>
</tr>
<tr>
<td>City of Charlotte - Other Funds</td>
</tr>
<tr>
<td>Mecklenburg County</td>
</tr>
<tr>
<td>Board of Education</td>
</tr>
<tr>
<td>Other Agencies and Misc revenues</td>
</tr>
<tr>
<td><strong>TOTAL INSURANCE AND RISK MANAGEMENT FUND</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Occupancy Tax</td>
</tr>
<tr>
<td>Rental Car Tax</td>
</tr>
<tr>
<td>Interest on Investments</td>
</tr>
<tr>
<td>Contribution from Hortelas</td>
</tr>
<tr>
<td>Transfers for Sales Tax from PAYG</td>
</tr>
<tr>
<td>Transfers for Synthetic TIF Agreements from:</td>
</tr>
<tr>
<td>General Fund</td>
</tr>
<tr>
<td>Municipal Debt Service</td>
</tr>
<tr>
<td>PAYGO</td>
</tr>
<tr>
<td>Contribution from Mecklenburg County</td>
</tr>
<tr>
<td>Contribution from Center City Partners</td>
</tr>
<tr>
<td>Fund Balance- Unappropriated</td>
</tr>
<tr>
<td><strong>TOTAL TOURISM OPERATING FUND</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCHEDULE Q. CEMETARY TRUST FUND (5000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance- Unappropriated</td>
</tr>
<tr>
<td><strong>TOTAL CEMETARY TRUST FUND</strong></td>
</tr>
</tbody>
</table>
June 12, 2017

Ordinance Book 60, Page 683, Ordinance No. 9104-X


Occupy Tax
Interest on Investments
Fund Balance - Unappropriated

TOTAL NASCAR HALL OF FAME OPERATING FUND

SCHEDULE S. NASCAR HALL OF FAME DEBT SERVICE FUND (3024)

Contribution from NASCAR HOF Tax Fund

TOTAL NASCAR HALL OF FAME DEBT SERVICE FUND

SCHEDULE T. CULTURAL FACILITIES DEBT SERVICE FUND (3023)

Contribution from Cultural Facilities Operating Fund

TOTAL CULTURAL FACILITIES DEBT SERVICE FUND

SCHEDULE U. AVIATION DISCRETIONARY FUND (6001)

Fund Balance - Unappropriated

TOTAL AVIATION DISCRETIONARY FUND

Section 4. It is estimated that the following revenues will be available during the fiscal year beginning July 1, 2017 and ending on June 30, 2018 to meet the appropriations shown in Section 2 according to the following Schedules:

SCHEDULE A. WORKFORCE INVESTMENT ACT FUND (2750)

Workforce Investment Act (WIA) Grants

TOTAL WORKFORCE INVESTMENT ACT FUND

SCHEDULE B. NEIGHBORHOOD DEVELOPMENT GRANTS FUND (2700)

Housing Opportunities for People with AIDS (HOPWA) Grant
Emergency Shelter Grant
Double Oaks Loan Repayment
Continuum of Care
Bank of America Youth Grant

TOTAL NEIGHBORHOOD DEVELOPMENT GRANTS FUND

SCHEDULE C. PUBLIC SAFETY AND OTHER GRANTS FUND (2800)

Federal and State Grants and Reimbursements
Assets Forfeiture Funds
Miscellaneous grants, donations, and other contributions

Contribution from General Fund

TOTAL PUBLIC SAFETY GRANTS FUND

SCHEDULE D. PUBLIC SAFETY 911 SERVICES FUND (2300)

NC 911 Fund Distributions

Interest on Investments

TOTAL PUBLIC SAFETY 911 SERVICES FUND

SCHEDULE E. HOME GRANT FUND (2701)

HUD HOME Grant Funds

Contribution from Pay As You Go Fund

HOME Grant Program Income

TOTAL HOME GRANT FUND

SCHEDULE F. COMMUNITY DEVELOPMENT FUND (2702)

Community Development Block Grant

Community Development Program Income

TOTAL COMMUNITY DEVELOPMENT FUND

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FY 2018 Adopted Budget
232
SCHEDULE G. PAY AS YOU GO FUND (4000)

Property Tax  
Property Tax - Synthetic TIF  
Interest on Investments  
Sales Tax  
Motor Vehicle Licenses  
Vehicle Rental Tax  
PAYGO Fund Balance Reserve (4000-00-00-000000-000000-000000-000-000-000-000-000-000-3026)  
FY2018 Capital Reserve  
Parking Meter Revenue  
Risk Loss Fund Contribution  

TOTAL PAY AS YOU GO FUND  
11,493,062  
105,833  
669,993  
19,627,328  
16,850,204  
12,246,485  
1,338,227  
18,794,000  
220,000  
7,950,000  
87,879,202  

SCHEDULE H. GENERAL CAPITAL PROJECTS FUND (4601)

Contribution from Pay As You Go Fund  
Contribution from Other Funds - Innovative Housing Program Income  
Affordable Housing Program Income  
Business Grant Program Income  
Certificates of Participation  

TOTAL GENERAL CAPITAL PROJECTS FUND  
53,720,867  
400,000  
750,000  
400,000  
50,938,800  
108,209,667  

SCHEDULE I. TOURISM CAPITAL PROJECTS FUND (4022)

Contribution from Tourism Operating Fund  

TOTAL TOURISM CAPITAL PROJECTS FUND  
3,137,952  
3,137,952  

SCHEDULE J. STORM WATER CAPITAL PROJECTS FUND (6360)

Storm Water Revenue Bonds  
Contribution from Storm Water Operating Fund  
Program Income  

TOTAL STORM WATER CAPITAL PROJECTS FUND  
40,000,000  
39,000,000  
1,600,000  
80,600,000  

SCHEDULE K. CHARLOTTE WATER CAPITAL PROJECTS FUND (6261)

Water Revenue Bonds  
Sewer Revenue Bonds  
Contribution from Water and Sewer Operating Fund  

TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND  
14,020,000  
8,450,332  
95,727,285  
195,477,617  

SCHEDULE L. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUNDS - CONSOLIDATED

Federal Transit Grants  
Debt Proceeds  
NCDOT Transit Grants  
Contribution from CATS Operating Fund  
TOTAL CATS CAPITAL PROJECTS FUNDS  
127,381,520  
0  
25,000,000  
11,038,338  
163,448,888  

SCHEDULE M. AVIATION CAPITAL PROJECT FUND

Aviation Discretionary - Pay-As-You-Go  
Aviation Excluded Center - Pay-As-You-Go  

TOTAL AVIATION CAPITAL PROJECTS FUNDS  
58,004,000  
6,798,985  
64,802,985  

Section 6. That the sum of up to $8,343,000 is estimated to be available from the proceeds of the FY18 Installment Payment Contract (Lease Purchase) and is hereby appropriated to the funds listed below. Interest earnings on these lease purchase proceeds are hereby appropriated to the respective funds' Control Centers for allocation for future capital equipment needs in the current and future years until the funds are depleted.

Water & Sewer Capital Equipment Fund (6283)  
Issuance Expense  

Total  
8,100,000  
249,000  
8,349,000  

That the sum up to $27,276,000 of capital equipment purchases will be appropriated in the capital equipment fund and funded by a loan from the Municipal Debt Service Fund. The General Capital Equipment in the amount of $24,000,000 will be repaid by the General Fund over the next five years. The Powell Bill Equipment in the amount of $3,276,000 will be repaid by the Powell Bill fund over the next five years.

General Capital Equipment Fund  
Powell Bill (Street Maintenance) Capital Equipment Fund  

Total  
24,000,000  
3,276,000  
27,276,000  

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Section 6. The following tax rates are hereby levied on each one hundred dollars ($100) valuation of taxable property, as listed for taxes as of January 1, 2017, for the purpose of raising revenue from property taxes as set forth in the foregoing revenue estimates, and in order to finance the Funds’ appropriations:

<table>
<thead>
<tr>
<th>General Fund (for the general expenses incidental to the proper government of the City)</th>
<th>Tax Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Debt Service (for the payment of interest and principal on outstanding debt)</td>
<td>$0.0520</td>
</tr>
<tr>
<td>Pay As You Go Fund (for dedication to the General Capital Projects Fund for capital improvements)</td>
<td>$0.0120</td>
</tr>
</tbody>
</table>

**TOTAL RATE PER $100 VALUATION OF TAXABLE PROPERTY**

|         | $9.4787 |

Such rates of tax are based on an estimated total appraised valuation of property for the purpose of taxation of $86,617,272,663 and an estimated rate of collection of ninety-eight and seventy-five hundredths percent (98.75%).

