

**FY2015
STRATEGIC OPERATING PLAN
AND
FY2015-FY2019
COMMUNITY INVESTMENT PLAN**



CHARLOTTE.

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FY2015 STRATEGIC OPERATING PLAN

AND

FY2015 – FY2019 CAPITAL INVESTMENT PLAN

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MAYOR PRO TEM

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CITY COUNCIL

Al Austin

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Reader's Guide

This reader's guide describes the structure of two plans contained in this document: the **FY2015 Strategic Operating Plan** and the **FY2015 - FY2019 Community Investment Plan**. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations.

FY2015 Strategic Operating Plan

This document provides a detailed record of the spending plan adopted by the City Council for FY2015. It contains the following elements:

Section	Description
Executive Summary (Pages 7-26)	An overview of the Strategic Operating Plan which highlights the priorities reflected in the budget, itemized budget decreases and increases, fund summaries, and Community Investment Plan Summary.
City Strategy and Operating Budget (Pages 27-106)	<p>An overview of the City's corporate strategy and operating budget, and Focus Area Plans (Community Safety, Housing & Neighborhood Development, Environment, Transportation & Planning, and Economic Development & Global Competitiveness).</p> <p><u>General Fund Service Departments:</u> The budgets and performance achievements of departments that are funded by the City's property and sales taxes. These include: Police, Fire, Solid Waste Services, Transportation, Neighborhood & Business Services, Engineering & Property Management, and Planning.</p> <p><u>Enterprise Service Departments:</u> The budgets and performance achievements of departments that function as enterprise operations with a dedicated funding source. These include: Aviation, Charlotte-Mecklenburg Utility Department, Charlotte Area Transit System, Storm Water, and Risk Management.</p> <p><u>Support Departments:</u> The budgets and performance achievements of support departments, which are funded by the City's property and sales taxes. These include the, Budget & Evaluation, Shared Services, Innovation & Technology, Finance, and Human Resources.</p> <p><u>Governance Departments:</u> The budgets and performance achievements of support departments, which are funded by the City's property and sales taxes. These include: Mayor & City Council, City Attorney, City Clerk, and City Manager.</p>
Summary Statistics and Schedules (Pages 107-148)	Presentations of key revenue and expenditure information as City-wide totals, as well as totals by fund.
Community Investment Plan Summary (Pages 149-178)	A five-year plan, matching the City's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities. The plan reflects both general and enterprise funds.
User Fees (Pages 179-200)	A listing of City regulatory and non-regulatory fees by City department.
Financial Policies and Practices (Pages 201-206)	A listing and explanation of City financial policies and practices.
Key Terms and Acronyms (Pages 207-213)	A list of references and definitions used throughout the document.

FY2015 Budget Process

Overview of Budget Process

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

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

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

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

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

Budget Policy Development – Phase One (October – April)

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

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

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

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

FY2015 Budget Process

Budget Policy Development – Phase One (continued)

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

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

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

The budget development policy phase concludes in April with Council's adoption of the Focus Area Plans for the upcoming year. At this time, the Budget & Evaluation Department coordinates with staff to modify budgets and to revise performance measures based on Council's guidance and feedback from the Budget Workshops.

The Budget Deliberation and Adoption – Phase Two

The City Manager and Budget & Evaluation 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 Budget & Evaluation Department 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.

FY2015 Budget Process

PHASE I – BUDGET POLICY DEVELOPMENT

October 2013

Strategic Operating Plan Kick-off

December 2013

City Council Business Meeting

- Approve FY2015 Budget Calendar

January 2014

Mayor and Council Annual Retreat

- Overview of the economic environment and potential operating and capital budget considerations for FY2015

February 2014

Council Budget Committee Meeting

- Review Committee Charge
- Review Budget Process Calendar
- Review Proposed February 26 Budget Workshop Agenda
- Charlotte Area Transit System Budget

Mayor and Council Budget Workshop

- Review of Budget Question & Answers from Mayor & Council Retreat
- Revenue Update
- Charlotte Area Transit System Budget
- Storm Water Services Budget
- Financial Partner and Outside Agency Funding Requests

March 2014

Council Budget Committee Meeting

- Review Proposed March 19 Budget Workshop Agenda
- Charlotte-Mecklenburg Utility Budget
- Aviation Budget
- Pay-As-You-Go General Community Investment Plan

Mayor and Council Budget Workshop

- Charlotte-Mecklenburg Utility Budget
- Aviation Budget
- Overview of Questions & Answers from February 26 Budget Workshop

Council Budget Committee Meeting

- Process for Distribution of Information for Council Budget Workshops
- Review Proposed April 9 Budget Workshop Agenda
- Employee Pay and Benefits Overview
- General Revenue Overview
- Approved Pay-As-You-Go Community Program Overview
- Future Budget Communications and Community Engagement

April 2014

Mayor and Council Budget Workshop

- General Community Investment Plan
- Compensation, Benefits, and Personnel
- General Fund Budget Update
- Overview of Questions & Answers from March 19 Budget Workshop

City Council Business Meeting

- Adopt FY2015 Focus Area Plans

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2014

Budget Presentation by City Manager

Public Hearing on Budget

Council Budget Adjustments Meeting

Council Budget Adjustments and Straw Votes Meeting

June 2014

Budget Adoption for FY2015



CHARLOTTE

Manager's Transmittal

July 1, 2014

To the Mayor and City Council of Charlotte

The budget for the City sustains essential services in public safety, the environment, transportation, and neighborhood and business services as well as the administrative support that they require. The budget is intended to be consistent with the City Council's policy directions as provided through the budget workshops, Focus Area Plans, and adopted Community Investment Plan. The Fiscal Year 2015 budget represents a strong value to tax and rate payers and reflects a steady economic recovery.

General Fund Allocation by Council Focus Area	
Community Safety	75%
Economic Development & Global Competitiveness	2%
Environment	11%
Housing & Neighborhood Development	3%
Transportation & Planning	9%

Homeowner costs kept low. The property tax rate is unchanged in the budget. Residential services fees increase a total of 1.6%, reflecting the cost of services. The overall median cost of the City's annual residential services is estimated at \$1,537 a year, or approximately \$4.21 per day, an increase of 6.5¢ per day or \$23.64 annually. The gross General Fund budget increases 3.7% to \$584.1 million.

Fees reflect cost of services provided. The various enterprise funds increase modestly, reflecting the cost of doing business. These governmental "enterprises" are not supported by general taxes, except for Charlotte Area Transit Service (CATS), which receives dedicated sales tax, a limited amount of mandated general fund support, and new funding to support the Phase 1 of the CityLYNX Gold Line. The CATS budget also contains a base fare increase from \$2.00 to \$2.20 per trip, up 10%. Fares were last raised in FY2013.

New Annual Cost to Homeowners			
Property Tax	\$ 0	increase	0%
Water Sewer	\$20.76	increase	3.1%
Storm Water	\$ 2.88	increase	3.0%
Total Annual	\$23.64	increase	1.5%

6.5¢ per Day, or a Monthly increase of \$1.97

Airport budget recalibrated. The one enterprise with meaningful enhancements is the Charlotte-Douglas Airport. Operating costs have been recalibrated to reflect leading practices in order to provide the infrastructure necessary to sustain the nation's eighth largest airport, supporting over 700 flights a day and 43.5 million passengers a year. At the same time, the airport maintains its commitment to providing the best value in the industry. Charlotte-Douglas is the lowest cost large hub in the nation at 41% of its next lowest competitor and 82% lower than the next lowest cost hub in the American Airline system.

Investing in the Future. Last year, City Council adopted an \$816.4 million Community Investment Plan focused on improving the community's livability, job growth, and getting around the City. The first of four bond referenda associated with this plan is scheduled for November 2014. The budget includes resources necessary to implement the 2014 investments, subject to voter approval. There is no overall increase in funding for the plan.

Operating Fund Summary (in millions)		
General Fund	\$584.1	3.7%
Aviation	\$128.7	8.0%
CATS	\$114.2	3.6%
Water-Sewer	\$120.0	6.2%
Storm Water	\$ 13.1	4.0%

Post-Recession Adjustments. Over the past six years, the recession limited available resources to meet the needs of our growing community. With a steadily improving economy, this budget addresses essential requirements to meet current service demands that are driven by population growth, inflation, and prior commitments. Funds are included for various maintenance and operational costs for new facilities including the new Fire Headquarters building and transit.



CHARLOTTE

Manager's Transmittal

Investing in Employees. Based on the Council's personnel pay philosophy, the budget includes compensation adjustments that grow at a level consistent with the overall economic performance of the City. Following four years where the economy dictated adjustments below market benchmarks, the proposed budget is at the benchmark. Public safety employees would receive, 1.5% market increase plus a "step" increase of either 2.5% or 5% (up to top step); general employees would receive a variable pay adjustment based on performance, drawn from a merit pool of 3%. The City's health insurance contribution increases a very modest 2% due to the effectiveness of the City's wellness and cost containment programs.

Conclusion. Overall, the budget is designed to meet basic service needs in a fiscally responsible, professional manner that provides good value to taxpayers. Investments are targeted and limited only to that which is financially sustainable. I look forward to our continued discussions and your guidance to achieve a Charlotte that is a global city with opportunity for all.

Respectfully submitted,

Ron Carlee, City Manager

FY2015–FY2019 Community Investment Plan Resolution

June 9, 2014
Resolution Book 45, Page 421

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTE AMENDING
THE FIVE-YEAR COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2015 TO 2019.

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 FY2015-FY2019 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; and

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 2015 to 2019.

This 9th day of June 2014.

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 9th day of June, 2014 the reference having been made in Minute Book 136 and recorded in full in Resolution Book 45, Page(s)421-422.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this 9th day of June, 2014.

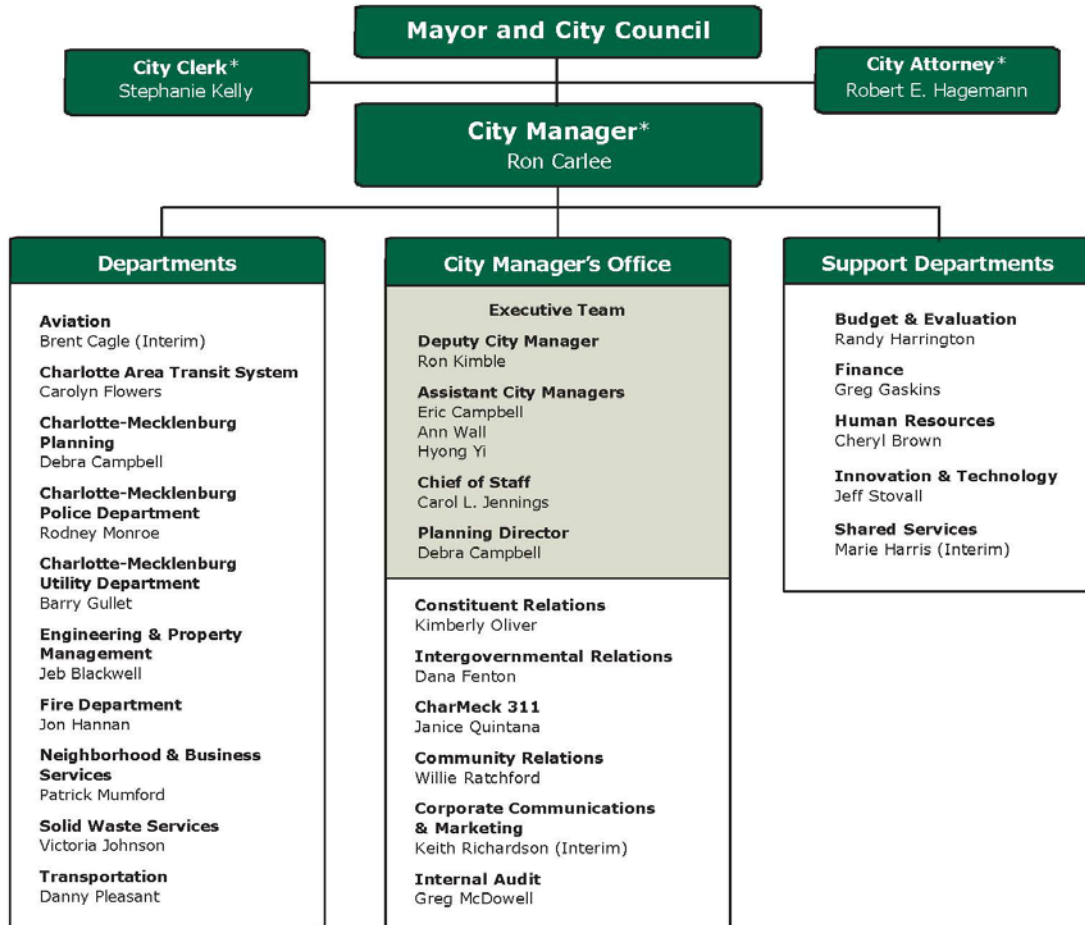


Emily A. Kunze, Deputy City Clerk

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City Government Organization Chart



* Council appointed

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Executive Summary

Council Adopted Budget

- *Stable and practical* •
- *Consistent with Council Policy* •
- *Strong value to tax and rate payers* •

The FY2015 Operating Budget and FY2015–FY2019 Community Investment Plan focus on stability by cost-effectively providing the core services upon which residents rely. For FY2015, the budget calls for **no property tax increase and minimal changes to fees that reflect the cost of services.**

The allocation of resources addresses City Council priorities and policy direction organized around the City Council's five Focus Areas:

- **Community Safety:** Charlotte will be one of America's safest communities
- **Housing & Neighborhood Development:** Charlotte will create and sustain distinct and diverse neighborhoods for residents of all ages
- **Environment:** Charlotte will become a global leader in environmental sustainability, preserving our natural resources while balancing growth with sound fiscal policy
- **Transportation & Planning:** Charlotte's strong economy and attractive lifestyle will thrive due to our vibrant places, healthy neighborhoods, and robust employment centers, supported by strategic transportation investments
- **Economic Development & Global Competitiveness:** Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages

The budget is committed to maintaining Charlotte's status as a global city where people want to live, raise a family, retire, work, have fun, and feel connected.

Value of City Services

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

The FY2015 operating budget maintains stable core services. Residents will continue to receive good value for the level and quality of all services provided through residential fees – about \$4.21 per day for the typical homeowner - an increase of 1.6% over FY2014.

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

- 255 Firefighters on duty at 42 fire stations, responding to more than 260 calls for service
- 348 Police Field Units, responding to over 900 resident and 2,600 officer-initiated calls for service
- 735 signalized intersections operating over 2,400 miles of City streets
- 4,400 service calls received by CharMeck 311
- 42,500 households receiving trash pick up
- 100,000,000 gallons of drinking water treated and delivered
- 76,000,000 gallons of wastewater collected and treated

Executive Summary

Overview of Total Budget

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

The total FY2015 budget is \$2.10 billion, an increase of 6.5% above the prior year. The total budget is comprised of the annual Operating Budget and the Community Investment Plan (capital budget). The annual operating budget reflects day to day operations, while the Community Investment Plan represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget. The 6.5% increase above FY2014 is due primarily to a 208.6% increase in the General Community Investment Plan for FY2015.