Section 7. That the sum of $1,308,261 is hereby appropriated to the Municipal Service District 1; that the sum of $755,762 is hereby appropriated to the Municipal Service District 2; and that the sum of $1,187,241 is hereby appropriated to Municipal Service District 3. These funds will provide for planning, promotion, and revitalization activities within the designated center city Municipal Service Districts for the period beginning July 1, 2017 and ending June 30, 2018.

Section 8. That the sum of $913,212 is hereby appropriated to the Municipal Service District 4. These funds will provide for planning, promotion, and revitalization activities within the designated South End Municipal Service District for the period beginning July 1, 2017 and ending June 30, 2018.

Section 9. That the sum of $743,065 is hereby appropriated to the Municipal Service District 5. These funds will provide for planning, promotion, and revitalization activities within the designated University City Municipal Service District for the period beginning July 1, 2017 and ending June 30, 2018.

Section 10. That the following estimated revenues are hereby available from the following sources to finance the operations of the Municipal Service Districts:

| SCHEDULE A. MUNICIPAL SERVICE DISTRICT 1 (2101) |
|---------------------------------|---------|
| Property Taxes | 1,308,261 |

**TOTAL DISTRICT 1**

| SCHEDULE B. MUNICIPAL SERVICE DISTRICT 2 (2102) |
|---------------------------------|---------|
| Property Taxes | 755,762 |

**TOTAL DISTRICT 2**

| SCHEDULE C. MUNICIPAL SERVICE DISTRICT 3 (2103) |
|---------------------------------|---------|
| Property Taxes | 1,187,241 |

**TOTAL DISTRICT 3**

| SCHEDULE D. MUNICIPAL SERVICE DISTRICT 4 (2104) |
|---------------------------------|---------|
| Property Taxes | 913,212 |

**TOTAL DISTRICT 4**

| SCHEDULE E. MUNICIPAL SERVICE DISTRICT 5 (2105) |
|---------------------------------|---------|
| Property Taxes | 743,065 |

**TOTAL DISTRICT 5**

Section 11. The following tax rates are hereby levied on each one hundred dollars ($100) valuation of taxable property, as listed for taxes as of January 1, 2017, for the purpose of raising the revenue from property taxes to finance the foregoing appropriations in the Municipal Service Districts:

<table>
<thead>
<tr>
<th>Municipal Service District</th>
<th>Tax Rates</th>
<th>Valuation</th>
<th>Collection Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Service District 1</td>
<td>$0.0168</td>
<td>7,885,841,858</td>
<td>98.75%</td>
</tr>
<tr>
<td>Municipal Service District 2</td>
<td>$0.0233</td>
<td>3,284,769,407</td>
<td>98.75%</td>
</tr>
<tr>
<td>Municipal Service District 3</td>
<td>$0.0369</td>
<td>3,308,293,703</td>
<td>98.75%</td>
</tr>
<tr>
<td>Municipal Service District 4</td>
<td>$0.0088</td>
<td>1,384,388,651</td>
<td>98.75%</td>
</tr>
<tr>
<td>Municipal Service District 5</td>
<td>$0.0279</td>
<td>2,697,136,682</td>
<td>98.75%</td>
</tr>
</tbody>
</table>

Section 12. That the sum of $235,733 is available from the following sources in Fund 4001 for FY 2018 Public Art-eligible projects and is hereby transferred to General Capital Investment Fund 4001, Project (1400900006) - Public Art.

<table>
<thead>
<tr>
<th>Projects</th>
<th>PL Project</th>
<th>Funding Source</th>
<th>Decrease</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMPD Central Division Station</td>
<td>8010150042</td>
<td>COPs (3200)</td>
<td>75,000.00</td>
<td>235,733.00</td>
</tr>
<tr>
<td>CMPD Animal Care &amp; Control Facility</td>
<td>8010150057</td>
<td>COPs (3200)</td>
<td>125,000.00</td>
<td></td>
</tr>
<tr>
<td>Infill Fire Station - Clanton Road &amp; I-77</td>
<td>8010150080</td>
<td>COPs (3200)</td>
<td>34,733.00</td>
<td></td>
</tr>
<tr>
<td>Public Arts</td>
<td>1400900005</td>
<td>COPs (3200)</td>
<td>235,733.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>235,733.00</strong></td>
<td><strong>235,733.00</strong></td>
</tr>
</tbody>
</table>

Section 13. That the sum of $723,032 is hereby estimated to be available from Mecklenburg County for Fire Protection Services for the period of July 1, 2017 through June 30, 2018 in the Mallard Creek, Newell, and Providence Volunteer Fire Department areas and is hereby appropriated to the General Capital Equipment Fund 4001, Project 3120300009 - Fire Equipment Account

FY18 above, FY17 below

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General Capital Budget

Section 14. That the sum of $18,794,000 is available from the General Fund 1000 Fund Balance in excess of 16% and is hereby appropriated for transfer to the Pay-As-You-Go Fund 4000 to be allocated as follows:

FY2018 Capital Reserve appropriation (Section 4, Schedule G, FY2018 Annual Ordinance) 18,794,000.00

Section 15. That the sum of $3,000,000 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project (61887900001) - North Tryon Redevelopment.

<table>
<thead>
<tr>
<th>Projects</th>
<th>PL Project</th>
<th>Funding Source</th>
<th>Decrease</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th Street Streetscape Improvements</td>
<td>0083670050</td>
<td>Street Bonds (3300)</td>
<td>1,000,000.00</td>
<td>1,000,000.00</td>
</tr>
<tr>
<td>Statesville Road I-85 to Sunset</td>
<td>4288650004</td>
<td>Street Bonds (3300)</td>
<td>475,000.00</td>
<td>475,000.00</td>
</tr>
<tr>
<td>Resa Road Widening</td>
<td>4288650005</td>
<td>Street Bonds (3300)</td>
<td>1,100,000.00</td>
<td>1,100,000.00</td>
</tr>
<tr>
<td>Little Rock Road Realignment</td>
<td>4288650010</td>
<td>Street Bonds (3300)</td>
<td>400,000.00</td>
<td>400,000.00</td>
</tr>
<tr>
<td>SCIP Trail Gap Infill</td>
<td>8010400003</td>
<td>Street Bonds (3300)</td>
<td>25,000.00</td>
<td>25,000.00</td>
</tr>
<tr>
<td>North Tryon Redevelopment</td>
<td>6195760001</td>
<td>Street Bonds (3300)</td>
<td>3,000,000.00</td>
<td>3,000,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>3,000,000.00</strong></td>
<td><strong>3,000,000.00</strong></td>
</tr>
</tbody>
</table>

Section 16. That the sum of $3,000,000 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project (42883300000) - Neighborhood Transportation Program.

<table>
<thead>
<tr>
<th>Projects</th>
<th>PL Project</th>
<th>Funding Source</th>
<th>Decrease</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community House Farm-to-Market</td>
<td>4288550020</td>
<td>Street Bonds (3300)</td>
<td>1,000,000.00</td>
<td>1,000,000.00</td>
</tr>
<tr>
<td>10th/Louise/Central Avenue</td>
<td>0083670003</td>
<td>Street Bonds (3300)</td>
<td>550,000.00</td>
<td>550,000.00</td>
</tr>
<tr>
<td>Ballantyne Commons/Elm Lane Intersection</td>
<td>4288200021</td>
<td>Street Bonds (3300)</td>
<td>750,000.00</td>
<td>750,000.00</td>
</tr>
<tr>
<td>9th Street Streetscape Improvements</td>
<td>0083670002</td>
<td>Street Bonds (3300)</td>
<td>200,000.00</td>
<td>200,000.00</td>
</tr>
<tr>
<td>Freedom Drive Widening</td>
<td>4288650007</td>
<td>Street Bonds (3300)</td>
<td>45,000.00</td>
<td>45,000.00</td>
</tr>
<tr>
<td>Brookshire/Hovis/Oakdale Intersection</td>
<td>8010580003</td>
<td>Street Bonds (3300)</td>
<td>150,000.00</td>
<td>150,000.00</td>
</tr>
<tr>
<td>Tom Short Sidewalk (Hardinfield to Ardrey Kell)</td>
<td>8010580000</td>
<td>Street Bonds (3300)</td>
<td>150,000.00</td>
<td>150,000.00</td>
</tr>
<tr>
<td>Reserve for Potential CIP Needs</td>
<td>1400900008</td>
<td>Street Bonds (3300)</td>
<td>85,000.00</td>
<td>85,000.00</td>
</tr>
<tr>
<td>Neighborhood Transportation Program</td>
<td>4288330000</td>
<td>Street Bonds (3300)</td>
<td>3,000,000.00</td>
<td>3,000,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>3,000,000.00</strong></td>
<td><strong>3,000,000.00</strong></td>
</tr>
</tbody>
</table>

Section 17. That the sum of $460,000 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project (4289200310) - Corridor Studies Implementation.

<table>
<thead>
<tr>
<th>Projects</th>
<th>PL Project</th>
<th>Funding Source</th>
<th>Decrease</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastway Police Stallion</td>
<td>8010550000</td>
<td>General (6000)</td>
<td>121,504.35</td>
<td>121,504.35</td>
</tr>
<tr>
<td>ADVANCE PLANNING - Spine Dixie Berryhill Infrastructure</td>
<td>8010560000</td>
<td>Debt Service: General (6000)</td>
<td>147,370.02</td>
<td>147,370.02</td>
</tr>
<tr>
<td>SWS HVAC Replacement</td>
<td>0083670004</td>
<td>Pay-As-You-Go (4000)</td>
<td>37,968.69</td>
<td>37,968.69</td>
</tr>
<tr>
<td>PAYGO Capital Reserve - Appropriated</td>
<td>1400900000</td>
<td>Pay-As-You-Go (4000)</td>
<td>149,126.04</td>
<td>149,126.04</td>
</tr>
<tr>
<td>Corridor Studies Implementation</td>
<td>4292000310</td>
<td>General (6000)</td>
<td>121,504.35</td>
<td>121,504.35</td>
</tr>
<tr>
<td>Corridor Studies Implementation</td>
<td>4292000312</td>
<td>Debt Service: General (6000)</td>
<td>147,370.02</td>
<td>147,370.02</td>
</tr>
<tr>
<td>Corridor Studies Implementation</td>
<td>4292000312</td>
<td>Pay-As-You-Go (4000)</td>
<td>187,124.73</td>
<td>187,124.73</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>458,000.00</strong></td>
<td><strong>458,000.00</strong></td>
</tr>
</tbody>
</table>

Section 18. That the sum of $860,043 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project (6110100024) - Business Corridor Revitalization Strategic Program.

<table>
<thead>
<tr>
<th>Projects</th>
<th>PL Project</th>
<th>Funding Source</th>
<th>Decrease</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Potential CIP Needs - Appropriated</td>
<td>1400900000</td>
<td>Pay-As-You-Go (4000)</td>
<td>444,818.32</td>
<td>444,818.32</td>
</tr>
<tr>
<td>PAYGO Capital Reserve - Appropriated</td>
<td>1400900000</td>
<td>Pay-As-You-Go (4000)</td>
<td>235,224.28</td>
<td>235,224.28</td>
</tr>
<tr>
<td>Business Corridor Revitalization Program</td>
<td>6110100024</td>
<td>Pay-As-You-Go (4000)</td>
<td>680,043.00</td>
<td>680,043.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>680,043.00</strong></td>
<td><strong>680,043.00</strong></td>
</tr>
</tbody>
</table>

Section 19. That the sum of $319,957 is available in General Pay-As-You-Go Fund 4000 fund balance (4000-00-00-0000-000000-000000-000000-000-000000) from Hamilton Street Parcel sale proceeds and is hereby appropriated to General Capital Investment Fund 4001, Project (6110100024) - Business Corridor Revitalization Strategic Program.

Section 20. That the sum of $1,184,178 in various capital project appropriations in the General Capital Investment Fund 4001 is available from the following sources and is hereby transferred to the General Capital Investment Fund 4001, Project 1400900010 - PAYGO Capital Reserve - Appropriated.

<table>
<thead>
<tr>
<th>Projects</th>
<th>PL Project</th>
<th>Funding Source</th>
<th>Decrease</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVANCE PLANNING - Public/Private Redevelopment</td>
<td>8010790000</td>
<td>Debt Service: General (6000)</td>
<td>300,000.00</td>
<td>300,000.00</td>
</tr>
<tr>
<td>ADVANCE PLANNING - Sidewalk &amp; Pedestrian Safety</td>
<td>8010580001</td>
<td>Debt Service: General (6000)</td>
<td>261,337.92</td>
<td>261,337.92</td>
</tr>
<tr>
<td>ADVANCE PLANNING - I-85 North Bridge</td>
<td>8010580006</td>
<td>Pay-As-You-Go (4000)</td>
<td>273,718.22</td>
<td>273,718.22</td>
</tr>
<tr>
<td>ADVANCE PLANNING - Bojangles/Overs Area Redevelopment</td>
<td>8010580001</td>
<td>Pay-As-You-Go (4000)</td>
<td>200,000.00</td>
<td>200,000.00</td>
</tr>
<tr>
<td>ADVANCE PLANNING - Land Acquisition &amp; Street Connections</td>
<td>8010580001</td>
<td>Pay-As-You-Go (4000)</td>
<td>129,124.86</td>
<td>129,124.86</td>
</tr>
<tr>
<td>PAYGO Capital Reserve - Appropriated</td>
<td>6100900010</td>
<td>Debt Service: General (6000)</td>
<td>561,337.92</td>
<td>561,337.92</td>
</tr>
<tr>
<td>PAYGO Capital Reserve - Appropriated</td>
<td>6100900010</td>
<td>Pay-As-You-Go (4000)</td>
<td>602,840.08</td>
<td>602,840.08</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>1,164,178.00</strong></td>
<td><strong>1,164,178.00</strong></td>
</tr>
</tbody>
</table>
### Section 21
The sum of $842,620 is available from the following sources in Fund 4001 for FY 2017 Public Art-eligible projects and is hereby transferred to General Capital Investment Fund 4001, Project (1400900005) - Public Art.

<table>
<thead>
<tr>
<th>Projects</th>
<th>Fund</th>
<th>Project</th>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive Neighborhood Improvement Program (CNIP)</td>
<td>2016 Neigh Bonds ($300)</td>
<td>801080000</td>
<td>2016 Neigh Bonds (3300)</td>
<td>240,000.00</td>
</tr>
<tr>
<td>SouthPark CNIP</td>
<td>2016 Neigh Bonds (3300)</td>
<td>801080005</td>
<td>2016 Neigh Bonds (3300)</td>
<td>30,000.00</td>
</tr>
<tr>
<td>Northeast Corridor Infrastructure (NECI)</td>
<td>2016 Street Bonds (3300)</td>
<td>801040000</td>
<td>2016 Street Bonds (3300)</td>
<td>212,160.00</td>
</tr>
<tr>
<td>I-85 Northbridge (I.W. Clay Connector)</td>
<td>2016 Street Bonds (3300)</td>
<td>428855002</td>
<td>2016 Street Bonds (3300)</td>
<td>12,480.00</td>
</tr>
<tr>
<td>Cross Charlotte Trail</td>
<td>2016 Street Bonds (3300)</td>
<td>428872000</td>
<td>2016 Street Bonds (3300)</td>
<td>150,000.00</td>
</tr>
<tr>
<td>Sidewalk &amp; Bicycle Improvements</td>
<td>2016 Street Bonds (3300)</td>
<td>4288550029</td>
<td>2016 Street Bonds (3300)</td>
<td>2,000.00</td>
</tr>
<tr>
<td>South End Pedestrian/Bicycle Connector</td>
<td>2016 Street Bonds (3300)</td>
<td>8010400050</td>
<td>2016 Street Bonds (3300)</td>
<td>2,000.00</td>
</tr>
<tr>
<td>Police Station Construction Program</td>
<td>2017 COPs (3200)</td>
<td>8010150038</td>
<td>2017 COPs (3200)</td>
<td>148,500.00</td>
</tr>
<tr>
<td>Northeast Equipment Maintenance Facility</td>
<td>2017 COPs (3200)</td>
<td>8010160061</td>
<td>2017 COPs (3200)</td>
<td>12,480.00</td>
</tr>
<tr>
<td>Public Arts</td>
<td>2016 Neigh Bonds (3300)</td>
<td>1400900005</td>
<td>2016 Neigh Bonds (3300)</td>
<td>270,000.00</td>
</tr>
<tr>
<td>Public Arts</td>
<td>2016 Street Bonds (3300)</td>
<td>1400900005</td>
<td>2016 Street Bonds (3300)</td>
<td>411,640.00</td>
</tr>
<tr>
<td>Public Arts</td>
<td>2017 COPs (3200)</td>
<td>1400900005</td>
<td>2017 COPs (3200)</td>
<td>190,980.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>842,620.00</strong></td>
</tr>
</tbody>
</table>

### Section 22
The sum of $1,700,000 is available in the General Capital Investment Fund 4001, Project (8010800002) - Tuck/Hillwood/Berryhill Roundabout (FundingSource 3300-33001042-000) and is hereby transferred to the General Capital Investment Fund 4001, Project (4288760002) - Oakdale Road Farm to Market.