The budget numbers in this Executive Summary represent the “net budget,” which excludes interfund transfers. For example, the Charlotte-Mecklenburg Utility Department transfers funds to the General Fund for purchased billing services provided by the Finance Department. The “net budget” reflects this amount as part of the Charlotte-Mecklenburg Utility Department, since it is this department that ultimately funds utility billing services.

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. **The FY2015 operating budget is \$1.25 billion, an increase of 4.5% over the FY2014 budget, due primarily to growth in the Enterprise Funds to meet current service demands.**

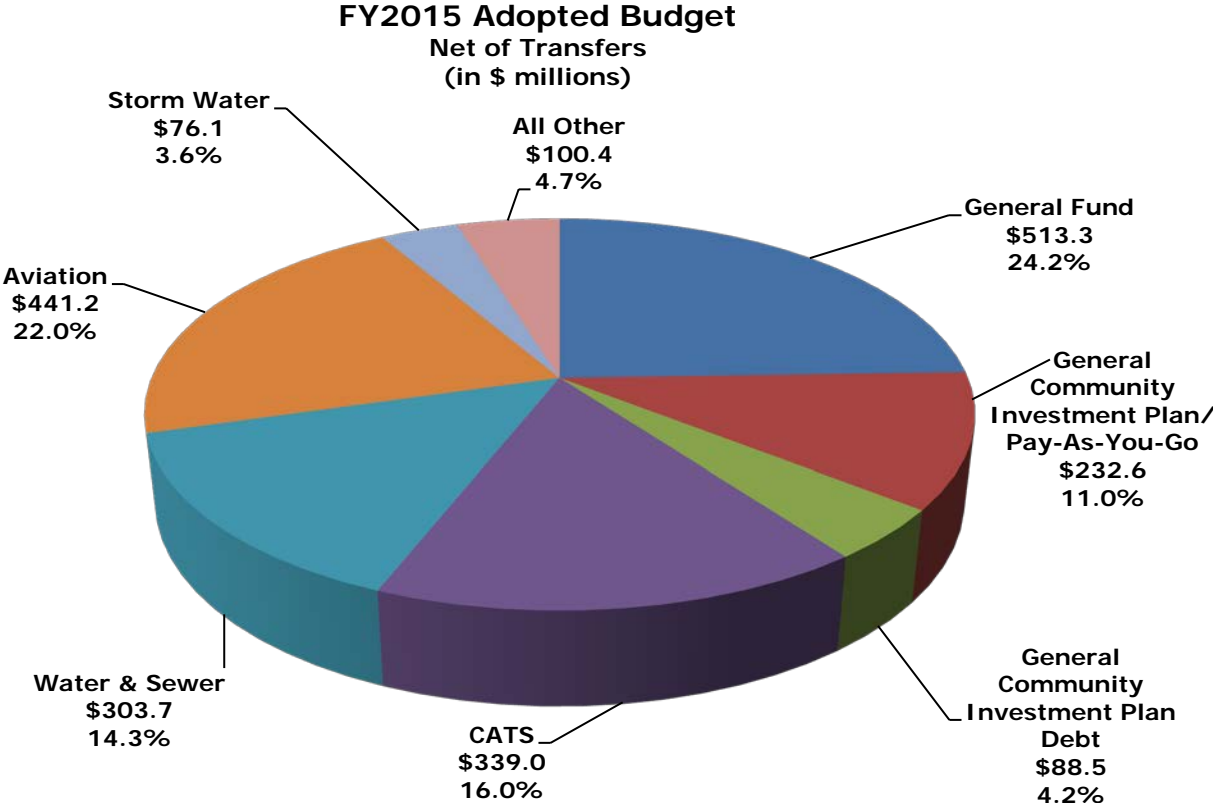
The General Fund and Enterprise departments are:

General Fund Departments		
Service	Support	Governance
Police	Budget & Evaluation	City Attorney's Office
Fire	Shared Services	City Clerk
Solid Waste Services	Innovation & Technology	City Manager's Office
Transportation	Finance	
Neighborhood & Business Services	Human Resources	
Engineering & Property Management		
Planning		

Enterprise Fund Departments
Aviation
Charlotte Area Transit System
Charlotte-Mecklenburg Utility Department
Storm Water (a division of Engineering & Property Management)
Risk Management (a division of Finance)

Executive Summary

The following chart illustrates the composition of the FY2015 Total Budget (includes both Operating and Capital for General Fund and Enterprise Fund departments).



Executive Summary

General Fund

The **FY2015 General Fund budget (net of transfers) is \$513.3 million, a 4.0% increase above FY2014** to maintain core service levels. There is no property tax rate increase for FY2015. The City's property tax rate remains 46.87¢ per \$100 valuation, with a total assessed property valuation of \$91.6 billion. The property tax allocation is:

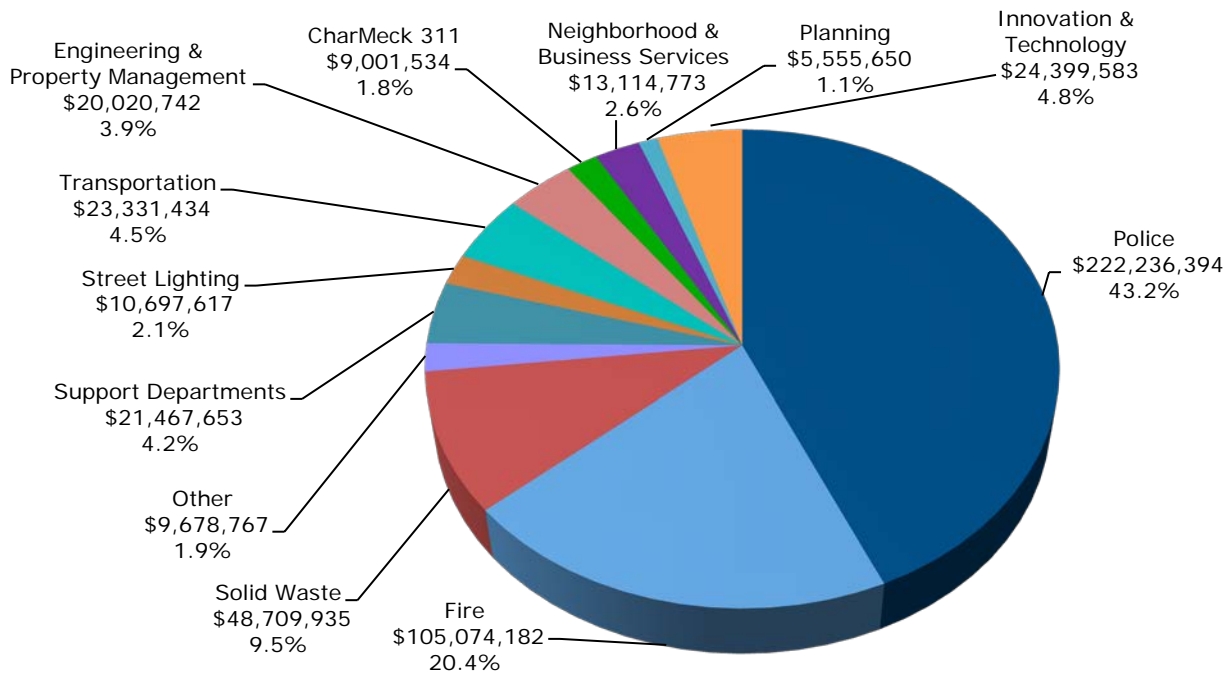
Fund	FY2014	FY2015	Change
General Fund	36.00¢	36.00¢	0.00¢
Debt Service	9.67¢	9.67¢	0.00¢
Pay As You Go Capital	1.2¢	1.2¢	0.00¢
Total	46.87¢	46.87¢	0.00¢

General Fund Expenditures

The General Fund expenditures focus on addressing base budget needs necessary to meet current service demands, driven primarily from population growth, inflation, and prior commitments. By Focus Area, the General Fund budget is allocated:

- 75% to Community Safety,
- 2% to Economic Development and Global Competitiveness,
- 11% to Environment,
- 3% to Housing & Neighborhood Development, and
- 9% to Transportation & Planning.

General Fund Expenditures Where the Money Goes \$513.3 million (Net of Transfers)

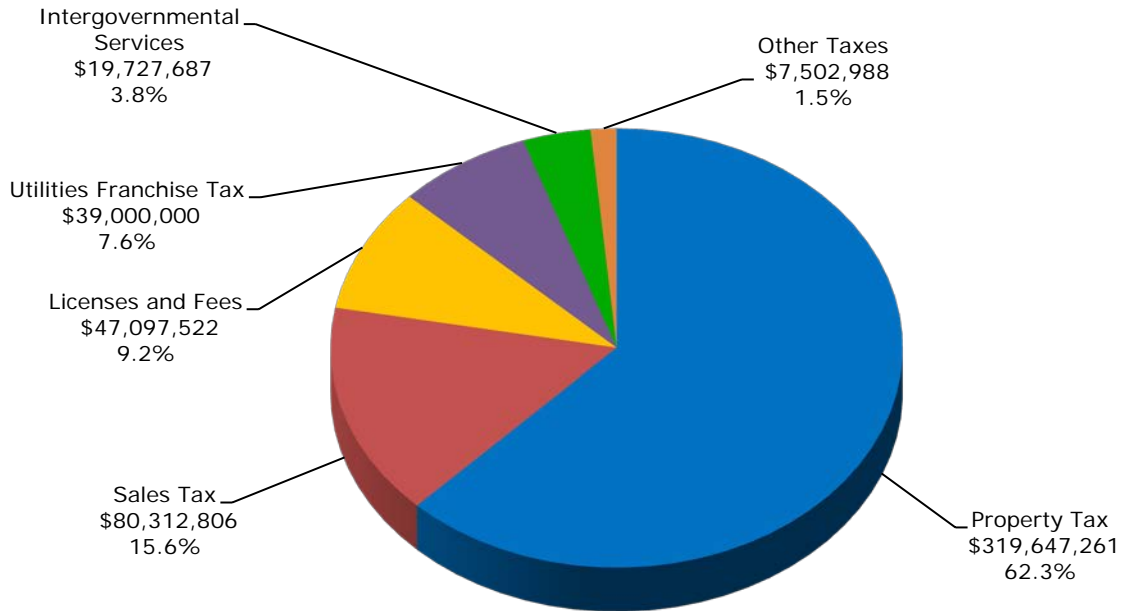


Executive Summary

General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise 69.39% of total revenue. The budgeted growth in FY2015 for Property Tax and Sales Tax is 1.47% and 11.84%, respectively. The total General Fund revenue growth is budgeted at \$20.6 million, which is an increase of 3.66% above FY2014. An itemized list of FY2015 revenue sources and projections can be found in the "Summary Statistics & Schedules" section of this book.

General Fund Revenues Where the Money Comes From \$513.3 million (Net of Transfers)



Executive Summary

Key General Fund budgetary increases by Focus Area are:

Community Safety	
Conversion of nine existing Police command staff positions from full-time temporary employees to regular status to better reflect actual Police staff needs	\$1,111,363
Police technology maintenance	\$490,000
Two Battalion Chiefs to support Airport (funded by Aviation)	\$222,207
One Facility Maintenance Coordinator for new Fire Headquarters (1/2 year)	\$42,280
Economic Development & Global Competitiveness	
Business Investment Grants to reflect prior Council approved economic development commitments	\$300,000
Central Intercollegiate Athletic Association (CIAA) Tournament support, pending final, negotiated agreement and match from Mecklenburg County	\$100,000
Film Commission expansion to promote the region and increase economic development and job growth associated with the film industry, pending match from Mecklenburg County	\$75,000
Environment	
Solid Waste Services contract inflation for growth in residential recycling, multi-family collection, and roll-out container maintenance and replacement	\$427,856
Housing & Neighborhood Development	
One Code Process Specialist to address increased signage and setback permitting reviews, including a vehicle and supplies (offset by user fees)	\$91,786
Additional Principal Planner position to support the preservation of Historic Districts	\$88,322
Transportation & Planning	
Street lights to aid in both safety and mobility, as a result of an increase in lights as well as an anticipated electric rate increase	\$422,958
Initial funding to modernize and improve the ease of use of the City's Zoning Ordinance (partially offset by user fees)	\$482,885
General Government (allocated across the Focus Areas)	
General Fund compensation adjustment	\$7,450,000
General Fund Health Insurance and Retirement payment adjustments	\$2,988,000
Technology contract inflation to maintain software license agreements and to begin addressing technology support demands	\$1,900,000
CityLYNX Gold Line Phase I Operations (funded by auto fee)	\$750,000
Automotive Maintenance	\$700,000
One Internal Auditor to audit Airport Revenue Contracts	\$73,382

Additional information on departmental budgets, including a summary of services, performance highlights, and budgetary increases and decreases, is included as part of the individual departmental pages in the "Operating Budgets" section of this book.

Executive Summary

Enterprise Funds

The City's four Enterprise departments are funded by self-supporting revenues paid by users of the services. The FY2015 Enterprise Fund Operating budgets and supporting rates are summarized below.

Aviation

The Charlotte Douglas International Airport is the sixth largest in the United States based upon operations and eighth largest based upon passengers. The FY2015 budget is \$128,743,396, an 8.0% increase above the prior year budget. The Aviation budget represents a recalibration to effectively and efficiently manage an airport that now serves as the second largest hub for the largest airline in the world.

The budget changes maintain an airport that is highly competitive, with the lowest cost structure of any large hub airport in the country. Highlights include:

- 147 existing full-time temporary positions (primarily Shuttle Bus Drivers and Airport Service Representatives) are converted to regular full-time status to more accurately reflect actual service levels. 23 positions are added in a variety of capacities, including Business Services, Building Maintenance, and Security, to keep up with service complexity and customer demand.
- Most Aviation rates remain flat, however a few fees increase such as Landing Fees per load weight and cargo facility rentals per square foot.

Charlotte Area Transit System

The Charlotte Area Transit System provides core services via bus, vanpool, light rail, and paratransit transportation. The FY2015 operating budget is \$114,206,940, a 3.6% increase above the prior year budget, a reflection of increased ridership. Highlights include:

- The increase in expenditures is driven by expansion of transportation options. 20 positions and associated operating costs are added for the CityLYNX Gold Line Phase I Project, Light Rail Operations, and Special Transportation Services, which are funded in the General Fund.
- Revenues include a 20¢ fare increase in accordance with the Transit Financial Policies. The increase supports increased costs and expanded services.

Charlotte-Mecklenburg Utility Department

The Charlotte-Mecklenburg Utility Department 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 FY2015 operating budget is \$120,022,894, an increase of 6.2%. Highlights include:

- Expenditures maintain investments in current infrastructure.
- Water and Sewer rates increase by 3.1%, or \$1.73 per month, for the typical user to maintain current infrastructure and respond to changing economic and regulatory conditions.