### Section 23
Amend ordinance 8040-x, Section 1, Schedule N and Section 3, Schedule N to eliminate $600,000 in revenue and expenditure appropriations in Fund 2001. The sum of $600,000 is available from fund balance in the General Capital Investment Fund 4001 (2001-9-1-1-19-2000-000000-000000-000-000000) and is hereby appropriated to the General Capital Investment Fund 4001, Project (8010150005) - 2019 NBA All-Star Game.

### Section 24
The sum of $1,485,783.95 is available in General Fund 1000 (GL1000-80-80-8030-000000-000000-000-440680) from developer contributions to the tree preservation fund, per the City’s Tree Ordinance, and is hereby appropriated for transfer to the General Capital Investment Fund 4001 to the Tree Preservation & Mitigation Project 8030100005.

### Section 25
Amend ordinance 8040-x to transfer $10,000 from 4282009003 (P201) to 4282650071 (P204).

### Section 26
Amend ordinance 8040-x to transfer $320,000 from project 4288200223 (P201) to 4288200205 (P204) in Fund 4001.

### Section 27
Amend ordinance 8040-x to transfer $80,000 from 4288650001 (P204) and $80,000 from 4288000000 (P201) to 4288000016 CCTV (P201) in Fund 4001.

### Section 28
Amend ordinance 8040-x to transfer $2,000,000 from NE Corridor Control: Access Improve (8010400000) (P201) to Parkway Ave Streetscape (8010400019) (P202) in the amount of $1,000,000.

### Section 29
Amend ordinance 8040-x to transfer $81,000 from project 8010150042 (P501) to 1400000005 (P104) in Fund 4001.

### Section 30
Amend ordinance 8040-x for Public Art Maintenance by transferring $40,000 from general fund (1000-80-80-8060-000000-000000-000-000000) to Public Art/Specialty Items Main project 1400900005 (fund 4001).

### Section 31
Amend ordinance 8040-x to transfer $100,000 from project 4282000045 (P201) to project 4282002272 (P201).

### Section 32
Amend ordinance 8040-x to transfer $35,000 from 1000-90-90-9040-904007-000000-000-570200 to project 8010100011 GovPorch KaBOOM Grant (fund 4001).

### Section 33
Amend ordinance 8040-x to add $50,000 to Capital Equipment Increase left off FY16 annual ordinances.

### Section 34
Amend ordinance 8040-x to reflect the indicated additions and reductions to appropriations in the following projects and funds.
Section 35. Amend ordinance 8040-x to transfer $25,000 from Project 8089750035 (Project Type P105 - Area Plans) to Project 1400900017 (Project Type P104 - Neighborhood Improvements).

Section 36. Appropriates $200,000 from General fund, fund balance for transfer to Project 1400900006, for productivity improvements in Fund 4001.

Section 37. Appropriates $1,000,000 from General fund, fund balance for transfer to Project 1400900002 for severe risk technology projects in Fund 4001.

CATS

Section 38. Amend ordinance 5949-x, to appropriate $105,000 from an NCDOT Rideshare grant (S1611) and $105,000 in associated local match transferred from Fund 6100 to project 4141101004 in Fund 6160.

Section 39. Amend ordinance 5949-x, to appropriate $3,028,301 in Loan from Fund Balance and $982,076 in local contribution transferred from Fund 6100 to project 4151102004 in Fund 6160 for preventive maintenance.

Section 40. Amend ordinance 5949-x, to appropriate $1,000,000 in Loan from Fund Balance and $250,000 in local contribution transferred from Fund 6100 to project 4161102001 in Fund 6160 for preventive maintenance.

Section 41. That Sections 2 and 4 Schedule L of Ordinance 8040-X dated June 13, 2016 are hereby amended to reflect changes to the Charlotte Area Transit System Capital Projects Fund.

<table>
<thead>
<tr>
<th>Section 2 Schedule L</th>
<th>Original</th>
<th>Revised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Vehicles</td>
<td>13,040,841</td>
<td>29,606,920</td>
</tr>
<tr>
<td>Transit Facilities</td>
<td>1,424,284</td>
<td>1,711,286</td>
</tr>
<tr>
<td>Transit Maintenance &amp; Equipment</td>
<td>11,655,727</td>
<td>15,146,801</td>
</tr>
<tr>
<td>Transit Support</td>
<td>14,657,667</td>
<td>3,824,658</td>
</tr>
<tr>
<td>Transit Corridor Development &amp; Planning</td>
<td>200,047,000</td>
<td>127,462,648</td>
</tr>
<tr>
<td>Total</td>
<td>301,724,699</td>
<td>177,782,121</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section 4 Schedule L</th>
<th>Original</th>
<th>Revised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Transit Grants</td>
<td>121,642,410</td>
<td>129,738,598</td>
</tr>
<tr>
<td>NCDOT Transit Grants</td>
<td>21,256,600</td>
<td>26,483,987</td>
</tr>
<tr>
<td>Debt Financing (City of Charlotte)</td>
<td>143,382,372</td>
<td>0</td>
</tr>
<tr>
<td>Contribution from CATS Operating Fund</td>
<td>15,633,517</td>
<td>15,809,546</td>
</tr>
<tr>
<td>Loan from CATS Fund Balance</td>
<td>0</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Other Contributions</td>
<td>0</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Total</td>
<td>301,724,699</td>
<td>177,782,121</td>
</tr>
</tbody>
</table>

Charlotte Water

Section 42. Amend ordinance 8040-x, Section 2 & 4, Schedule K to appropriate $3,266,736 in Loan from the North Carolina Department of Environment and Natural Resources to project 70307000035 in fund 6281.

Section 43. Amend ordinance 8040-x, Section 2 & 4, Schedule K to appropriate $463,546.48 in private contributions from Lake Norman Charter School to project 70309000152 in fund 6281.

Section 44. Amend ordinance 8040-x to transfer $287,023 from Proj 7010100003 Developer Constructed Water Project (P420) to 7010100002 Developer constructed Sewer Project (P414).

Section 45. Transfer $4,206,550 from fund 6500 to fund 6203 ($3,361,379.45) and fund 4501 ($828,150.55) to align COPS proceeds (FY 2010, FY 2012, FY 2013) to actual expenditures.

Section 46. Transfer $100,000 from project 7030700015 (Project Type P410 - Rehabilitation and Replacement) to project 7030300009 (Project Type P420 - Private Service Line Replacement).

Aviation

Section 47. Amend ordinances 8112-x to add $44,724.90 BANs funding to Concourse A Expansion Ph I (4020901586) (P308).

Section 48. Fund Project 40209005801 (fund 6070) $85,000 from CFC (fund 6033).

Section 49. Amend Ordinance 8040-X Section 4 Schedule G to add $71,837.29 from Fire House Subs for medical and oxygen backpacks.

Section 50. Amend ordinance 8040-x to transfer $45,965 from Operating (fund 6000) [to cover change order for add'l planning and conceptual design needed] xfr to Wilson North Runways 4020901724 (Fund 8094).

Section 51. Amend ordinance 8040-x to transfer $64,350.81 from 4020905418 P309 (fund 6068) to 4000055400 P307 (fund 6068) Control.

Section 52. Amend ordinance 8040-x to transfer $45,000 from Proj 4020900232 (P401) (Part 150 / K) & $35,000 from Proj 4020902979 Land Acquisition South (P307) to Proj 4020901643 Master Plan Land 2015 (P312) Total = $80,000.

Section 53. Amend ordinance 8040-x to transfer $90,000 from Excluded Fund Balance to Airport Area Development Plan project 4020901611 (P314).

Section 54. Amend ordinance 8040-x to transfer $113,928.97 from 4020905411 P308 (fund 6068) to 4000055400 P307 (fund 6068) Control.

Section 55. Amend ordinance 8040-x to transfer $460,000 from fund 6002 (PFCs) to project 4020901605 (P307/Fund 6064).
June 12, 2017
Ordinance Book 60, Page 689  Ordinance No. 9104-X  O-1

Section 66. Amend ordinance 8040-x to transfer $2,158,304 from Proj 4020901543 Master Plan Land 2015 (P312) to 4020904010 Master Plan Land Acquisition (P303) & transfer $27,886.81 from Proj 4020904010 (P303) to 4020901543 Master Plan Land 2015 (P312); Total: $2,186,190.81.

Section 67. Amend ordinance 8040-x to transfer $2,400,000 from Discretionary (fund 6001) to project 4020901543 (fund 6064).

Section 68. Amend ordinance 8040-x to transfer $10,000,000 from Discretionary (fund 6001) [$3,000,000 homestead Lodge acquisition and $7,000,000 budget ordinance] to 4020901543 (fund 6064); Total: $10,000,000.

Section 69. Contingency Transfer to Contingency by Project Type:
Transfer $1,065,216.47 from 4020901560 to:

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4020901743 Contingency – Airfield Projects</td>
<td>$ 167,022.90</td>
</tr>
<tr>
<td>4020901744 Contingency – Terminal Complex Projects</td>
<td>$ 34,153.34</td>
</tr>
<tr>
<td>4020901746 Contingency – Cargo Development Projects</td>
<td>$ 28,901.40</td>
</tr>
<tr>
<td>4020901747 Contingency – Gen Aviation Projects</td>
<td>$ 11,035.97</td>
</tr>
<tr>
<td>4020901748 Contingency – Misc Aviation Projects</td>
<td>$ 214,867.57</td>
</tr>
<tr>
<td>4020901749 Contingency – Terminal Building Projects</td>
<td>$ 341,406.34</td>
</tr>
<tr>
<td>4020901751 Contingency – Ground Transportation Projects</td>
<td>$ 67,136.68</td>
</tr>
<tr>
<td>4020901755 Contingency – Included Misc Projects</td>
<td>$ 185.91</td>
</tr>
<tr>
<td>4020901756 Contingency – Excluded Miscellaneous Projects</td>
<td>$ 9,061.58</td>
</tr>
<tr>
<td>4020901771 Contingency – Airport Service Fee Projects</td>
<td>$ 31,384.60</td>
</tr>
<tr>
<td>4020901775 Contingency – Fixed Base Operator Projects</td>
<td>$ 76,586.19</td>
</tr>
<tr>
<td>4020901781 Contingency – Land Acquisition (Non-Airfield) Projects</td>
<td>$ 42,793.57</td>
</tr>
<tr>
<td>4020901790 Contingency – Environmental Services Projects</td>
<td>$ 24,953.58</td>
</tr>
<tr>
<td>4020901795 Contingency – Facilities Maintenance Projects</td>
<td>$ 586.53</td>
</tr>
<tr>
<td>4020901798 Contingency – Technology Projects</td>
<td>$ 14,573.87</td>
</tr>
<tr>
<td>4020901799 Contingency – Vehicles</td>
<td>$ 818.30</td>
</tr>
<tr>
<td>4020901738 Contingency – Other Equipment</td>
<td>$ 2,916.50</td>
</tr>
</tbody>
</table>

Total: $1,065,216.47

Time Charge Out Transfer to Charge Out by Project Type:
Transfer $7,965,105.21 from 4020901561 to:

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4020901001 Misc Costs – Airfield Projects</td>
<td>$ 1,328,263.53</td>
</tr>
<tr>
<td>4020901002 Misc Costs – Terminal Complex Projects</td>
<td>$ 271,005.23</td>
</tr>
<tr>
<td>4020901003 Misc Costs – Cargo Development Projects</td>
<td>$ 226,686.49</td>
</tr>
<tr>
<td>4020901004 Misc Costs – Gen Aviation Projects</td>
<td>$ 64,021.95</td>
</tr>
<tr>
<td>4020901005 Misc Costs – Misc Aviation Projects</td>
<td>$ 1,283,156.83</td>
</tr>
<tr>
<td>4020901006 Misc Costs – Terminal Bldg Projects</td>
<td>$ 2,715,067.54</td>
</tr>
<tr>
<td>4020901007 Misc Costs – Ground Transportation Projects</td>
<td>$ 464,380.75</td>
</tr>
<tr>
<td>4020901008 Misc Costs – ASF Projects</td>
<td>$ 249,568.71</td>
</tr>
<tr>
<td>4020901010 Misc Costs – Land Acquisition (Non-Airfield) Projects</td>
<td>$ 339,887.41</td>
</tr>
<tr>
<td>4020901011 Misc Costs – Included Misc Projects</td>
<td>$ 1,462.54</td>
</tr>
<tr>
<td>4020901012 Misc Costs – Excluded Misc Projects</td>
<td>$ 20,039.38</td>
</tr>
<tr>
<td>4020901013 Misc Costs – Fixed Base Operator Projects</td>
<td>$ 612,234.38</td>
</tr>
<tr>
<td>4020901015 Misc Costs – Environmental Svcs Program</td>
<td>$ 198,443.99</td>
</tr>
<tr>
<td>4020901017 Misc Costs – New Facilities Projects</td>
<td>$ 11,948.40</td>
</tr>
<tr>
<td>4020901018 Misc Costs – Facilities Maint Projects</td>
<td>$ 4,743.40</td>
</tr>
<tr>
<td>4020901019 Misc Costs – Technology Projects</td>
<td>$ 116,996.04</td>
</tr>
<tr>
<td>4020901020 Misc Costs – Vehicles Projects</td>
<td>$ 4,917.50</td>
</tr>
<tr>
<td>4020901021 Misc Costs – Other Equipment Projects</td>
<td>$ 23,206.40</td>
</tr>
</tbody>
</table>

Total: $7,965,105.21

Section 60. Amend Ordinance 8040-X to transfer $435,986.00 from Discretionary (fund 6001) as follows:

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4020901562</td>
<td>$ 98,770.00</td>
</tr>
<tr>
<td>4020901561</td>
<td>$ 45,000.00</td>
</tr>
<tr>
<td>4020901772</td>
<td>$ 11,813.00</td>
</tr>
<tr>
<td>4020901753</td>
<td>$ 11,813.00</td>
</tr>
<tr>
<td>4020901774</td>
<td>$ 39,500.00</td>
</tr>
<tr>
<td>4020901518</td>
<td>$ 97,040.00</td>
</tr>
<tr>
<td>4020901782</td>
<td>$ 80,260.00</td>
</tr>
<tr>
<td>4020901698</td>
<td>$ 39,320.00</td>
</tr>
<tr>
<td>4020901794</td>
<td>$ 14,600.00</td>
</tr>
</tbody>
</table>

Total: $435,986.00

Section 61. Amend ordinance 8040-x to transfer $1,832,789.68 from Contingency Project (4020901560) as follows:

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airfield Projects (Type P303)</td>
<td>$ 194,190.10</td>
</tr>
<tr>
<td>Terminal Complex Projects (Type P304)</td>
<td>$ 161,016.00</td>
</tr>
<tr>
<td>Cargo Development Projects (Type P305)</td>
<td>$ 10,687.09</td>
</tr>
<tr>
<td>General Aviation Projects (Type P306)</td>
<td>$ 64,361.96</td>
</tr>
<tr>
<td>Terminal Building Projects (Type P308)</td>
<td>$ 651,348.27</td>
</tr>
<tr>
<td>Ground Transportation Projects (Type P309)</td>
<td>$ 120,196.50</td>
</tr>
<tr>
<td>Airport Service Fee (ASF) Projects (Type P311)</td>
<td>$ 231,816.27</td>
</tr>
<tr>
<td>Included Miscellaneous Projects (Type P314)</td>
<td>$ 51,472.00</td>
</tr>
<tr>
<td>Environmental Services Program (Type P401)</td>
<td>$ 317,740.00</td>
</tr>
<tr>
<td>Facilities Maintenance Projects (Type P503)</td>
<td>$ 64.89</td>
</tr>
<tr>
<td>Technology Projects (Type P504)</td>
<td>$ 129,995.20</td>
</tr>
</tbody>
</table>

Total: $1,832,789.68
June 12, 2017
Ordinance Book 60, Page 690  Ordinance No. 9104-X  O-1

Section 62. Transfer $3,493,430 from the Aviation Discretionary Fund (6001) to the Aviation Community Investment Plan Fund (6084) for additional project construction inspection services: 40208010226060109001/0000.

Section 63. Transfer an additional $22,000,000 from Operating Fund (6000) to Discretionary Fund (8001) for Increased excess revenue transfer due to FY17 Rates and Charges Reconciliation.