Storm Water

Storm Water Services works to improve water quality and reduce flood risks for all residents of Charlotte-Mecklenburg, including management of over 3,200 miles of storm water pipe within the City limits and almost 17,000 acres of floodplain in Mecklenburg County. The FY2015 operating budget is \$13,056,324, an increase of 4.0%. Highlights include:

- The increase in expenditures is primarily for contributions to the capital program, as a result of more frequent and larger flood events that are straining older drainage systems and driving up the number of citizen requests. Five new positions are added for capital maintenance and repair projects. A large backlog of unmet needs remains a service and funding challenge.
- Storm Water's impervious fees increase by 3.0% for a typical home (24¢ increase per month) to address the needs listed above.

Executive Summary

Pay & Benefits – Investing in Employees

The vast majority of City services are delivered by employees, which is reflected by the dedication of 56% of the total Operating budget to personnel related expenditures. The FY2015 personnel budget reflects the Human Resources Philosophy adopted by the City Council:

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

Compensation

The ability to provide compensation increases has been limited over the past five years. The City of Charlotte's five-year average market adjustment has been 1.75%, falling below that of national statistics (2.9%), Charlotte area municipalities (2.4%), and large private-sector Charlotte employers (2.5%). 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 FY2015 Budget:

- 2.5% or 5.0% Public Safety step adjustment based on rank and current step,
- 1.5% Public Safety market adjustment, and
- 3.0% Broadband merit budget (for all other general employees).

Benefits

The following benefits changes are included in the FY2015 budget:

- Group Insurance
 - The City contribution is 2%, a notable achievement compared to a national trend of 9%, resulting from the City's favorable claims experience and aggressive cost management
 - Generally, employee contributions for medical coverage will range from a decrease of \$2.49 per week to an increase of \$10.97 per week depending on the level of coverage and plan selected.

Other adjustments to benefits includes \$2,250,000 in funding for Police Separation Allowance payments for retiring officers

Position Changes

The FY2015 budget includes 7,309 full-time and temporary positions across all funds, an increase of 75 positions. The position numbers reflect an increase of 263 full-time positions, and a decrease of 188 temporary positions citywide. The changes represent a realignment of existing full-time temporary employees to regular status for a more accurate representation of the actual existing staffing efforts to provide City services. In addition to reclassifying temporary positions to full-time positions, any remaining temporary positions are now listed on the departmental pages. Below summarizes any position count changes, by fund.

Fund	FY2014 Revised Full-time Equivalent Positions	FY2014 Temporary Positions	FY2014 Revised Total Positions	FY2015 Full-time Equivalent Positions	FY2015 Temporary Positions	FY2015 Total Positions	Total Position Change FY2014 to FY2015
General Fund	5,374.50	113.25	5,487.75	5,417.50	78.25	5,495.75	8.00
Enterprise & Grant Funds	1,531.75	214.50	1,746.25	1,751.75	61.50	1,813.25	67.00
Total All Funds	6,906.25	327.75	7,234.00	7,169.25	139.75	7,309.00	75.00

Executive Summary

The following highlights position changes by department:

General Fund (8 new positions):

- Police
 - 9 Police command staff converted from existing full-time temporary employees to regular status to better reflect actual Police staff levels
- Fire
 - **2 full-time Battalion Chiefs** to support the Airport (funded by Aviation)
 - **1 full-time Facilities Maintenance** position for the new Fire Headquarters and adjacent public safety campus
- Neighborhood & Business Services
 - **1 full-time Code Process Specialist** to address the 35% increase in residential permitting activity (offset with user fees)
- Planning
 - **1 limited term position Planning Coordinator** to manage the Zoning Ordinance update
 - **1 full-time Principal Planner** to support the preservation of Historic Districts
- City Manager's Office
 - Intergovernmental Affairs position transferred from the Mayor & Council budget to align with management of the program
 - **1 full-time Internal Auditor** to assist with Airport contracts (funded by Aviation)
- Innovation & Technology
 - **1 full-time Senior Software Developer** transitioned from a contract position

Enterprise Funds (67 new positions):

- Aviation
 - **23 full-time positions** associated with operating needs, primarily to manage the complexity and quantity of contracts, as well as to manage Building Maintenance and Security related to airport growth
 - Conversion of 147 existing full-time temporary employees to regular status (primarily shuttle bus drivers)
- Charlotte Area Transit System
 - **12 full-time positions** for the CityLYNX Gold Line Phase I project, funded by the General Fund
 - **4 full-time positions** for the Blue Line Extension
 - **4 full-time positions** for Special Transportation on-time performance
- Charlotte-Mecklenburg Utility Department
 - **18 full-time positions** that respond to regulatory changes and increased service demand in both water and sewer operations
- Storm Water
 - **5 full-time positions** to address capital maintenance, and repair projects, and backlog
- Risk Management
 - **1 full-time Medicare Claims Adjuster** to meet federal requirements (funded by the City, Mecklenburg County, and Charlotte-Mecklenburg Schools)

Additional information about these positions is included as part of the individual departmental pages, in the "Operating Budgets" section of this book. A full summary of all positions changes can be found in the "Summary Statistics & Schedules" section of this book.

Note: New positions are listed in bold.

Executive Summary

Total Capital Budget

The Community Investment Plan is consistent with the policy direction provided through the adoption of last year's five-year plan. The plan includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities. The capital program is divided into five parts: General Government, Storm Water, Charlotte Area Transit System, Water and Sewer, and Aviation.

The FY2015 – FY2019 Community Investment Plan budget for General and Enterprise funds is \$4.1 billion, a 22.4% increase over the current five-year capital program. This increase is due to growth in the Aviation, Water and Sewer, and Storm Water Enterprise capital programs, and to new General Community Investment Plan funding scheduled for the 2014 bond referendum to support long-range infrastructure investments focused on job growth, getting people around, and quality of life.

General Community Investment Plan

The City continues to maintain its AAA credit rating reflecting the positive outlook for the City from the perspective of the bond rating agencies. The FY2015-FY2019 General Community Investment Plan totals \$811.3 million, including:

- \$651.6 million in debt-funded projects designed to keep Charlotte growing. Debt funding for these projects includes:
 - \$529.8 million in Street, Neighborhood, and Housing bonds scheduled over three General Obligation bond referenda in November of 2014, 2016, and 2018, and
 - \$121.8 million in Certificates of Participation.
- A fourth bond referendum in November 2020 will be reflected in future five-year CIPs beginning in FY2017.
- Other sources of revenue in the General Community Investment Plan include \$115.2 million in Pay-As-You-Go funding, \$36.2 million in housing grants, and \$8.3 million in other funding.

General Community Investment Plan programs include Housing and Neighborhood Development at \$262.3 million to support improving communities through the Housing Diversity Program and the new Comprehensive Neighborhood Improvement Program; Transportation at \$268.4 million to support new investments in Corridors and increased transportation connections other than transit; Economic Development at \$116.7 million for additional corridor investments; Environmental Services at \$16.6 million environmental mitigation and support of Charlotte's Tree Program; and Facility Investments at \$147.4 million to support additional public safety and maintenance facilities.

Enterprise Funded Community Investment Plan

Aviation

Aviation totals \$1.3 billion, a 31.9% increase, and is funded by \$854.8 million in revenue bonds, \$112.7 million in Federal Aviation Administration grants, \$33.0 million in Transportation Security Administration funding, and \$274.4 million in cash. The Aviation capital projects are mostly that of terminal expansions, runway reconstruction, and rehabilitation that are part of the Airport's long-range plan.

Charlotte Area Transit System

Charlotte Area Transit System totals \$1.2 billion, a 9.2% increase, and is funded by federal and state grants and the one half-cent sales tax for transit. The Transit capital program is primarily comprised of funding for the LYNX Blue Line Extension.

Storm Water

Storm Water totals \$267.9 million, a 25.7% increase over the prior year's five-year program, and is funded by \$180.5 million in cash and \$87.4 million in revenue bonds. The program is self-funded through user fees charged to property owners according to areas of impervious surface. The Storm Water capital program includes major flood control, minor flood control maintenance repairs, and stream restoration projections. However, major unmet needs on private property remain an issue.

Executive Summary

Water and Sewer

Water and Sewer totals \$609.8 million, a 32.1% increase, and is funded by \$203.5 million in cash and \$406.3 million in revenue bonds. The Water and Sewer capital projects are related to maintaining and expanding infrastructure to support growth and demand.

External Impacts and Future Budget Considerations

- *Potential legislative impacts to revenue and keeping up with local service demands* •

Potential External Impacts

State Legislation

State Tax "Reform" considerations continue to pose a threat to local governments' revenues.

On May 29, 2014, the Governor signed into law House Bill 1050 Omnibus Tax Law Changes, which limits local governments' FY2015 Business Privilege License Taxes and repeals the authority to levy the tax entirely in FY2016. The FY2016 impact is estimated to be \$18.1 million in, which currently represents 3.5% of General Fund revenue. The Governor has pledged the legislature's commitment to working with local governments to, "find a resolution that reforms the local tax option and addresses lost revenues, prior to the sunset date." The sunset date is July 1, 2015 (the first day of FY2016).

In the event revenue replacement is not identified by the State, the City Manager is proactively developing options and strategies that Council could consider before and as part of its FY2016 budget planning. Example options and strategies that could potentially be part of the conversation include:

- Expenditure reductions, which could include reduced or eliminated services to core community services such as Police, Fire, Transportation, and Solid Waste (which comprise 78% in the FY2015 budget).
- Revenue enhancements, including fee and/or property tax rate adjustments. As a reference point, each 1-cent on the property tax rate generates \$8.9 million.
- Combination of expenditure reductions, revenue enhancements, and/or application of any economic growth from existing revenues.

Local Revaluation

Locally, the Mecklenburg County revaluation remains underway. To date, potential negative impacts to the City's revenues appear to be less than originally projected. The full revaluation review is anticipated to be complete during FY2015.

Potential Future Budget Considerations

Departments are experiencing pent up demand after six years of little additional operating funding due to the lasting revenue impacts resulting from the Great Recession. While the FY2015 budget maintains core services, in future years the City will face increased pressure to maintain current service levels in a community where population growth outpaces revenue growth. Example service and expenditure considerations in the future include:

- Arts & Science Council (ASC)
 - The City's unrestricted funding contribution to the ASC has remained essentially flat at \$2.9 million since 2002.
 - The cultural community is currently evaluating the role of ASC and the funding relationships among its partners.
 - No additional funding is included in the FY2015 Budget. The intent is to review the future funding relationship in conjunction with the County, pending future release of the Cultural Life Task Force recommendations.

Executive Summary

- Fire
 - Ladder 28 (Northlake Area): Desire is to improve emergency response times by having the first company on scene within 6 minutes, 80% of the time in the Northlake Area. Currently, 68% of the calls receive a response within 6 minutes. A new ladder truck and associated personnel (18 positions) would close this gap.
 - Engine 65 (Eastland Area): Stations 15 and 42 experience the City's highest call volume with over 8,700 calls for service in FY2013. Future consideration would be one new engine and associated personnel (18 positions) to address the area's excessive call load and improve the department's ability to ensure reliable coverage in the Eastland area
- Police
 - CMPD needs include responding to emerging crime trends, increased service demands, community growth, and national standards. Key future investment considerations include:
 - Increasing clearance rates by reducing detective caseloads 26%, which would require additional detectives
 - Achieve standards for 911 service by answering at least 90% of calls within 10 seconds (currently at 88.6%); which would require additional 911 positions
 - Other investment considerations focus on maintaining and maximizing technology tools in crime-fighting strategy by:
 - Maximizing the Real Time Crime Center Capabilities by achieving 24 hour operations and increased scope beyond just violent felonies
 - Expand technology tools such as Shot Spotter, License Plate Readers, KaPow-Web Crawler, and wireless cameras
- Transportation
 - Improve On-Street Parking Program customer experience by replacing aging equipment including 860 parking meters and 51 pay stations. Existing funding will provide for replacement of approximately 400 parking meters but additional, one-time funding may be needed in future years to complete initial replacement of meters/pay stations.
- Innovation & Technology
 - The City is in the process of reorganizing and realigning its technology resources. Further review and evaluation is ongoing to ensure development of best practices and enhance business processes. The demands around technology are significant and complex. Additional resourcing needs will become clearer as this transition progresses.
- Finance
 - New regulations, complexity, and demand around auditing and financial reporting as well as increased internal control needs for cash handling have placed a heavy demand on current staff. Future staffing adjustments may be necessary to ensure the City maintains its high level of financial management.

Executive Summary

The following table reflects the FY2015 Adopted City tax and fee impact for home values at the 25th, 50th, and 75th percentiles, calculated based on owner-occupied, single family homes using the 2012 Quality of Life data.

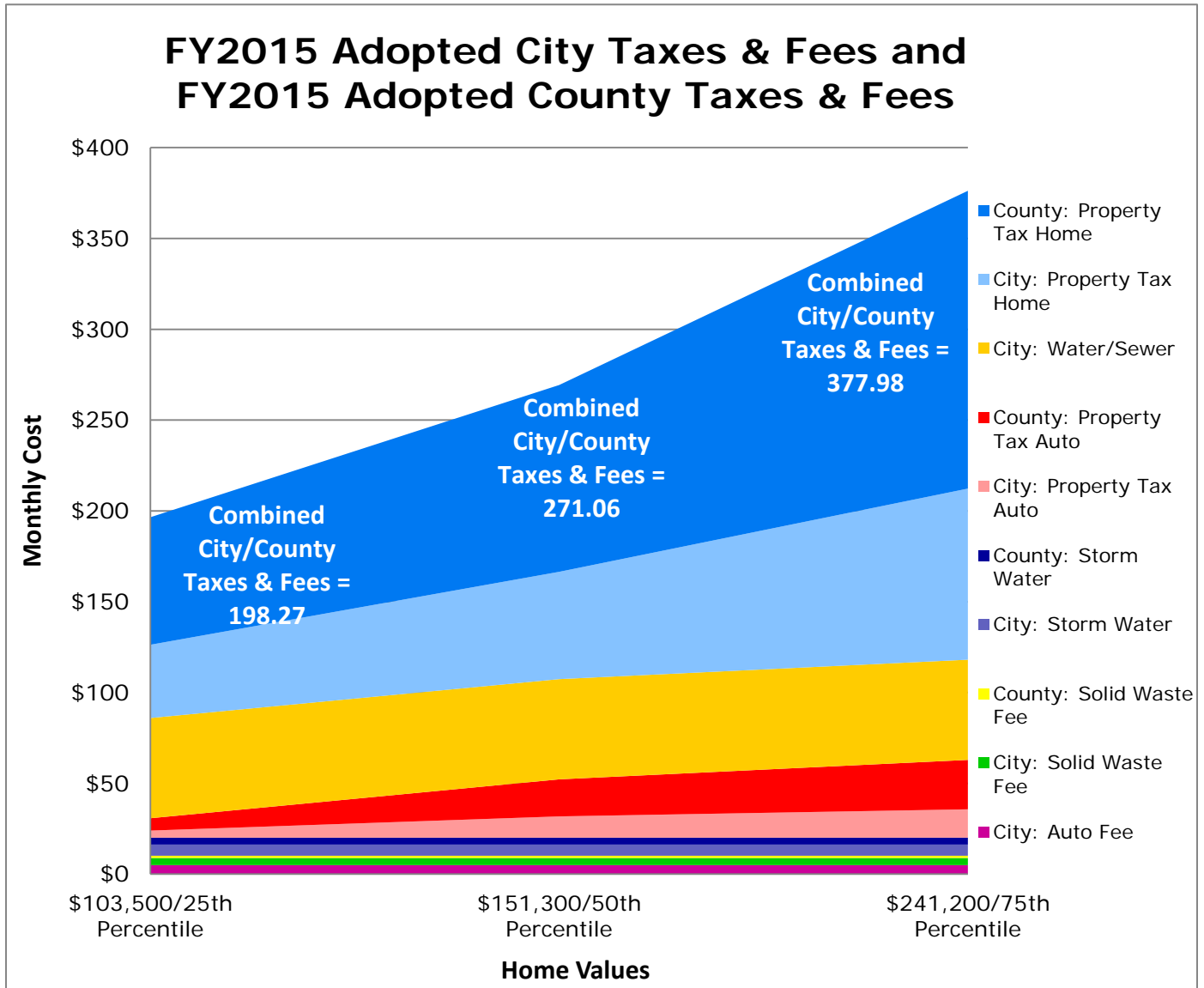
City of Charlotte taxes & fees – 25th percentile home value	Prior Year FY2014	FY2015 Budget	\$ Change	% Change
Property taxes on \$103,500 home	\$485.10	\$485.10	\$0.00	0.0%
Solid Waste fee (Residential)	\$47.00	\$47.00	\$0.00	0.0%
Water & Sewer (Average user rate)	\$662.04	\$682.80	\$20.76	3.1%
Storm Water (Average user rate)	\$94.68	\$97.56	\$2.88	3.0%
Total Annual	\$1,288.82	\$1,312.46	\$23.64	1.8%
Total Monthly	\$107.40	\$109.37	\$1.97	1.8%