Storm Water

Section 64. That Sections 2 and 4 Schedule J of Ordinance 8040-X dated June 13, 2016 are hereby amended to reflect changes to the Storm Water Capital Projects Fund:

<table>
<thead>
<tr>
<th>Schedule J</th>
<th>Original</th>
<th>Revised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storm Water Repairs to Existing Drains</td>
<td>18,000,000</td>
<td>18,000,000</td>
</tr>
<tr>
<td>Storm Water Pollution Control</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Storm Water Restoration/Mitigation</td>
<td>550,000</td>
<td>1,300,000</td>
</tr>
<tr>
<td>Post Construction Control Program</td>
<td>750,000</td>
<td>750,000</td>
</tr>
<tr>
<td>Storm Water Flood Control Projects</td>
<td>41,800,000</td>
<td>25,450,000</td>
</tr>
<tr>
<td>Storm Water Support for Project</td>
<td>0</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>69,100,000</td>
<td>44,500,000</td>
</tr>
</tbody>
</table>

Section 65. Amend ordinance 8040-x, Sec 1 & 3, Sch E to appropriate & estimate additional $2,000,000 to Storm Water Operating Fund.

Other Funds

Section 66. That $93,132.30 is available as additional funding from the NC 911 Board for Fire expenses for audio recorder and is hereby appropriated to Fund 2300 Project 3081000003.

Section 67. That $40,984.54 is available as additional funding from the NC 911 Board for the FY2017 allocation to the Public Safety 911 Services Fund 2300.

Section 68. Amend ordinance 8040-x to transfer $379,504 from Fund 4001 Project 1400000002 to Fund 2600 Project 3050000094.

Section 69. Amend ordinance 8040-x to estimate and appropriate contractor controlled insurance program (CCIP) savings of $381,883 in Fund 2004 for payment to Charlotte Regional Visitors Authority for the NASCAR Hall of Fame.

Section 70. Amend ordinance 8040-x to transfer $23,300 from in Fund 8003 to Fund 8070, Project 4020905602

Section 71. Amend ordinance 8040-x to appropriate interest Income of $35,000 in Fund 2600 as Asset/Drug Forfeiture annual interest and E911 quarterly interest.

Section 72. Amend ordinance 8040-x to transfer $3,000,000 from fund balance In excess of 16% to 1000-30-30-3010-301220-0000000-000-510100 for Police overtime for the September, 2018 State of Emergency.

Section 73. Amend ordinance 8040-x, Section 34 to appropriate an additional $5,000 in project 8110100092 (Fund 2700) for Keep Charlotte Beautiful.

Section 74. Appropriate $1,719.70 to 1000-31-30-3100-000000-000000-000-510410- to recover costs for the deployment to NC Hart.

Section 75. Appropriate $6,600 to project 3120300032 for the Paw Creek Contributions (Fund 2600).

Section 76. Appropriate $7,400 to project 3120300032 for the Colonial Pipe Line for Paw Creek (Fund 2600).

Section 77. Appropriate $104,922.76 to 4500-31-30-3160-000000-000000-000-530170 for the Stericycle Settlement.

Section 78. Appropriate $185,410 to project 3120300009 from Kronos Refund (Fund 4001).

Section 79. Appropriate $19,710.73 to project 3120300001 from Firehouse Subs (Fund 2660).

Section 80. Appropriate $380,606.11 to 1000-323-30-3100-000000-000000-000-510140 for the Wildfire Deployments and Hurricane Matthew.

Section 81. Appropriate $1,000 to project 3140301601 for the Local Emergency Planning Committee Grant (Fund 2600).

Section 82. Appropriate $3,532 to project 3140800002 for the SMA/Till Sustainment grant (Fund 2600).

Section 83. Appropriate a transfer of $1,102,775 from fund 3000 to fund 1000 from 2012 General Obligation Bonds, refunding savings of 2002 General Obligation Bonds and appropriate the same to object 515180 to be applied to other post-employment benefit liability.

Section 84. Amend ordinance 8040-x to transfer $8,318,341.48 from HOF Debt Service fund 3024 to Nascar HOF Special Revenue fund 2004 for CRVA contribution depolluted to fund 5024 (GEAC fund 8108) in error during Fiscal Year 2014.

Section 85. Amend ordinance 8040-x to transfer $14,323,206.42 from Tourism Debt Service fund 3022 to Special Revenue fund 2002.

Section 86. Amend ordinance 8040-x to appropriate $35,000 to 1000-00-81-9040-004001-000000-000-521900 for contracted payments to CRVA.
June 12, 2017
Ordinance Book 60, Page 691  Ordinance No. 9104-X  O-1

Section 37. Amend ordinance 8040-x to transfer $10,000 from 1110100001 - Knight Cities #6 Barriers Project to 6110100026 0 Neighborhood Matching Grants.

Section 38. Amend ordinance 8040-x to appropriate $100,000 for WIA Career Pathways Grant to project 6110100086 (Fund 2750).

Section 39. Amend ordinance 8040-x to transfer $202,148 from project 6110100086 (P002) to project 6110100040 (P101).

TECHNICAL

Section 90. That the following ordinances are hereby revised as follows:

<table>
<thead>
<tr>
<th>Reference</th>
<th>Revised to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinance 9093-x, dated March 27, 2017</td>
<td>To change the amount in ordinance description to match amount $6,345,000 outlined in Sections 1 &amp; 2</td>
</tr>
<tr>
<td>Ordinance 8043-x, dated June 13, 2016</td>
<td>To read fund 6072 instead of 6084</td>
</tr>
<tr>
<td>Ordinance 8040-x, Section 3, Schedule U</td>
<td>To read Transfer from Aviation Operating Fund instead of Fund Balance - Unappropriated</td>
</tr>
<tr>
<td>Ordinance 8088-x, dated June 27, 2016</td>
<td>To read $20,000,000 instead of $31,807,928.17</td>
</tr>
<tr>
<td>Ordinance 8072-x, dated June 27, 2016</td>
<td>To read $390,000 appropriation in project 4020901610 (fund 6004)</td>
</tr>
<tr>
<td>Ordinance 8095-x, dated July 25, 2016</td>
<td>To read fund 6036 instead of fund 6004</td>
</tr>
<tr>
<td>Ordinance 8038-x, dated May 23, 2016</td>
<td>To read $86,400 appropriated in Project 6110100090 (fund 2700) instead of $85,000</td>
</tr>
<tr>
<td>Ordinance 8118-x, dated September 12, 2016</td>
<td>To read Type 60006001 rather than 60005010 for project 6020901636 in the amount of $4,916,000</td>
</tr>
<tr>
<td>Ordinance 9020-x, dated January 23, 2017</td>
<td>To read Capital Project Tourism Fund rather than Cultural Facilities Operating Fund and change GL funding source string to read 4022-00-99-0000-0000000-992002-00-0486000</td>
</tr>
<tr>
<td>Ordinance 8189-x, dated November 22, 2016</td>
<td>To read $185,380 for project 4020901533 Airport Terminal Rehabilitation rather than project 4020901578 Third Floor Toilet Renovations</td>
</tr>
<tr>
<td>Ordinance 8040-x, Section 2, Schedule H</td>
<td>To read Program Income $200,000 and Pay-As-You-Go $3,805,107 instead of Pay-As-You-Go $4,005,107 for Innovation Housing Program</td>
</tr>
<tr>
<td>Ordinance 8040-x, Section 2, Schedule H</td>
<td>To read Program Income $125,000 instead of Pay-As-You-Go $125,000 for Business Grant Program</td>
</tr>
<tr>
<td>Ordinance 8040-X, Section 2, Schedule M</td>
<td>Airfield Projects (Type P303) $2,950,000.00</td>
</tr>
<tr>
<td></td>
<td>Terminal Complex Projects (Type P304) $3,723,448.00</td>
</tr>
<tr>
<td></td>
<td>Cargo Development Projects (Type P305) $3,899,097.00</td>
</tr>
<tr>
<td></td>
<td>Miscellaneous Aviation Projects (Type P307) $7,540,895.00</td>
</tr>
<tr>
<td></td>
<td>Terminal Building Projects (Type P308) $500,000.00</td>
</tr>
<tr>
<td></td>
<td>Airport Service Fees (ASF) Projects (Type P311) $3,059,577.00</td>
</tr>
<tr>
<td></td>
<td>Fixed Base Operator Projects (Type P315) $2,859,157.00</td>
</tr>
<tr>
<td></td>
<td>New Facilities Projects (Type P511) $160,000.00</td>
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<tr>
<td></td>
<td>Facilities Maintenance Projects (Type P509) $500,000.00</td>
</tr>
<tr>
<td></td>
<td>Technology Projects (Type P504) $80,000.00</td>
</tr>
<tr>
<td></td>
<td>Vehicles Projects (Type P501) $5,157,000.00</td>
</tr>
<tr>
<td></td>
<td>Other Equipment Projects (Type P604) $376,000.00</td>
</tr>
<tr>
<td>Ordinance 9082-x, dated May 8, 2017</td>
<td>The Council action did not include language adopting the Budget Ordinance which was an attachment with the item. This action authorizes Council approval to adopt Budget Ordinance 9082-x.</td>
</tr>
<tr>
<td>Ordinance 8038-x, dated May 23, 2016</td>
<td>To read $29,300 appropriated in Project 1110100002 (fund 4601) instead of $27,900</td>
</tr>
<tr>
<td>Ordinance 8114-x, dated September 12, 2016</td>
<td>To read Project 3040320010 instead of Project 3040320020.</td>
</tr>
<tr>
<td>Ordinance 9049-x, Section 3, dated February 27, 2017</td>
<td>To read Project 3040340003 instead of Project 3030310001 and General Ledger string 2600-30-30-3060-304034-000000-005-3050 instead of 2600-30-30-3060-303031-000000-005-3050.</td>
</tr>
</tbody>
</table>

Section 91. That any remaining encumbered appropriations from the prior fiscal year for contracts and purchase orders that carry over into the current fiscal year are re-appropriated for expenditure in the current fiscal year.

Section 92. That the entire sums available from MSD Funds 2101, 2102, 2103, and 2104 fund balances as of June 30, 2017, for MSDs #1, #2, #3, and #4 is hereby appropriated for payment to Charlotte Center City Partners (CCCP).

Section 93. That the unexpended appropriations for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in the current fiscal year; local grant-matching obligations that were previously authorized as part of multiyear grant projects are also re-appropriated for expenditure in the current fiscal year.
Section 94. Sections of this ordinance estimate federal and/or state grant participation. Upon receipt of the grant assistance, the sources and levels of funding for the project specified may be adjusted to reflect permanent financing. Until permanent financing is realized, the Chief Financial Officer or his designee is hereby authorized to advance funding from the appropriate fund’s fund balance to cover the estimated grant revenue as specified in the above sections. Upon receipt of grant revenue, funds advanced to the project shall revert back to the source fund’s fund balance. If grant funding is not realized, the advance may be designated as the permanent source of funding. The total project appropriation level shall not exceed the amounts specified unless amended by a subsequent ordinance.

Section 95. That the City Manager is hereby authorized to move appropriations for reorganizations within and between funds. Any offsetting increases and decreases to both estimated revenues and appropriations may occur to accommodate these changes.

Section 96. That the Chief Financial Officer or his designee is hereby authorized to appropriate interest earnings for any Federal, State, Local, or other third party grants or other revenues for the duration of the grants or other revenues authorized performance periods.

Section 97. That the Chief Financial Officer or his designee is hereby authorized to appropriate interest on investments on HUD-related revolving loan funds as required by HUD to return related interest earnings to HUD at fiscal years’ end.

Section 98. That the Chief Financial Officer or his designee is hereby authorized to advance cash from the General Capital Project equity of the City’s cash pool account to general capital projects that are bond financed (unissued) and that have City Council authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the General Capital Project equity of the City’s cash pool account.

Section 99. That the Chief Financial Officer or his designee is hereby authorized to advance cash from the Utilities equity of the City’s cash pool account to water and sewer projects that are bond financed (unissued) and that have City Council authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the Utilities equity of the City’s cash pool account.

Section 100. That the Chief Financial Officer or his designee is hereby authorized to transfer interest earnings from the City’s various operating and capital funds to the appropriate debt service funds according to Council policy, except where specific exceptions have been authorized.

Section 101. That the Chief Financial Officer or his designee is hereby authorized to transfer sales tax revenues between Transit Operating Funds and the Transit Debt Service Funds as necessary to facilitate CATS financial policies.

Section 102. That the Chief Financial Officer or his designee is hereby authorized to appropriate amounts needed to fund current fiscal year debt issuers that have been approved by Council.

Section 103. That the Chief Financial Officer or his designee is hereby authorized to appropriate amounts needed to satisfy federal government regulations related to interest earnings on debt issues.

Section 104. That the Chief Financial Officer or his designee is hereby authorized to transfer revenues from the Tourism and Convention Center Tax Funds to the Charlotte Regional Visitors Authority as stipulated in State of North Carolina General Statutes, contractual or other required payments.

Section 105. That occupancy and prepared food and beverage tax revenues are hereby available and are authorized to be appropriated in the amounts needed to make payments to Charlotte Regional Visitors Authority as specified in the Council-authorized agreement.

Section 106. That prepared food and beverage tax revenues are hereby available and are authorized to be appropriated for transfer in the amounts needed to make payments to the Mecklenburg County towns (Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville) as stipulated in House Bill 715, Session Law 2001 and interlocal agreement approved by Council resolution June 13, 2005.

Section 107. That annual wireless communications user fees exceed annual debt service and other operating expenditures for wireless infrastructure system operations in General Fund 1000 the excess is hereby authorized to be appropriated for transfer to the General Capital Improvement Fund 4001 for future digital communications upgrades as specified in Council-authorized interlocal agreements. Any shortfall in collections from system user fees will be carried forward to the future fiscal year(s) and will be deducted from future transfers to the CIP until depleted.

Section 108. That the Chief Financial Officer or his designee is hereby authorized to adjust the funding source for Water and Sewer Capital Projects as necessary to reflect the applicable source as Pay As You Go or bond proceeds.

Section 109. That the Chief Financial Officer or his designee is hereby authorized to auction or sell non-United States denominated coins and United States currency that is considered to be damaged, rare and/or collectors’ coins collected by the City for deposit into the City’s cash pool account.

Section 110. That the Chief Financial Officer or his designee is hereby authorized to pay sales and use tax as required.

Section 111. That the Chief Financial Officer or his designee is hereby authorized to pay insurance premiums, risk management claims, legal fees, utility bills, escrow payments, annual hardware/software maintenance and support fee renewals, refunds (excluding property tax and business privilege license refunds), auction fees; payments to Mecklenburg County in accordance with Council authorized agreements; payments to transit management company, and payments to the property management company for CATS’ Charlotte Transit Center (CTC).

Section 112. Pursuant to N.C. Gen. Stat. § 166-26(b), the City Council authorizes the Manager or Interim Manager or, if both are unable to sign checks or drafts on an official depository, the Deputy City Manager to countersign such checks and drafts until the Manager or Interim Manager becomes able to perform this function.

Section 113. That the Chief Financial Officer or his designee is hereby authorized to transfer between funds, appropriations which are directly tied to specific revenues such as sales tax, tax increment financing, U-Drive II, and other applicable items.

Section 114. That the sum of General Fund 1000 Fund Balance in excess of 16% is hereby available for transfer and appropriation to the Pay-As-You-Go Fund 4000 Fund Balance.

Section 115. That the Chief Financial Officer is hereby authorized to charge a 5% administrative fee on all purchases at City auctions of surplus property, and assess a storage charge of $25 per day per vehicle on any buyer who fails to remove a purchased vehicle from City property within the time frame stipulated in the auction rules.
June 12, 2017

Ordinance Book 60, Page 693  Ordinance No. 9104-X  O-1

Section 118. That the City Manager is hereby authorized to adjust appropriations in accordance with any Council amendments to this budget ordinance made at the Council Business Meeting of budget adoption.

Section 117. Copies of this ordinance shall be furnished to the Director of Finance, City Treasurer, and Chief Accountant to be kept on file by them for their direction in the disbursement of City funds.

Section 118. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 119. It is the intent of this ordinance to be effective July 1, 2017, except for Sections 14 through 118, which are to be effective upon adoption.

Approved as to form:

[Signature]

City Attorney

CERTIFICATION

I, Emily A. Kunze, Deputy City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of an Ordinance adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 12th day of June, 2017, the reference having been made in Minute Book 143, and recorded in full in Ordinance Book 60, Page(s) 678-693.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this 12th day of June, 2017.

[Signature]

Emily A. Kunze, Deputy City Clerk
FY 2018 – 2022 Community Investment Plan
Resolution

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE AMENDING
THE FIVE-YEAR COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2022.

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

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

WHEREAS, the City of Charlotte has a five-year Community Investment Plan
based on policy assumptions, so stated in the FY 2018 - 2022 Community
Investment Plan that balances potential physical development with long-range
financial capacity; and

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

NOW THEREFORE BE IT RESOLVED, by the City Council of the City of
Charlotte, in its regular session duly assembled, that it hereby adopt the
Community Investment Plan for fiscal years 2018 to 2022.