City of Charlotte taxes & fees – 50th percentile home value	Prior Year FY2014	FY2015 Budget	\$ Change	% Change
Property taxes on \$151,300 home	\$709.14	\$709.14	\$0.00	0.0%
Solid Waste fee (Residential)	\$47.00	\$47.00	\$0.00	0.0%
Water & Sewer (Average user rate)	\$662.04	\$682.80	\$20.76	3.1%
Storm Water (Average user rate)	\$94.68	\$97.56	\$2.88	3.0%
Total Annual	\$1,512.86	\$1,536.50	\$23.64	1.6%
Total Monthly	\$126.07	\$128.04	\$1.97	1.6%

City of Charlotte taxes & fees – 75th percentile home value	Prior Year FY2014	FY2015 Budget	\$ Change	% Change
Property taxes on \$241,200 home	\$1,130.50	\$1,130.50	\$0.00	0.0%
Solid Waste fee (Residential)	\$47.00	\$47.00	\$0.00	0.0%
Water & Sewer (Average user rate)	\$662.04	\$682.80	\$20.76	3.1%
Storm Water (Average user rate)	\$94.68	\$97.56	\$2.88	3.0%
Total Annual	\$1,934.22	\$1,957.86	\$23.64	1.2%
Total Monthly	\$161.19	\$163.16	\$1.97	1.2%

Executive Summary

The following chart illustrates the amount of combined Mecklenburg County and City of Charlotte taxes and fees paid for home values at the 25th, 50th, and 75th percentiles. For example, a typical property owner of a \$151,300 single-family home pays approximately \$271.06 monthly for local government services such as Police, Fire, Solid Waste Collections, Streets and Traffic Safety, Social Services, Sheriff's Office, School Facilities, Auto Licenses and Taxes, Water and Sewer, and Storm Water.



*Home values based on 2012 Quality of Life Study using average values in each Neighborhood Profile Area
Assumptions: owner-occupied single family home; typical Utilities and Storm Water user; 2 vehicles per household*

Charlotte City Profile

Location

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

Local History



- Charlotte was incorporated in 1768, became the county seat in 1774, presently covering 306 square miles of the 527 square miles in Mecklenburg County.
- The City referred to as the "Queen City" owes its name to German born Queen Charlotte, wife of England's King George III, and the County's name to her birthplace of Mecklenburg.
- The City's vision is to be a model of excellence that puts citizens first and makes this a community of choice for living, working, and leisure. The City's mission is to ensure the delivery of quality public services and to promote the safety, health, and quality of life of its citizens.

Governmental Structure

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

Transportation



Aviation

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

Roads

Trucking is a major industry in Charlotte.

- Convenient access to the nation's interstate highway system makes Charlotte an appealing location for the trucking industry.
- Approximately 60% of the nation's population is within a 24-hour drive from the city.
- There are over 329 trucking companies located in Charlotte, including most of the nation's top trucking companies.
- Interstate 485 (I-485) is the Outer Belt highway serving Mecklenburg County and metropolitan Charlotte.

Charlotte City Profile

- The 67-mile loop is presently open or under construction.
- The final segment of I-485 has a scheduled completion date of early 2015.

Rail

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

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

Major Industries

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

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

Recreational, Visitor, and Cultural Events

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

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

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

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



The CRVA also operates the NASCAR Hall of Fame complex.

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

Charlotte City Profile

- A 19-story, 393,000 square foot Class A office tower.

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

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



- Charlotte Motor Speedway is the largest sports facility in the southeast with 140,000 permanent seats and has the capacity for nearly 40,000 more spectators in the infield.
 - A 1.5 mile superspeedway.
 - Annually hosting the Sprint Cup Series NASCAR Sprint All-Star Race, Coca-Cola 600, and the Bank of America 500.
 - The Nationwide Series History 300 and Dollar General 300.
- The Camping World Truck Series North Carolina Education Lottery 200.
- Also attracting race fans is the zMax Dragway at Charlotte Motor Speedway.
- The drag racing facilities' track, pit areas, and midway cover 125 acres and seats 30,000.
- There is the **Belk Bowl at Bank of America Stadium**, which has matched an ACC team against a Big East team for the Bowl's 12 year history.
- The **CIAA Basketball Tournament**, which is held in the Time Warner Cable Arena.
- The **Wells Fargo Championship**, one of the top events of the PGA tour.
- The **U.S. National Whitewater Center** located on the Catawba River and is the world's largest artificial whitewater river and U.S. Olympic Training site.
- A 400 acre facility includes whitewater rafting, kayaking, flat water kayaking, mountain biking, rock climbing, zip lines, a canopy tour, team building, and rope courses.

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



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

Charlotte City Profile

Education

- The County operates **Charlotte-Mecklenburg Schools (CMS)**, a consolidated City-County public school system with current enrollment for kindergarten through grade 12 of more than 141,171 students.
- The City has no direct financial responsibility for the school system operations or capital.
- CMS offers magnet programs in 37 of its schools that develop the talents of students who have interests and talents in specific areas.

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



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

Healthcare

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

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

Charlotte City Profile

(all figures represent FY2015 unless otherwise noted)

Total # of Employees	7309.00 FTEs	<u>Fire Protection</u>	
Total Budget	\$2.10 Billion	Fire Prevention Inspectors	32
General Fund (net of transfers)	\$513.3 Million	Firefighters	1,036
General Bonded Debt per capita (FY2013)	\$ 725.0		
General Bonded Debt % of Property Value (FY2013)	0.64%	<u>Police Protection</u>	
Debt Service % of Non Capital Expenditures (FY2013)	15.90%	Sworn Police Officers	1,850
Assessed value (2014)	\$91.6 billion	Civilian	530
Land Area (square miles)	305.866	<u>Storm Water Rates</u>	
Street Miles	2,453	Single Family (monthly) < 2,000 sq feet -	\$5.52
		Single Family (monthly) 2,000 sq feet and up -	\$8.13
Retail Sales (FY2013)	\$11.8 billion	Commercial (monthly) per impervious acre	\$135.56
General Obligation Bond Rating (FY2015)	AAA		
		<u>Utilities</u>	
<u>Meck County Building Permits (FY2013)</u>		Water Accounts (projected)	260,315
Total	13,357	Sewer Accounts (projected)	241,108
<u>Population</u>		<i>1 ccf = 748 gallons</i>	
2010 Census	731,424	Water Rates for ccf use (typical)	\$ 13.30
2014	749,737	Fixed Charge	\$ 4.97
		Typical Total Water Rates	\$ 18.27
<u>Unemployment Rate (Mecklenburg County)</u>		Sewer Rates	\$ 31.57
2012 (as of March)	9.30%	Fixed Charge	\$ 7.06
2013 (as of March)	8.70%	Typical Total Sewer Rates	\$ 38.63
2014 (as of March)	6.90%		
		Typical Residential User's	
		Total Monthly Fee	\$ 56.90
<u>Top Principal Taxpayers (2013)</u>		Median Household Income	
Wells Fargo/Wachovia	1.62%	2008-2012	\$ 52,916
Bank of America	1.61%		
Duke Energy	1.16%	Principal Employers (2013)	
US Airways	0.61%	Carolinas Healthcare System	7.63%
AT&T	0.44%	Wells Fargo/Wachovia Corporation	4.43%
		Charlotte-Mecklenburg Schools	3.96%
		Wal-Mart Stores, Incorporated	3.51%
		Bank of America	3.27%

Charlotte City Profile

Property Tax (FY2015)

1-cent on the property tax rate	\$ 8,900,000
General Fund	36.00¢
Muni Debt Service for Capital	9.67¢
Pay-As-You-Go Capital	1.20¢
Total Property Tax Rate □(per \$100 valuation)	46.87¢

Local Sales Tax (FY2015)

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

Occupancy Tax (FY2015)

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

Prepared Food Tax (FY2015)

City/County	1.0%
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Business Privilege License (FY2015)

Per \$1,000 gross receipt (minimum total tax of \$50 and max total tax of \$10,000)	0.60 ¢
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Car Rental Taxes (FY2015)

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

Area City and County Property Tax Rates (FY2015)

Charlotte	46.87¢
Mecklenburg County	81.57¢
Cornelius	24.00¢
Davidson	35.00¢
Huntersville	30.50¢
Matthews	31.75¢
Mint Hill	27.00¢
Pineville	32.00¢
Police Service District	19.37¢
Stallings	21.50¢
Union County	30.64¢

MOTOR VEHICLE REGISTRATION FEE (FY2015)

Charlotte	\$ 30.00
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SOLID WASTE FEES (FY2015)

Charlotte	
Single-Family & Mobile Homes	\$ 47.00
Multiple Family	\$ 24.00
County	
Single-Family & Mobile Homes	\$ 15.00
Multiple Family	\$ 15.00

MUNICIPAL SERVICE DISTRICTS (FY2015)

District	Tax Rate *
01 - Center City	1.68¢
02 - Center City	2.33¢
03 - Center City	3.58¢
04 - South End	6.68¢
05 - University City	2.79¢
*per \$100 valuation	

City Strategy and Operating Budgets

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

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

VISION STATEMENTS OF CHARLOTTE'S FIVE FOCUS AREAS

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

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

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

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

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

Linking City Strategy and Resource Allocation

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



Community Safety FY2015 Strategic Focus Area Plan

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

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

Initiatives	Key Indicators
Reduce crime and life/property damages from fires	<ul style="list-style-type: none"> • Reduced numbers of reported UCR Part One Crimes; rate of Part One Crimes per 100,000 population • Increased investigator clearance rate percentage for arson, robbery, burglary, and larceny from vehicle cases • Improved Fire and Police response time from answering the 911 call to on-scene arrival
Enhance citizen perception of safety through citizen partnerships, crime and fire prevention, and education activities	<ul style="list-style-type: none"> • Maintain survey ratings on citizen satisfaction with police and their safety in neighborhoods • Increased number of fire code inspections conducted within state mandated frequencies
Develop recruitment strategies that attract diverse applicant pools to the Police and Fire Departments	<ul style="list-style-type: none"> • Recruit women and minorities in police officer and firefighter applicant pools
Build collaborations with partners that enhance community safety initiatives	<ul style="list-style-type: none"> • Disruption of gang/disorder activity through federal charges and other strategies • Continued partnerships with other City agencies in addressing specific neighborhood issues that are enablers of crime • Continued partnerships with other City, County, state, federal, and private agencies in planning and preparedness efforts for radiological, natural, and man-made disasters



Housing & Neighborhood Development FY2015 Strategic Focus Area Plan

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

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

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

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

Initiatives	Key Indicators
Create and preserve healthy, vibrant, and distinct neighborhoods through holistic revitalization strategies and practices.	<ul style="list-style-type: none"> • Increased voluntary compliances of documented nuisance cases. • Engaged and assisted neighborhoods in developing strategic plans during annual neighborhood board retreats, as a component of the City’s overall community engagement strategy. • Began implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan.
Facilitate public/private partnerships, which integrate education, recreation, employment, and housing resources in identified Community Investment Plan redevelopment areas.	<ul style="list-style-type: none"> • Began planning and implementation of the 2014 Community Investment Plan projects. • Leveraged public/private investments within the business corridors through the use of the Community Investment Plan and Business Corridor funds. • Engaged organizations to provide apprenticeships, mentoring relationships, and work experiences.
Implement policies to assist with geographically dispersing and increasing the supply of diverse housing throughout the City.	<ul style="list-style-type: none"> • Increased number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs. • Allocated Housing Trust Fund dollars to developments consistent with Housing Policy goals. • Continued implementation of the Ten-Year Plan to End and Prevent Homelessness initiatives.
Utilize the Quality of Life Study data to inform strategic neighborhood investments.	<ul style="list-style-type: none"> • Used the Quality of Life data to: <ul style="list-style-type: none"> - Assess Neighborhood Profile Areas, - Enhance and develop programs in partnership with neighborhoods and community organizations, and - Develop a comprehensive Neighborhood Profile Areas composite that will be used to develop programs to assist with common reoccurring neighborhood issues. • Supported neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams. • Engaged neighborhoods to identify and prioritize projects within the Comprehensive Neighborhood Improvement Program.



Environment

FY2015 Strategic Focus Area Plan

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

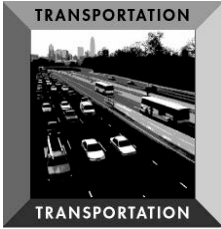
The City of Charlotte recognizes that environmental stewardship is fundamentally important to quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation, and improving the environment all enhance the City’s mission to preserve its citizens’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

Charlotte will become a global leader in environmental sustainability by:

- Promoting and participating in the development of an environmentally sustainable community;
- Leading by example by practicing environmental stewardship in City operations and facilities;
- Seeking and supporting collaborative and regional solutions to environmental problems; and
- Facilitating the growth of the clean energy industry, including the alternative energy sector.

Specific initiatives in the Economic Development & Global Competitiveness and Transportation & Planning Focus Area Plans (FAP) relate directly to Charlotte’s environmental goals.