This 12th day of June 2017

CERTIFICATION

I, Emily A. Kunze, Deputy City Clerk of the City of Charlotte, North Carolina, DO HEREBY
CERTIFY that the foregoing is a true and exact copy of a Resolution adopted by the City
Council of the City of Charlotte, North Carolina, in regular session convened on the 12th day of
June, 2017 the reference having been made in Minute Book 143 and recorded in full in
Resolution Book 48, Page 263.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, the 12th day

Emily A. Kunze, Deputy City Clerk
RESOLUTION
No. 2017-01


A motion was made by Mayor James Taylor and seconded by Mayor John Woods for the adoption of the following resolution, and upon being put to a vote was duly adopted by the Metropolitan Transit Commission (MTC).

WHEREAS, The Amended Transit Governance Interlocal Agreement (11-28-2005) provides that the Chief Transit Official shall submit to the MTC by January 30 of each year a proposed transit budget and program delineating the public transit services, activities and programs to be undertaken in the upcoming fiscal year starting July 1, and the financial resources required to carry out the services, activities and programs, and

WHEREAS, the Chief Transit Official provided budget and program recommendations to the MTC on January 25, 2017, which have been developed in compliance with CATS Mission, Vision, Strategic Goals and Financial and Fare Policies, and

WHEREAS, the Chief Transit Official's recommended budgets and programs have been reviewed by the Citizens Transit Advisory Group and the Transit Services Advisory Committee in accordance with the provisions of the Transit Governance Interlocal Agreement and the Metropolitan Transit Commission Rules of Procedures, and

WHEREAS the Metropolitan Transit Commission has reviewed the recommended FY2018 Transit Operating and Debt Service Budgets and Programs and the FY2018-2022 Community Investment Plan and Projects to determine the transit program plans for meeting transportation needs of the Charlotte-Mecklenburg community,

NOW THEREFORE, be it resolved that the Metropolitan Transit Commission hereby

1. Approves the FY2018 Transit Operating Budget, the FY2018 Transit Debt Service Budget and the FY2018-2022 Transit Community Investment Plan (attached to this Resolution)
2. Authorizes Chief Transit Official to present the FY2018 Transit Operating Budget, the FY2018 Debt Service Budget and the FY2018-2022 Community Investment Plan to the Charlotte City Council for their review, approval and inclusion in the City of Charlotte's FY2018 Budget Ordinance.
This resolution shall take effect immediately upon its adoption.

I, Jennifer Roberts, Chairman of the Metropolitan Transit Commission do hereby certify that the above Resolution is a true and correct documentation of the MTC's action from their meeting duly held on April 26, 2017.

Signature of MTC Chairperson
Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Department: City’s operating departments.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF</td>
<td>Asset Forfeiture</td>
</tr>
<tr>
<td>AMWA</td>
<td>Association of Metropolitan Water Agencies</td>
</tr>
<tr>
<td>ARD</td>
<td>Asset Recovery and Disposal</td>
</tr>
<tr>
<td>BLE</td>
<td>Blue Line Extension</td>
</tr>
<tr>
<td>BSC</td>
<td>Balanced Scorecard</td>
</tr>
<tr>
<td>BTOP</td>
<td>Broadband Technology Opportunities Program</td>
</tr>
<tr>
<td>CATS</td>
<td>Charlotte Area Transit System</td>
</tr>
<tr>
<td>CCF</td>
<td>100 Cubic Feet</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
</tr>
<tr>
<td>CDOT</td>
<td>Charlotte Department of Transportation</td>
</tr>
<tr>
<td>CIP</td>
<td>Community Investment Plan</td>
</tr>
<tr>
<td>CLT</td>
<td>Charlotte Douglas International Airport</td>
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<tr>
<td>CMDC</td>
<td>Charlotte Mecklenburg Development Corporation</td>
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<tr>
<td>CMPD</td>
<td>Charlotte Mecklenburg Police Department</td>
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<tr>
<td>CMS</td>
<td>Charlotte Mecklenburg School</td>
</tr>
<tr>
<td>CNIP</td>
<td>Comprehensive Neighborhood Improvement Program</td>
</tr>
<tr>
<td>COPs</td>
<td>Certificates of Participation</td>
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<tr>
<td>CRC</td>
<td>Charlotte-Mecklenburg Community Relations Committee</td>
</tr>
<tr>
<td>CRP</td>
<td>Charlotte Regional Partnership</td>
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<tr>
<td>CRTPO</td>
<td>Charlotte Regional Transportation Planning Organization</td>
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<tr>
<td>CRVA</td>
<td>Charlotte Regional Visitors Authority</td>
</tr>
<tr>
<td>E&amp;PM</td>
<td>Engineering &amp; Property Management</td>
</tr>
<tr>
<td>EBPP</td>
<td>Electronic Bill Presentment and Payment</td>
</tr>
<tr>
<td>EIS</td>
<td>Environmental Impact Statement</td>
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<tr>
<td>EMT</td>
<td>Emergency Medical Technician</td>
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<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>EUI</td>
<td>Energy Use Index</td>
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<tr>
<td>FAA</td>
<td>Federal Aviation Administration</td>
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<tr>
<td>FBO</td>
<td>Fixed Base Operation</td>
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</tbody>
</table>
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</thead>
<tbody>
<tr>
<td>FCC</td>
<td>Federal Communications Commission</td>
</tr>
<tr>
<td>FTA</td>
<td>Federal Transit Administration</td>
</tr>
<tr>
<td>FTE</td>
<td>Full Time Equivalent</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
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<tr>
<td>GEP</td>
<td>Greater Enrichment Program</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical Information System</td>
</tr>
<tr>
<td>GO</td>
<td>General Obligation (bonds)</td>
</tr>
<tr>
<td>HOME</td>
<td>Home Ownership Made Easy (Federal Housing grant)</td>
</tr>
<tr>
<td>HOPWA</td>
<td>Housing Opportunities for People with AIDS</td>
</tr>
<tr>
<td>LEDs</td>
<td>Light Emitting Diodes</td>
</tr>
<tr>
<td>MGD</td>
<td>Million of Gallons per Day</td>
</tr>
<tr>
<td>MHz</td>
<td>Megahertz</td>
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<tr>
<td>MOE</td>
<td>Maintenance of Effort</td>
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<tr>
<td>MPO</td>
<td>Metropolitan Planning Organization</td>
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<tr>
<td>MSD</td>
<td>Municipal Service District</td>
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<tr>
<td>MTC</td>
<td>Metropolitan Transit Commission</td>
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<tr>
<td>MYEP</td>
<td>Mayor’s Youth Employment Program</td>
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<tr>
<td>NCHFA</td>
<td>North Carolina Housing Finance Agency</td>
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<tr>
<td>NCDOT</td>
<td>North Carolina Department of Transportation</td>
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<tr>
<td>N&amp;BS</td>
<td>Neighborhood &amp; Business Services</td>
</tr>
<tr>
<td>NECI</td>
<td>Northeast Corridor Infrastructure</td>
</tr>
<tr>
<td>NIP</td>
<td>Neighborhood Improvement Projects</td>
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<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Act</td>
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<tr>
<td>PAYGO</td>
<td>Pay-As-You-Go</td>
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<tr>
<td>POST</td>
<td>Partners in Out-of-School Time</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal</td>
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<tr>
<td>SBE</td>
<td>Small Business Enterprise</td>
</tr>
<tr>
<td>S/MWBE</td>
<td>Small Business/Minority and Women Business Enterprise</td>
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<tr>
<td>SOP</td>
<td>Strategic Operating Plan</td>
</tr>
<tr>
<td>SRO</td>
<td>School Resource Officers</td>
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<tr>
<td>SSGC</td>
<td>Shared Services Governance Committee</td>
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<tr>
<td>STIG</td>
<td>Synthetic Tax Increment Grants</td>
</tr>
<tr>
<td>STS</td>
<td>Special Transportation Service</td>
</tr>
<tr>
<td>SWS</td>
<td>Solid Waste Services</td>
</tr>
<tr>
<td>TAP</td>
<td>Transportation Action Plan</td>
</tr>
<tr>
<td>TBA</td>
<td>To Be Authorized</td>
</tr>
<tr>
<td>UCR</td>
<td>Uniform Crime Reporting</td>
</tr>
<tr>
<td>UDAG</td>
<td>Urban Development Action Grant</td>
</tr>
<tr>
<td>UPWP</td>
<td>Unified Planning Work Program</td>
</tr>
<tr>
<td>VMT</td>
<td>Vehicles Miles Traveled</td>
</tr>
<tr>
<td>WIA</td>
<td>Workforce Investment Act</td>
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</table>
This concludes the FY 2018 Strategic Operating Plan and FY 2018-2022 Community Investment Plan.