Initiatives	Key Indicators
Promote and participate in the development of a sustainable community	<ul style="list-style-type: none"> • Reduced residential waste • Protected and expanded a healthy tree canopy • Maintained water quality in lakes and streams as well as ensured safe and adequate drinking water supply • Continued reduction in ozone emissions across the City • Engaged community to cooperatively reduce impacts of waste and energy use to air, water, and land quality
Lead by example by practicing environmental stewardship in city operations and facilities	<ul style="list-style-type: none"> • Reduced energy use from City operations, facilities, and fleet • Reduced ozone emissions from City operations, facilities, and fleet
Seek and support collaborative and regional solutions to environmental problems	<ul style="list-style-type: none"> • Collaborated and participated in public and private sector partnerships to positively impact air quality, energy efficiency, water resources, and reduction of waste
Facilitate the growth of the clean energy industry, including alternative energy sector	<ul style="list-style-type: none"> • Worked with partners to attract and grow the clean energy industry sectors in Charlotte
Become globally recognized for community sustainability efforts	<ul style="list-style-type: none"> • Identified global benchmarks with which to measure City progress • Engaged with stakeholders across the region to move towards global-level distinction



Transportation & Planning FY2015 Strategic Focus Area Plan

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

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

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

Initiatives	Key Indicators
Implement land use decisions and transportation investments that manage growth and focus high intensity development in areas where high-capacity infrastructure already exists or is planned.	<ul style="list-style-type: none"> • Continue to implement Centers Corridors and Wedges Growth Framework, the 2030 Transit Systems Plan, and Transportation Action Plan. • Develop and implement area plans and other policies that help to guide growth and development. • Update City’s development regulations to better implement the City’s land use, design, and transportation policies.
Implement land use decisions and transportation investments that increase safety, livability, transportation choices, and enhance economic growth.	<ul style="list-style-type: none"> • Coordinate transportation infrastructure needs to continue to position Charlotte as a global freight and logistics hub. • Implement the projects and programs identified in the Community Investment Plan. • Improve Charlotte’s walkability and bicycle-friendliness. • Monitor and seek to decrease intersection crash rates citywide. • Improve Citywide pavement conditions.
Strengthen collaboration with public and private sector partners to achieve effective transportation and land use results, which support economic development and livability.	<ul style="list-style-type: none"> • Continue to coordinate and collaborate with all partners to advance transportation projects in the Charlotte area. • Continue to collaborate with the Centralina Council of Governments on the regional CONNECT project to better prepare for the region’s ongoing growth.
Engage the community to achieve the City’s land use and transportation goals from the Centers Corridors and Wedges Growth Framework, the 2030 Transit Systems Plan, and the Transportation Action Plan.	<ul style="list-style-type: none"> • Expand community engagement opportunities and techniques to increase community dialogue and enhance community understanding of the City’s transportation and land use goals.
Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services.	<ul style="list-style-type: none"> • Develop long-term funding strategy for transportation and community place-making projects. • Collaborate with legislative partners and stakeholders to consider new revenue sources to fund transportation improvements.
Reevaluate the regulatory system for development in partnership with Mecklenburg County to ensure it is meeting the needs of its customers	<ul style="list-style-type: none"> • New opportunities identified for improved collaboration and efficiencies, leading to increased effectiveness and customer satisfaction.



Economic Development & Global Competitiveness FY2015 Strategic Focus Area Plan

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

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

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

Initiatives	Key Indicators
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	<ul style="list-style-type: none"> • Increased utilization of the City’s web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses. • Source solutions to the City’s needs from local start-ups and small businesses. • Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INCLUSION Program.
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none"> • Private investment stimulated in targeted areas of opportunity. Examples include the Applied Innovation Corridor, the Eastland area, and the Freedom Drive area.
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness in the energy, finance, information technology, logistics, and advanced manufacturing sectors.	<ul style="list-style-type: none"> • Creation of a Global Logistics Center Strategy for the area surrounding the airport. • Increased foreign direct investment through the new International Relations Office. • Collaborative partnership with E4 Carolinas in support of Charlotte’s emergence as the center of a two-state energy hub.
Introduce youth to employment opportunities with potential for long-term growth and development.	<ul style="list-style-type: none"> • Increased number of work experiences and summer internships. • Community partnerships leveraged to increase the number of apprenticeships in the community.
Grow Charlotte’s tourism industry through amateur sports development and programming.	<ul style="list-style-type: none"> • Implementation of the Bojangles/Ovens Redevelopment Plan. • Identified solutions for amateur sports needs such as swimming, tennis, and baseball. • Maximized utilization of community-use days at Bank of America Stadium and BB&T Ballpark.

Reader's Guide for Department Budget Pages

Operating Budgets: A Closer Look

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

Mission

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

Department's mission statement

Responsibilities

- Coordinate the Zoning Ordinance
- Provide zoning administration
- Administrator of the Historic District Program

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

Budget and Staffing Overview

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

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

	FY2013	FY2014	FY2015	Percent Change
	Actual	Revised	Budget	FY2014 FY2015
Budget				
Personnel	\$ 4,300,546	4,953,034	5,334,130	7.7%
Maintenance & Operations	952,727	1,023,691	978,028	-4.5
Department Charges	(571,845)	(657,690)	(668,186)	1.6
Total Expenditures	\$ 4,681,428	5,319,035	5,643,972	6.1%
Total Revenues	\$ 429,862	448,200	514,875	14.9%
Net Expenditures	\$ 4,251,566	4,870,835	5,129,097	5.3%
				Position Count Change
Staffing				
Full Time Equivalent Positions	61.00	61.00	62.00	1.00
Temporary Positions	0.00	0.00	1.00	1.00
Total Positions	61.00	61.00	63.00	2.00

Program Summary (Focus Area)

Development Services (Transportation & Planning)

Provides administrative and planning services for Subdivision Administration, Zoning Services, Zoning Administration, Urban Design, Historic District, and Committee Support for Charlotte-Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission

	FY2013 Actual/Positions	FY2014 Revised/Positions	FY2015 Budget/Positions
\$	1,498,057	1,936,883	1,866,129
	24.50	24.50	26.50

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

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

FY2015 Budget and Staffing

Decreases

- None

Amount

\$ 0

Increases

- Limited term Planning Coordinator to manage the Zoning Ordinance Update; this position will be funded through FY2018

\$ 82,885

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Development Services			
Determine most appropriate type of zoning ordinance for a diverse and vibrant community and begin the process of revising the existing ordinance	New Target in FY2015	New Target in FY2015	100 %

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

General Fund Service Departments Overview

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Charlotte-Mecklenburg Police Department	\$ 210,309,231	212,574,759	222,236,394	4.5%
Charlotte Fire Department	104,167,759	107,022,690	110,158,486	2.9
Solid Waste Services Department	46,420,988	47,918,786	48,709,935	1.7
Charlotte Department of Transportation	20,432,094	22,654,587	23,331,435	3.0
Neighborhood & Business Services	11,216,317	12,468,119	13,114,773	5.2
Engineering & Property Management	17,196,829	18,926,880	20,020,742	5.8
Planning	4,681,428	5,319,035	5,643,972	6.1
Total Expenditures	\$ 414,424,646	426,884,856	443,215,737	3.8%
Less Total Revenues	\$ 53,362,917	54,691,540	57,295,485	4.8%
Net Expenditures	\$ 361,061,729	372,193,316	385,920,252	3.7%

<u>Staffing (All General Fund Service Departments)</u>				Position Count Change
Full Time Equivalent Positions	4,725.00	4,738.00	4,774.00	36.00
Temporary Positions	99.00	97.00	67.00	-30.00
Total Positions	4,824.00	4,835.00	4,841.00	6.00

Police

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Personnel	\$ 187,353,517	182,876,549	191,591,779	4.8%
Maintenance & Operations	34,519,873	36,093,573	36,557,483	1.3
Capital	2,467,792	126,600	95,000	-25.0
Department Charges	(14,031,951)	(6,521,963)	(6,007,868)	-7.9
Total Expenditures	\$ 210,309,231	212,574,759	222,236,394	4.5%
Less Total Revenues	\$ 20,129,316	21,484,102	22,613,752	5.3%
Net Expenditures	\$ 190,179,915	191,090,657	199,622,642	4.5%

<u>Staffing</u>				Position Count Change
Full Time Equivalent Positions	2,306.50	2,313.50	2,328.50	15.00
Temporary Positions	65.50	65.50	50.50	-15.00
Total Positions	2,372.00	2,379.00	2,379.00	0.00

Police

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Community Policing/Crime Prevention (Community Safety) Provides police field services to the City and the unincorporated areas of Mecklenburg County. Includes Patrol Divisions, Burglary, Auto Theft, Special Events, and the Charlotte Area Transit Liaison	\$ 142,105,301 1,550.50	145,273,367 1,557.50	151,275,439 1,557.50
Patrol Support Services (Community Safety) Investigates vice, gathers criminal intelligence information, and investigates gangs. Includes Vice and Narcotics, Gang and Firearm Enforcement Division, Airport Law Enforcement, Animal Care and Control, and Criminal Intelligence	14,878,142 246.50	15,634,841 246.50	17,580,586 246.50
Criminal Investigations (Community Safety) Investigates major Part One crimes, domestic violence cases, and crimes with a juvenile victim and/or suspect. Includes Homicide/Missing Persons, Robbery/Sexual Assault, Fraud, and Special Victims	15,002,736 160.00	14,988,957 160.00	15,661,781 160.00
Special Operations (Community Safety) Provides tactical support for patrol operations. Includes Crime Scene Search, Canine Unit, Aviation/Field Force, Electronic Monitoring Unit, SWAT Team, and Arson/Bomb Squad	6,305,244 60.00	6,627,224 60.00	7,310,687 60.00
Police Communications (Community Safety) Answers and dispatches 911 calls for service in the City of Charlotte, Davidson, Huntersville, and unincorporated Mecklenburg County	13,118,914 193.00	13,372,829 193.00	13,641,526 193.00
Community Services (Community Safety) Provides a variety of services that promote positive police-citizen interaction	3,286,782 28.00	2,982,404 28.00	3,049,289 28.00
Police Officer Training/Recruiting (Community Safety) Conducts recruitment, background investigations, and hiring of police officers; provides recruit and in-service training to sworn and non-sworn personnel	6,762,345 44.00	4,784,574 44.00	4,784,315 44.00
Crime Lab (Community Safety) Administers, directs, and controls all activities of the forensic services for the City and County including forensic analysis, DNA analysis, latent print analysis, and quality assurance	8,849,767 90.00	8,910,563 90.00	8,932,771 90.00
Total Budget	\$ 210,309,231	212,574,759	222,236,394
Total Positions	2,372.00	2,379.00	2,379.00

Police

FY2015 Budget and Staffing Adjustments

Decreases

	Amount
• One-time external maintenance and repair of specialized equipment	\$ 221,742
• Maintenance and repair of communication and radio equipment charge from Support Services	\$ 144,534

Increases

• Conversion of nine Police command staff positions from existing full-time temporary employees to regular status	\$ 1,111,363
• Maintenance of technology software and cameras	\$ 490,000

Performance Measures Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Field Services/Community Policing/Patrol/Crime Prevention			
Reduction in Uniform Crime Report Part One crime per 100,000 population over previous fiscal year	5.6%	≥3%	≥3%
Special Investigations			
Disrupt one gang per year	1	≥1	≥1
Criminal Investigations			
Increase homicide clearance rate	78%	≥75%	≥75%
Special Operations and Crime Lab			
Complete DNA lab analysis for priority cases in 10 working days	92.6%	≥90%	≥90%
Communications			
Percentage of 911 calls answered in 10 seconds or less	88%	≥90%	≥90%
Police Officer Training and Recruitment			
Percentage of females and minorities in applicant pool	44%	≥30%	≥30%
Animal Control			
Reduction in euthanasia of cats and dogs	10%	≥5%	≥5%

Fire

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
<u>Budget</u>					
Personnel	\$	93,369,256	94,461,026	97,482,686	3.20 %
Maintenance & Operations		12,843,392	12,962,704	13,072,622	0.85
Capital		688			
Department Charges		(2,045,577)	(401,040)	(396,822.00)	-1.05
Total Expenditures	\$	104,167,759	107,022,690	110,158,486	2.93 %
Total Revenues	\$	7,448,268	7,759,690	8,070,980	4.01 %
Net Expenditures	\$	96,719,491	99,263,000	102,087,506	2.85 %
<u>Staffing</u>					
Full Time Equivalent Positions		1,166.00	1,166.00	1,172.00	6.00
Temporary Positions		11.00	11.00	8.00	-3.00
Total Positions		1,177.00	1,177.00	1,180.00	3.00

Fire

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Fire Emergency Response (Community Safety)	\$ 95,112,108	97,228,916	100,243,425
Provides fire suppression, first responder medical service, hazardous materials mitigation, technical rescue, aircraft crash rescue, and the annual Firemen's Retirement Actuarial Study	1,070.00	1,070.00	1,073.00
Emergency Preparedness/Homeland Security (Community Safety)	733,895	711,228	750,075
Coordinates large-scale emergency situations in Charlotte and Mecklenburg County	5.00	5.00	5.00
Fire Communications (Community Safety)	2,861,627	3,124,791	3,092,464
Provides 24-hour emergency communications responsible for matching the public's requests with the resources of the Fire Department	39.00	39.00	39.00
Fire Investigations (Community Safety)	935,840	969,547	988,135
Provides for investigation into origin and cause of fires under special conditions including large loss, injury or death, and arson	10.50	10.50	10.50
Fire Code Enforcement (Community Safety)	2,614,072	2,774,063	2,848,752
Provides enforcement of the fire code for buildings under construction and for existing commercial and business buildings	36.00	36.00	36.00
Fire Community Education/Involvement (Community Safety)	401,075	415,520	423,487
Provides prevention education as a key component of reducing fires and injuries to the citizens of Charlotte through an aggressive and comprehensive fire and life safety educational program	4.50	4.50	4.50
Fire Training (Community Safety)	1,509,142	1,798,625	1,812,148
Provides training to more than 1,000 firefighters who rely on their preparedness to deal with any type of emergency in the community	12.00	12.00	12.00
Total Budget	\$ 104,167,759	107,022,690	110,158,486
Total Positions	1,177.00	1,177.00	1,180.00

Fire

FY2015 Budget and Staffing Adjustments

Decreases

- | | |
|---|-----------|
| • Net building and operating savings associated with moving from the old Fire Headquarters facility to the new Fire Headquarters building | \$ 75,459 |
|---|-----------|

Increases

- | | |
|--|------------|
| • Two Battalion Chief positions to help activate Battalion 8, which will support stations 17, 30, and 41 at the Charlotte Douglas International Airport (funded by Aviation) | \$ 222,507 |
| • Facilities Coordinator position to maintain the new Fire Headquarters building and Public Safety Complex, effective January 1, 2015 | \$ 42,280 |

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Fire Emergency Response			
Percent of first alarms to which an effective firefighting force will be on scene within nine minutes	86%	≥80%	≥80%
Percent of alarms to which first-due fire companies will be on scene within six minutes	84%	≥80%	≥80%
Percent of women and minorities in firefighter applicant pool	35%	≥20%	≥20%
Emergency Preparedness/Homeland Security			
Number of All Hazards Incident Command System Training courses offered in Charlotte Urban Area Security Initiative Area	9	≥5	≥5
Fire Communications			
Percent of time telecommunicators answer calls within 10 seconds	99%	≥90%	≥90%
Fire Investigations			
Percent of arson cases investigations will be cleared	46%	≥38%	≥40.8%
Fire Code Enforcement			
Percent of fire code inspections conducted within state-mandated frequencies	100%	≥95%	≥95%
Fire Community Education/Involvement			
Percent of Charlotte-Mecklenburg School 3rd grade classrooms that receive fire education programs	100%	100%	100%
Firefighter Training			
Percent of active firefighters who will maintain Emergency Medical Technician certification	100%	100%	100%

Solid Waste Services

Mission

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

Responsibilities

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

Budget and Staffing Overview

	FY2013	FY2014	FY2015	Percent Change
<u>Budget</u>	Actual	Revised	Budget	FY2014 FY2015
Personnel	\$ 16,104,622	17,210,011	17,817,892	3.53 %
Maintenance & Operations	30,684,088	31,131,059	31,389,170	0.83
Capital	7,100	-	-	
Department Charges	(374,822)	(422,284)	(497,127)	17.72
Total Expenditures	\$ 46,420,988	47,918,786	48,709,935	1.65 %
Total Revenues	\$ 12,210,774	12,401,000	12,485,000	0.68 %
Net Expenditures	\$ 34,210,214	35,517,786	36,224,935	1.99 %

				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	289.00	289.00	302.00	13.00
Temporary Positions	13.00	13.00	0.00	-13.00
Total Positions	302.00	302.00	302.00	0.00

Solid Waste Services

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
<p>Residential Collections (Environment)</p> <p>Provides weekly curbside collection of garbage, yard waste, bulky waste, and bi-weekly collection of recycling. Weekly collection of garbage, recycling and bulky waste for multi-family complexes using dumpsters and compactors.</p>	\$ 40,013,444 218.00	41,581,143 218.00	42,382,177 218.00
<p>Special Collections and Services (Environment)</p> <p>Collects small business garbage, refuse, and recyclables from public receptacles. Provides street sweeping, removes litter and dead animals from City streets and rights-of-way. Manages the infrastructure and cleanliness of the Central Business District and supports special events. Maintains bus stops and light rail corridor for the Charlotte Area Transit System. Supports neighborhood cleanup efforts. Communicates information and provides educational materials to the public on solid waste services.</p>	6,407,544 84.00	6,337,643 84.00	6,327,758 84.00
<p>Total Budget</p> <p>Total Positions</p>	\$ 46,420,988 302.00	47,918,786 302.00	48,709,935 302.00

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
<ul style="list-style-type: none"> • None 	\$ 0
<p><u>Increases</u></p> <ul style="list-style-type: none"> • Annual Contract Escalations and Growth for residential recycling, multi-family solid waste collection, and roll-out cart maintenance and replacement 	\$ 427,856

Solid Waste Services

Performance Measures

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Residential Collections			
Maintain cost per ton for refuse collection below the statewide average as reported in the University of North Carolina School of Government's North Carolina Benchmarking Project	\$81	≤\$99*	≤99*
Maintain cost per ton for the collection of recyclables below the statewide average as reported in the University of North Carolina School of Government's North Carolina Benchmarking Project	\$103	≤\$200*	≤\$187*
Provide at least 12 hours of safety-based training monthly in an effort to reduce accidents and injuries	248.60	144	144
Maintain an average garbage cart collection rate of 125 carts per hour for residential garbage routes.	134.70	≥125	≥125
Special Collections & Services			
Achieve Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is best)	1.81	≤2.0	≤2.0
Collect recyclable waste during City-supported special events and from public receptacles in the Center City and South End in excess of the prior 2-year average of tons collected.	59.47	>60.73	> FY2014

* These targets are updated annually based on the results of the University of North Carolina School of Government's North Carolina Benchmarking Project

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, and transportation safety, neighborhood services and on-street parking meter management
- Maintain, operate, and develop a multi-modal transportation system that serves an area of 303.1 square miles and consists of nearly 2,430 centerline miles of streets, over 738 signalized intersections, 175,000 traffic control signs, and approximately 2,015 linear miles of sidewalk

Budget and Staffing Overview

<u>Budget</u>	FY2013	FY2014	FY2015	Percent Change
	Actual	Revised	Budget	FY2014
				FY2015
Personnel	\$ 25,966,784	27,117,244	27,781,547	2.45 %
Maintenance & Operating	10,342,351	10,568,427	10,568,400	0.00
Capital				
Department Charges	(15,877,041)	(15,031,084)	(15,018,512)	-0.08
Total Expenditures	\$ 20,432,094	22,654,587	23,331,435	2.99%
Total Revenues	\$ 5,952,204	5,644,852	5,779,843	2.39%
Net Expenditures	\$ 14,479,890	17,009,735	17,551,592	3.19%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	431.50	431.50	431.50	0.00
Temporary Positions	2.00	2.00	2.00	0.00
Total Positions	433.50	433.50	433.50	0.00

Transportation

Program Summary (Focus Area)		FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Street Maintenance □(Transportation & Planning)	\$	6,756,047	7,290,654	7,591,542
Provides road maintenance services, including pothole and base failure repairs, patching utility cuts, and drainage system maintenance		251.50	250.75	250.75
Traffic Control (Transportation & Planning)		5,994,399	7,070,790	7,431,849
Provides new and replacement pavement markings and signs. Also includes traffic signal installation and maintenance		109.50	109.75	109.75
Transportation Safety & Neighborhood Services (Transportation & Planning)		3,195,983	3,299,788	3,304,484
Provides ParkIt! (parking meter) operations, Pedestrian and Traffic Safety (includes capital improvements for safe movement of pedestrians-signals, marked pavement, and other improvements), and traffic calming measures		15.25	15.50	15.50
Land Development Regulations (Transportation & Planning)		2,669,531	2,728,402	2,773,648
Reviews development plans for conformance with City ordinances		21.25	21.50	21.50
Capital Program Planning & Management (Transportation & Planning)		1,816,134	2,264,953	2,229,912
Provides planning and management for the capital programs, including air quality conformity, regional planning, rapid transit, neighborhoods, and thoroughfares		36.00	36.00	36.00
Total Budget	\$	20,432,094	22,654,587	23,331,435
Total Positions		433.50	433.50	433.50
		FY2013 Actual	FY2014 Revised	FY2015 Budget
Powell Bill Fund	\$	23,115,042	26,161,018	24,805,128
Transportation is responsible for the street maintenance program that is primarily funded by the Powell Bill. More information regarding the Powell Bill can be found in the Executive Summary and in the Summary Schedule section.				
Powell Bill Fund Total	\$	23,115,042	26,161,018	24,805,128

Transportation

FY2015 Budget and Staffing Adjustments

Decreases

- Reduced Liability and Workers Compensation costs \$ 124,964

Increases

- Technology supplies and service contracts \$ 108,393

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Street Maintenance			
Respond to pothole complaints involving safety and property damage within 24 hours 97% of the time	98.4 %	≥97 %	≥97 %
Improve the pavement condition survey rating over the previous survey rating of 84.34	84.34	≥84.34	≥FY2014
Traffic Control			
Perform preventative maintenance on 100% of traffic signals every two years	100 %	≥100 %	≥100 %
Respond to all sign and signal emergencies within two hours 90% of the time	New Target in FY2014	≥90 %	≥90 %
Transportation Safety & Neighborhood Services			
Complete 10 miles of new sidewalks annually	8.2	≥10	≥10
Complete 10 miles of new bikeways annually	7	≥10	≥10
Land Development Regulations			
Complete 95% of plan reviews on time annually	95 %	≥95 %	≥95 %
Capital Program Planning and Management			
90% of transportation bond projects complete or on schedule	80 %	≥90 %	≥90 %
Percentage change in annual hours of delay per traveler in Charlotte will be less than the five-year average percent change for the top 25 cities in the nation	New Target in FY2014	<Top 25	<Top 25

Neighborhood & Business Services

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change FY2014 FY2015
<u>Budget</u>		Actual	Revised	Budget	
Personnel	\$	10,246,655	10,839,039	11,495,538	6.06%
Maintenance & Operations		3,103,171	3,978,233	3,831,352	-3.69
Department Charges		(2,133,509)	(2,349,153)	(2,212,117)	-5.83
Total Expenditures	\$	11,216,317	12,468,119	13,114,773	5.19%
Total Revenues	\$	908,113	860,000	865,000	0.58%
Net Expenditures	\$	10,308,204	11,608,119	12,249,773	5.53%

					Position Count Change
<u>Staffing</u>					
Full Time Equivalent Positions		149.00	155.00	156.00	1.00
Temporary Positions		1.00	1.00	1.00	0.00
Total Positions		150.00	156.00	157.00	1.00

Neighborhood & Business Services

Program Summary (Focus Area)

	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Community & Commerce (Housing & Neighborhood Development)	\$ 2,111,788	2,101,562	1,979,861
Provides services to neighborhoods and business corridors, including plan implementation, outreach and problem solving, leadership and organization training, infrastructure and financial assistance programs	18.00	15.00	15.00
Housing Services (Housing & Neighborhood Development)	271,623	521,485	578,516
Provides loans and grants to finance affordable housing, rehabilitation services, and funds housing support agencies	23.00	20.00	20.00
Code Enforcement (Housing & Neighborhood Development)	7,128,645	7,391,585	7,876,033
Conducts housing, property, and zoning inspections to enforce City codes	91.00	94.00	95.00
Business Services (Economic Development & Global Competitiveness)	1,035,064	1,478,818	1,606,472
Supports public/private partnerships, business attraction and retention, small business growth and opportunity, workforce development, and transit corridor development	9.00	14.00	14.00
Small Business Development (Economic Development & Global Competitiveness)	669,197	974,669	1,073,891
Provides registration and certification services to small businesses, minority-owned and/or women-owned businesses, support to City departments in establishing annual goals for Small Business/Minority and Women Owned Business Enterprise utilization, and monitoring and reporting services to ensure compliance with the program	9.00	13.00	13.00
Total Budget	\$ 11,216,317	12,468,119	13,114,773
Total Positions	150.00	156.00	157.00

Neighborhood & Business Services

FY2015 Budget and Staffing Adjustments

Decreases

- None \$ 0

Increases

- Code Process Specialist including vehicle and supplies to address the 35% increase in residential permitting activity (cost is offset by increased zoning revenues). \$ 91,786
- Development of a City of Charlotte Youth Council to increase opportunities for meaningful youth involvement in City policy and decision making. \$ 34,000

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Economic Development			
Achieve a leverage ratio within the business corridors of 1:10 for business corridor funds to strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas	1:10	1:10	1:10
Housing Services			
Increase number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs	New Target in FY2014	Seek six developer inquiries for new voluntary single and multi-family density bonus programs	Seek six developer inquiries for new voluntary single and multi-family density bonus programs
Code Enforcement			
Create healthy and vibrant neighborhoods and business districts by ensuring that properties meet community and code standards through education	16% reduction in overall complaints (1,907 fewer complaints in FY2013 compared to FY2012)	Reduce the number of nuisance complaints to 45% of the total nuisance cases compared with FY2013	Reduce the number of nuisance complaints to 45% of the total nuisance cases compared with FY2014
Small Business Development			
Achieve an increased percentage of Charlotte Business INclusion* through combined formal and informal opportunities	New Target in FY2014	≥ 5% increase over previous fiscal year	≥ 5% increase over previous fiscal year

*The Charlotte Business INclusion program seeks to promote diversity, inclusion, and local business opportunities in the City's contracting and procurement process for minority women and small business enterprises headquartered in the Charlotte Combines Statistical Area.

Engineering & Property Management

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
		Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>					
Personnel	\$	24,245,734	25,510,409	26,413,563	3.5%
Maintenance & Operations		11,714,550	13,264,065	13,103,062	-1.2
Capital		520,231	276,500	276,500	0.0
Department Charges		-19,283,686	-20,124,094	-19,772,383	-1.7
Total Expenditures	\$	17,196,829	18,926,880	20,020,742	5.8%
Total Revenues	\$	6,284,380	6,093,696	6,966,035	14.3%
Net Expenditures	\$	10,912,449	12,833,184	13,054,707	1.7%
					Position Count Change
<u>Staffing</u>					
Full Time Equivalent Positions		322.00	322.00	322.00	0.00
Temporary Positions		4.50	4.50	4.50	0.00
Total Positions		326.50	326.50	326.50	0.00

Engineering & Property Management

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Municipal Capital Project Planning, Design, and Construction (Transportation & Planning)	\$ 5,579,299	6,876,369	7,105,886
Provides planning, engineering, landscape design, construction inspection for transportation infrastructure and municipal facility capital projects; administration, design, implementation, and oversight of neighborhood development, environment, transportation, sidewalk, streetscapes, economic development programs, and project management services for CATS. Provides land acquisition and disposition, and management of property	185.50	185.50	184.50
Land Development Regulation, Plan Review, and Inspection (Environment)	2,556,696	2,638,942	3,324,809
Provides administrative review, building permits, storm water detention, driveway permits, grading and erosion control permits, minor plans, conditional re-zoning, subdivision plans, tree ordinance and landscaping permits, and uptown mixed use development/mixed use development district	34.00	34.00	33.00
Municipal Facilities Maintenance (Environment)	3,390,519	3,600,622	3,631,221
Provides maintenance for Charlotte-Mecklenburg Government Center, Old City Hall, and other facilities	51.00	51.00	51.00
Landscape Management (Environment)	5,670,315	5,810,947	5,958,826
Provides landscape planning, management, and grounds maintenance of most public rights-of-way, public buildings, city-owned parks and green spaces, medians, islands, and park and ride lots, which are the City's responsibility. Examples of some public facilities include Tryon Street Mall, CATS facilities and rail line, cultural arts facilities, and CMPD facilities	56.00	56.00	58.00
Total Budget	\$ 17,196,829	18,926,880	20,020,742
Total Positions	326.50	326.50	326.50

FY2015 Budget and Staffing Adjustments

	Amount
Decreases	
<input type="checkbox"/> • Reduced Liability and Workers Compensation costs	\$ 153,997
Increases	
<input type="checkbox"/> • Departmental charges to the general capital fund are reduced to reflect a reallocation of resources from capital project support to Land Development Services. A reduction in departmental charges results in a net increase to the operating budget. This increase is offset by increases in revenues from land development review fees due to increased development work associated with an improving economy.	\$ 351,711

Engineering & Property Management

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Municipal Capital Project Planning, Design, & Construction			
Manage capital projects so that at least 85% are completed on schedule	82%	≥85%	≥85%
Complete 90% Neighborhood Infrastructure and Business Corridor projects on schedule or as forecasted	96%	≥90%	≥90%
Begin CityLYNX Gold Line Phase I passenger service by March 31, 2015	Began Construction by 3-15-13	Begin installation of track by December 2013	Begin Passenger Service by 3-15-15
Land Development Regulation, Plan Review, & Inspection			
Complete all Land Development permitting submissions with an average of less than 2.5 reviews	1.87	<2.5 Reviews	<2.5 Reviews
Municipal Facilities Maintenance			
Maintain energy use practices so that City facilities compare favorably with available Energy Use Index (EUI) benchmark information in the South Atlantic Region	65.2	Overall EUI <68	Overall EUI <68
Landscape Management			
Maintain a significant and healthy tree canopy:			
Achieve Arbor Foundation's "Tree City USA" status	June 2013	June 2014	June 2015
Continue as the leader in developing the public/private partnership with TreesCharlotte, to include Neighborhoods, Neighborhood & Business Services, Charlotte Housing Authority, Charlotte Mecklenburg Schools, and Mecklenburg County Parks and Recreation.	New Target in FY2014	June 2014	June 2015

Planning

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
		Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>					
Personnel	\$	4,300,546	4,953,034	5,334,130	7.7%
Maintenance & Operations		952,727	1,023,691	978,028	-4.5
Department Charges		(571,845)	(657,690)	(668,186)	1.6
Total Expenditures	\$	4,681,428	5,319,035	5,643,972	6.1%
Total Revenues	\$	429,862	448,200	514,875	14.9%
Net Expenditures	\$	4,251,566	4,870,835	5,129,097	5.3%
					Position Count Change
<u>Staffing</u>					
Full Time Equivalent Positions		61.00	61.00	62.00	1.00
Temporary Positions		0.00	0.00	1.00	1.00
Total Positions		61.00	61.00	63.00	2.00

Planning

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Development Services (Transportation & Planning)	\$ 1,498,057	1,936,883	1,866,129
Provides administrative and planning services for Subdivision Administration, Zoning Services, Zoning Administration, Urban Design, Historic District, and Committee Support for Charlotte-Mecklenburg Planning Commission Zoning Committee, Zoning Board of Adjustment, and Historic District Commission	24.50	24.50	26.50
Strategic Planning Services (Transportation & Planning)	889,471	945,013	1,072,355
Responsible for Economic Development planning efforts in targeted areas including distressed business corridors and transit corridors, and coordinates the City's annexation process. Responsibilities include: Economic Development, Transit Planning Services, Capital Facilities, Plan Implementation, Annexation, and Developer Response	9.50	9.50	9.50
Long Range Planning Services (Transportation & Planning)	2,293,900	2,437,139	2,765,546
Coordinates collaborative and comprehensive long-range land use and transportation planning services, which include: Land Use Planning, Charlotte Regional Transportation Planning Organization (CRTPO), Research, Information and Technology, and Communication/Public Outreach; provides support to City and County budget offices in the development of capital budget needs, and committee support for the Charlotte-Mecklenburg Planning Commission Planning Committee and CRTPO	27.00	27.00	27.00
Total Budget	\$ 4,681,428	5,319,035	5,643,972
Total Positions	61.00	61.00	63.00

FY2015 Budget and Staffing Adjustments

Decreases

- None \$ 0

Increases

- Limited term Planning Coordinator to manage the Zoning Ordinance Update; this position will be funded through FY2018 \$ 82,885
- Additional Principal Planner position to support the preservation of Historic Districts; in addition to reviewing building permit applications and providing support to the Historic District Commission, this position will be responsible for proactively monitoring construction activity in Historic Districts \$ 88,322

Planning

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Development Services			
Determine most appropriate type of zoning ordinance for a diverse and vibrant community and begin the process of revising the existing ordinance	New Target in FY2015	New Target in FY2015	100 %
Average number of reviews on all submitted plans	≤2.5	≤2.5	≤2.5
Document and initiate regulatory process improvements	New Target in FY2014	≥10 process improvements	≥5 process improvements
Strategic Planning Services			
Review and strengthen relationships between transportation, infrastructure, and economic development in the City's Community Investment Plan	New Target in FY2014	June 30, 2014	June 30, 2015
Implement education and outreach strategies identified in FY2014 and develop a Departmental Communications Plan	New Target in FY2014	Complete strategy development by June 30, 2014	Begin strategy implementation by June 30, 2015
Long Range Planning Services			
Collaborate with CONNECT partners to engage the public in developing a consensus-growth scenario	New Target in FY2014	Participate in the public engagement process by June 30, 2014	Continue participation in the public engagement process by June 30, 2015
Align Annexation Process with legislative changes	New Target in FY2014	100%	100 %

Enterprise Fund Departments Overview

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

Responsibilities

- Ensure the continuous operation, maintenance, and repair of the Airport complex facilities, infrastructure, technology, and fleet
- Provides core transportation services via bus, vanpool, light rail and American's with Disabilities Act (ADA) paratransit service. CATS' primary service area covers 330 square miles in Mecklenburg County, serving a population of approximately 919,628.
- 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 the design, construction, improvement, and maintenance of the City's storm water infrastructure
- Identifies and evaluates risk and loss exposure of the City of Charlotte, Mecklenburg County, and Charlotte-Mecklenburg School System.

Budget and Staffing Overview

<u>Budget</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Aviation Department	\$ 92,655,389	119,179,545	128,743,396	8.0%
Charlotte Area Transit System	101,582,033	110,245,360	114,206,940	3.6
Charlotte-Mecklenburg Utility Department	96,802,905	113,035,315	120,022,894	6.2
Storm Water Services	13,374,027	12,553,697	13,056,324	4.0
Risk Management	2,965,763	3,100,402	3,318,958	7.0
Total Expenditures	\$ 307,380,117	358,114,319	379,348,512	5.9%

<u>Staffing (All Enterprise Fund Departments)</u>				Position Count Change
Full Time Equivalent Positions	1,481.25	1,528.75	1,748.75	220.00
Temporary Positions	216.50	214.50	61.50	-153.00
Total Positions	1,697.75	1,743.25	1,810.25	67.00%

Aviation

Mission

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

Responsibilities

- Ensure the continuous operation, maintenance, and repair of the Airport complex facilities, infrastructure, technology, and fleet to support over 700 daily flights and over 43.5 million annual passengers
- Develop the Aviation Community Improvement Plan and provide oversight of planning, design, and construction of new facilities at the Airport to meet the demand of the nations 6th largest airport by operations

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
		Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u> ⁽¹⁾					
Personnel	\$	20,807,408	22,890,055	33,110,794	44.7 %
Maintenance & Operations		62,041,609	76,585,115	87,730,421	14.6
Capital		434,409	7,880,541	740,121	(90.6)
Grants and Contributions		6,486,069	6,402,364	7,162,060	
Department Charges		2,885,894	5,421,470		
Total Expenditures	\$	92,655,389	119,179,545	128,743,396	8.0 %
<u>Staffing</u>					Position Count Change
Full Time Equivalent Positions		251.00	262.00	432.00	170.00
Temporary Positions		186.00	186.00	39.00	-147.00
Total Positions		437.00	448.00	471.00	23.00

(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

Program Summary (Focus Area)

	FY2013 Actual/ □ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Airport Operations (Transportation & Planning) \$	25,852,690	38,727,060	44,128,944
Provides Law Enforcement, Parking and Ground Transportation, Facilities Operations, and Valet Parking Operations	291.00	299.00	317.00
Airport Capital Project Planning, Design, and Construction (Transportation & Planning)	25,666,398	34,654,496	37,455,167
Provides Planning, Engineering and Construction, Community Programs, and Environmental Compliance	20.00	21.00	21.00
Airport Maintenance (Transportation & Planning)	41,136,301	45,797,989	47,159,285
Provides Building Maintenance, Field Maintenance, Vehicle Maintenance, and Janitorial Maintenance	126.00	128.00	133.00
Total Budget \$	92,655,389	119,179,545	128,743,396
Total Positions	437.00	448.00	471.00

FY2015 Budget and Staffing Adjustments

Decreases

- None \$ 0

Increases

- Conversion of 147 existing, full-time temporary employees to regular status in Operations (Airport Shuttle Bus Drivers, Traffic Control Officers, and Airport Service Representatives) to regular status to more accurately reflect actual staffing level \$ 2,386,983
- 23 new positions and associated operating costs to meet current customer and service delivery needs, including: \$ 2,075,306
 - 9 in Operations to create a new dedicated dispatch and call center to help facilitate safe and efficient management of various airport operations and coordinate safety and security at the airport
 - 6 in Building Maintenance to provide 24-hour coverage for the terminal and airfield
 - 6 in Finance/Business Support to manage anticipated growth related to the Intermodal facility, oversee 200+ revenue-generating contracts, and support procurement and financial management activities
 - 2 in Public Affairs to meet the increase demand to provide digital communications and community engagement
- Janitorial and utility cost increases associated with growth of facility, passenger growth, and passenger utilization of the terminal \$ 1,650,000
- General operating needs associated with operating an aging facility and increased passenger usage including safety and vehicle maintenance \$ 1,441,524
- Capital replacement for vehicles, and other equipment/facility needs \$ 740,121
- Technology enhancements to enhance aircraft and passenger movement, including expedited international passenger processing, and improved flight status information \$ 400,000

Aviation

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Airport Operations			
Increase food/beverage/retail revenue per passenger by 1%	10.3%	1.0%	1.0%
Maintain low cost of enplaned passenger to airlines	\$1.00/passenger	≤\$2.00/passenger	≤\$1.50/passenger
Airport Capital Project Planning, Design, and Construction			
Provide ample parking capacity and convenient parking services through the construction of a rental car/hourly parking deck facility	On target with construction schedule and budget	On target with construction schedule and budget	Complete construction by spring 2015
Construction of the Airport Entrance Road	On target with construction schedule and budget	On target with construction schedule and budget	Complete construction by January 2015
Meet debt service coverage ratio in City's revenue bond order	3.00	Generate debt service coverage ratio of 1.25 or greater	Generate debt service coverage ratio of 1.25 or greater
Airport Maintenance			
Maintain Part 139 Certification annually with zero defects	0 defects	Receive a zero defects annual inspection	Receive a zero defects annual inspection
Recordable OSHA injuries of workforce	3.10%	<5%	<5%

Charlotte Area Transit System

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
		Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>					
Personnel	\$	75,893,499	79,183,480	81,423,775	2.8%
Maintenance & Operations		35,702,994	44,364,465	45,039,747	1.5
Grants & Contributions		3,292,948	3,370,592	3,438,004	2.0
Department Charges		(13,307,408)	(16,673,177)	(15,694,585.00)	-5.9
Total Expenditures	\$	101,582,033	110,245,360	114,206,940	3.6%
					Position Count Change
<u>Staffing</u>					
Full Time Equivalent Positions		361.75	361.75	384.75	23.00
Temporary Positions		18.50	20.75	17.75	-3.00
Total Positions		380.25	382.50	402.50	20.00

Charlotte Area Transit System

Program Summary (Focus Area)	FY2013 Actual/ □Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Transportation Services (Transportation & Planning)	\$ 102,720,940	111,955,068	115,008,559
Provides day-to-day public transportation services across the Charlotte-Mecklenburg region: conducts operations planning; vehicle maintenance; route scheduling; facilities security; transit support and management□	270.75	274.00	294.00
Transit Development (Transportation & Planning)	1,246,187	3,211,780	2,548,720
Provides for planning and developing long-range rapid transit systems outlined in the 2030 Transit Corridor System Plan	25.50	24.50	24.50
Marketing and Communications (Transportation & Planning)	2,570,961	2,928,147	3,286,858
Provides customer service, public relations, communications and service marketing; develops market research, sales, and promotional activities	32.00	32.00	32.00
Executive and Administration (Transportation & Planning)	8,351,353	8,823,542	9,057,388
Provides leadership and management of the public transit program and support for the Metropolitan Transit Commission; manages financial planning, budget, and grants administration.	52.00	52.00	52.00
Transfers to Transit Capital Projects	(13,307,408)	(16,673,177)	(15,694,585)
Total Budget	\$ 101,582,033	110,245,360	114,206,940
Total Positions	380.25	382.50	402.50

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• None	\$ 0

<u>Increases</u>	
• CityLYNX Gold Line Phase 1 - 12 positions and operating expenses for the startup and daily costs of the CityLYNX Gold Line Phase 1 to include 7 rail operators, 2 electro-mechanics, 1 transportation supervisor, 1 safety officer, and 1 train control technician (funded by existing revenues through the General Fund)	\$ 750,000
• Light Rail Operations - 4 positions to test new railcars for the operation of the blue line extension. Includes 2 rail mechanics and 2 rail operators. The \$214,627 is charged to the BLE project.	\$ 214,627
• Special Transportation Services - 4 special transportation drivers to improve on-time performance	\$ 166,628

Charlotte Area Transit System

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Transportation Services			
Increase ridership	1.50%	≥1.5%	≥0.7%
Vehicular Accident Rate- Bus per 100,000 miles	0.45	<.50	<.50
Vehicular Accident Rate- Rail	0.00	<.50	<.50
Vehicular Accident Rate- Special Transportation Services	0.27	<.50	<.50
Average On-Time Performance- Bus	85.14%	≥85%	≥85%
Average On-Time Performance- Rail	99.00%	≥98.5%	≥98.5%
Average On-Time Performance- Special Transportation Services	93.00%	≥92%	≥93%
Targeted cost per service hour- Rail	\$ 270.53	\$ 325.89	\$ 349.88
Targeted cost per service hour- Bus	\$ 97.61	\$ 103.08	\$ 104.80
Targeted cost per service hour- Special Transportation Services	\$ 57.84	\$ 61.83	\$ 66.40
Targeted cost per service hour- Vanpool	\$ 23.62	\$ 26.77	\$ 24.50
Passenger Per Service Hour- Rail	106.00	≥117.9	≥117.9
Passenger Per Service Hour- Bus	26.00	≥26.5	≥26.5
Passenger Per Service Hour- Special Transportation Services	1.80	≥1.5	≥1.5
Passenger Per Service Hour- Vanpool	6.10	≥6.4	≥6.4

Charlotte-Mecklenburg Utility Department

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
<u>Budget</u>		Actual	Revised	Budget	FY2014 FY2015
Personnel	\$	47,392,162	50,476,567	54,688,982	8.3%
Maintenance & Operations		72,451,470	76,243,121	79,797,467	4.7
Department Charges		(13,474,782)	(13,984,373)	(14,463,555)	3.4
Total Expenditures	\$	106,368,850	113,035,315	120,022,894	6.2%

					Position Count Change
<u>Staffing</u>					
Full Time Equivalent Positions		746.50	778.00	796.00	18.00
Temporary Positions		9.00	3.75	3.75	0.00
Total Positions		755.50	781.75	799.75	18.00

Charlotte-Mecklenburg Utility Department

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Administration (Environment) \$	26,359,819	27,635,296	27,893,530
Provides departmental 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	47.00	48.50	50.50
Customer Service (Environment)	7,151,454	7,573,195	7,645,221
Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and backflow prevention	122.00	122.00	122.00
Utility System Planning & Engineering (Environment)	-	-	-
Provides design and construction of CMUD facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying	92.00	94.00	98.00
Laboratory Services (Environment)	1,662,141	1,104,580	1,421,426
Provides testing of water, wastewater, and industrial users for compliance and manages water quality issues relating to taste, color, and odor.	35.00	35.50	35.50
Environmental Management (Environment)	42,639,822	47,944,271	49,281,252
Manages the treatment of wastewater before being discharged back into the environment and protects our system by regulating industrial/commercial wastewater discharges, and oil and grease reduction. Also, provides treatment and pumping of water to distribute drinking water to customers	183.50	186.50	186.50
Union County Operations (Environment)		300,000	3,201,542
Operation of Union County's Wastewater Treatment Plants pursuant to signed inter-local agreement		16.00	16.00
Field Operations (Environment)	28,555,615	28,477,973	30,579,924
Maintains more than 8,000 miles of water and sewer pipe and more than 257,000 service connections	276.00	279.25	291.25
Total Budget	\$ 106,368,851	113,035,315	120,022,895
Total Positions	755.50	781.75	799.75

Charlotte-Mecklenburg Utility Department

FY2015 Budget and Staffing Adjustments

Decreases

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

Increases

- | | |
|---|--------------|
| • Operation of Union County's Wastewater Treatment Plants per signed inter-local agreement. Includes 16 full time positions. All operating and capital costs for the operation are funded by Union County | \$ 3,201,542 |
| • 18 positions that respond to the improving economy and regulatory changes: | \$ 943,688 |
| - 4 Water Rapid Response Technicians to perform minor work at the initial response | |
| - 4 Locate Technicians to meet rising workload demands of 104,534 locate requests | |
| - 2 Acoustical Inspectors to allow for more preventative and effective maintenance of the sanitary sewer system | |
| - 2 Sewer Cleaning Crewmembers to maintain the trend of decreasing sanitary sewer overflows | |
| - 2 Development Plan Review Engineers to decrease plan review time from 20 days to 15 | |
| - 1 Work and Asset Management Lead to improve efficiencies and maximize the application of technology to business operations | |
| - 1 Backflow Plan Reviewer to increase plan review capacity by 25% | |
| - 1 Environmental Compliance Specialist to improve responsiveness to industrial customers | |
| - 1 Construction Inspector to increase inspections by 25% | |

Charlotte-Mecklenburg Utility Department

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Reduce Sanitary Sewer Overflow	6.3 per 100 miles	< 6.3 per 100 miles	< 6.1 per 100 miles
Repair Water Leaks	99.88% repaired in 8 calendar weeks	100% repaired in 8 calendar weeks	100% repaired in 8 calendar weeks
Maintain compliance with the National Pollutant Discharge Elimination System permits for wastewater	99.94%	100%	100%
Maintain drinking water compliance - report quarterly to ensure permit compliance and identify preparations needed for future compliance requirements	100%	100%	100%
Work with Catawba-Wateree Water Management Group to complete Basin-Wide Water Plan	Published regional safe yield report with the Water Research Foundation	Complete Phase 2	Implement the basin-wide water supply master plan

Storm Water Services

(Division of Engineering & Property Management)

Mission

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Personnel	\$ 7,449,694	9,114,534	9,497,110	4.2%
Maintenance & Operations	9,328,486	7,888,587	7,844,174	-0.6
Grants and Contributions	824,165	977,208	1,019,960	4.4
Department Charges	(4,228,318)	(5,426,632)	(5,304,920)	-2.2
Total Expenditures	\$ 13,374,027	12,553,697	13,056,324	4.0%

<u>Staffing</u>				Position Count Change
Full Time Equivalent Positions	95.00	100.00	108.00	8.00
Temporary Positions	3.00	4.00	1.00	-3.00
Total Positions	98.00	104.00	109.00	5.00

Storm Water Services

(Division of Engineering & Property Management)

Program Summary (Focus Area)	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Storm Water Services (Environment)	\$ 13,374,027	12,553,697	13,056,324
Provides Water Quality/Clean Water Act enforcement, maintenance of existing infrastructure, and capital project planning, design, and construction	98.00	104.00	109.00
Total Budget	\$ 13,374,027	12,553,697	13,056,324
Total Full Time Equivalent Positions	98.00	104.00	109.00

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• None	\$ 0

<u>Increases</u>	Amount
• Five new positions (one Project Manager, one Construction Inspector, one Senior Construction Inspector, one Engineering Assistant, and one Construction Supervisor) to work on capital maintenance and repair projects to increase work capacity and reduce the growth in backlogged Storm Water projects. Total cost for the four positions is \$361,442, but \$239,756 of this cost is transferred from the operating budget to the Storm Water Capital Program.	\$ 121,687

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Storm Water Services			
Transition Storm Water capital program from debt financing by increasing Pay-As-You-Go funding	Increased by \$2.0 million	Increase by \$2.0 million	Increase by \$1.0 million
Meet mitigation requirements through local rather than state-level restoration efforts 100% of the time when streams are negatively impacted by City projects	100%	100%	100%

Risk Management

(Division of the Finance Department)

Mission

Risk Management identifies and evaluates risk and loss exposure of the City of Charlotte, Mecklenburg County, and Charlotte-Mecklenburg School System.

Responsibilities

- Process Worker's Compensation claims for the City, County, and Charlotte-Mecklenburg School System
- Provide risk control and consulting to all customers
- Purchase conventional and excess insurance
- Assist City Attorney's Office in litigation management
- Collect monies due to the City for damages done to City property
- Process property and casualty claims from external and internal customers

Budget and Staffing Overview

<u>Budget</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Personnel	\$ 1,989,774	2,041,083	2,169,933	6.3%
Maintenance & Operations	501,180	568,407	648,295	14.1
Grants and Contributions	474,809	490,912	500,730	2.0
Total Expenditures	\$ 2,965,763	3,100,402	3,318,958	7.0%
Total Revenues	\$ -	-	-	
Net Expenditures	\$ 2,965,763	3,100,402	3,318,958	7.0%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	27.00	27.00	28.00	1.00
Temporary Positions	0.00	0.00	0.00	0.00
Total Positions	27.00	27.00	28.00	1.00

Risk Management

(Division of the Finance Department)

Program Summary	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Risk Management Operations	\$ 2,736,004	2,845,928	3,061,233
Administers risk financing, risk retention, and insurance placement for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Board of Education, and other small, public agencies	25.00	25.00	26.00
Defensive Driving Range	229,759	254,474	257,726
Management of the Charlotte Vehicle Operations Center, a 16-acre, state-of-the-art training facility, which provides driver training for all departments of the City	2.00	2.00	2.00
Total Budget	\$ 2,965,763	3,100,402	3,318,959
Total Full Time Equivalent Positions	27.00	27.00	28.00

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• None	\$ 0
<u>Increases</u>	
• One Medicare Claims Adjuster - federal requirements for Medicare reporting and secondary payer recovery have greatly increased the volume of work in the Worker's Compensation section.	\$ 81,854

Performance Measure Highlights

	Performance Achievements		
	FY2013	FY2014	FY2015
	Actual	Target	Target
Risk Management			
Provide quarterly updates to departments of loss metrics for respective departments	4 per year	4 per year	4 per year
Attain an annual claims closure rate greater than or equal to 95%	New Target in FY2015	New Target in FY2015	>95%

Governance Departments Overview

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

Responsibilities

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

Budget and Staffing Overview

<u>Budget</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Mayor and City Council	\$ 1,669,243	1,520,050	1,516,664	-0.2%
Attorney	2,255,758	2,354,931	2,458,427	4.4
Clerk	515,477	551,851	544,991	-1.2
City Manager's Office:				
CharMeck 311	7,623,868	8,884,847	9,001,534	1.3
Charlotte-Mecklenburg Community Relations	975,052	952,562	965,096	1.3
City Administration	2,312,728	2,378,359	2,465,060	3.6
Corporate Communications & Marketing	2,035,664	2,059,921	2,125,460	3.2
Internal Audit	999,226	1,134,980	1,177,723	3.8
Total Expenditures	\$ 18,387,016	19,837,501	20,254,955	2.1%
Less Total Revenues	\$ 2,489,191	2,541,120	2,548,692	0.3%
Net Expenditures	\$ 15,897,825	17,296,381	17,706,263	2.4%
				Position Count Change
<u>Staffing (All General Fund Service Departments)</u>				
Full Time Equivalent Positions	234.50	226.50	227.50	1.00
Temporary Positions	4.50	4.50	4.50	0.00
Total Positions	239.00	231.00	232.00	1.00

Mayor & City Council Office

Mission

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

Responsibilities

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

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

Budget and Staffing Overview

	FY2013	FY2014	FY2015	Percent Change
	Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>				
Personnel	\$ 1,290,617	1,311,993	1,214,880	-7.4%
Maintenance & Operations	378,626	220,297	301,784	37.0
Total Expenditures	\$ 1,669,243	1,520,050	1,516,664	-0.2%
Total Revenue	\$ -	-	-	
Net Expenditures	\$ 1,669,243	1,520,050	1,516,664	-0.2%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	9.00	10.00	9.00	-1.00
Temporary Positions	0.00	0.00	0.00	0.00
Total Positions	9.00	10.00	9.00	-1.00

Mayor & City Council Office

Program Summary	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Mayor, City Council, and Administrative Support \$	1,669,243	1,520,050	1,516,664
Provides leadership and strategic vision for the City of Charlotte	9.00	10.00	9.00
Total Budget	\$ 1,669,243	1,520,050	1,516,664
Total Full Time Equivalent Position	9.00	10.00	9.00

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
<ul style="list-style-type: none"> Intergovernmental Relations Program - transitioning program under the City Manager's Office to align with the management of program 	\$ 219,507
<u>Increases</u>	
<ul style="list-style-type: none"> Maintenance and operations adjustment based on prior year expenditures, including travel requirements, contracting services for meetings, facilitation, and conferences 	\$ 99,265

City Attorney

Mission

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

Responsibilities

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

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
		Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>					
Personnel	\$	3,107,006	3,480,441	3,637,886	4.5%
Maintenance & Operations		378,230	429,206	418,964	-2.4
Department Charges		(1,229,478)	(1,554,716)	(1,598,423)	2.8
Total Expenditures	\$	2,255,758	2,354,931	2,458,427	4.4%
Net Expenditures	\$	2,255,758	2,354,931	2,458,427	4.4%
<u>Staffing</u>					
Full Time Equivalent Positions		28.50	28.50	28.50	0.00
Temporary Positions		0.50	0.50	0.50	0.00
Total Positions		29.00	29.00	29.00	0.00

City Attorney

Program Summary

	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
City Attorney Services	\$ 2,255,758	2,354,931	2,458,427
The City Attorney's Office drafts or reviews all ordinances and resolutions considered by the City Council. The City Attorney's Office also drafts or reviews all contracts, leases, deeds, franchises, and other legal documents to which the City is a party.	29.00	29.00	29.00
Total Budget	\$ 2,255,758	2,354,931	2,458,427
Total Positions	29.00	29.00	29.00

FY2015 Budget and Staffing Adjustments

Amount

Decreases

- None \$ 0

Increases

- None \$ 0

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Ensure attorneys and paralegals maintain certifications	> 240 training hours	240 training hours	240 training hours
Provide litigation services in a cost effective manner and at a lower cost than services provided by outside counsel	\$91.67 per hour	\$114.03 per hour	\$115.50 per hour
Ensure attorneys conduct client service interviews	100%	100%	100%
Review outside counsel bills for fairness and accuracy	100%	100%	100%

City Clerk

Mission

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

Responsibilities

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

Budget and Staffing Overview

	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
<u>Budget</u>				
Personnel	\$ 374,733	428,900	422,784	-1.4%
Maintenance & Operations	140,744	122,951	122,207	-0.6
Total Expenditures	\$ 515,477	551,851	544,991	-1.2%
Total Revenues	\$ 11,815	13,600	13,600	0.0%
Net Expenditures	\$ 503,662	538,251	531,391	-1.3%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	6.00	6.00	6.00	0.00
Temporary Positions	0.50	0.50	0.50	0.00
Total Positions	6.50	6.50	6.50	0.00

City Clerk

Program Summary

	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
City Council Support	\$ 278,358	298,919	294,295
Serves as Clerk to the City Council, recording, transcribing, distributing, and archiving minutes for all budget workshops and retreats, business meetings, dinner briefings, citizens' forums, closed sessions, special sessions, workshops and zoning meetings; Assists citizens to address Council by coordinating and disseminating the speakers' list; Certifies and posts all official acts by Council; and Provides public access to the records as broadly and quickly as possible.	3.25	3.25	3.25
Records Maintenance, Retention, and Administration of Boards & Commissions	237,119	252,932	250,696
Custodian of the corporate seal of the City of Charlotte and all permanent records pertaining to the City and City Seal; Maintains the City Charter and City Code; Provides information and research of records to citizens, staff, and Council; Publishes Notices of Public Hearings and other legal advertisements; Provides attestations, certifications, and/or notarizations for contracts, deeds, and agreements; Administers oaths of office; Receives and certifies City-initiated annexations and protest petitions. Administers processes, maintains records, coordinates nominations and appointments for City Council's 38 Advisory Boards and Commissions, and serves as staff support and Clerk to the Citizens' Review Board and Civil Service Board.	3.25	3.25	3.25
Total Budget	\$ 515,477	551,851	544,991
Total Positions	6.50	6.50	6.50

FY2015 Budget and Staffing Adjustments

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

City Clerk

Performance Measure Highlights

	Performance Achievement		
	FY2013 Actual	FY2014 Target	FY2015 Target
Complete Council business meeting minutes within 28 business days 98% of the time	98%	98%	98%
Execute, publish, and file 90% of official documents (including Requests for Council Action and Digital Contracts Archive) within three business days; including posting official documents to the Clerk website	100%	90%	90%
Administer process for 100% of Council's 38 Advisory Boards and Commissions	100%	100%	100%

City Manager

Mission

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

CharMeck 311

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

Charlotte-Mecklenburg Community Relations

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

City Administration

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

Corporate Communications & Marketing

- Provide strategic and integrated communication and marketing solutions.

Internal Audit

- Provide reasonable assurance that the City has an operating and effective system of internal controls and assist members of management in evaluating the efficiency and effectiveness of operations.

Responsibilities

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

CharMeck 311

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

Charlotte-Mecklenburg Community Relations

- Promote community harmony

City Administration

- Provide vision and leadership to the organization

Corporate Communications & Marketing

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

Internal Audit

- Conduct reviews of the City's system of internal controls and report findings, recommendations, and corrective actions

City Manager

Budget and Staffing Overview

		FY2013	FY2014	FY2015	Percent Change
<u>Budget</u>		Actual	Revised	Budget	FY2014 FY2015
Personnel	\$	11,653,287	12,975,924	12,825,036	-1.2%
Maintenance & Operations		2,395,105	2,614,668	3,064,565	17.2
Department Charges		(101,854)	(179,923)	(154,728)	-14.0
Total Expenditures	\$	13,946,538	15,410,669	15,734,873	2.1%
Total Revenues	\$	2,477,376	2,527,520	2,535,092	0.3%
Net Expenditures	\$	11,469,162	12,883,149	13,199,781	2.5%
<u>Staffing</u>					Position Change Count
Full Time Equivalent Positions		191.00	182.00	184.00	2.00
Temporary Positions		3.50	3.50	3.50	0.00
Total Positions		194.50	185.50	187.50	2.00

City Manager

Program Summary	FY2013	FY2014	FY2015
	Actual/ Positions	Revised/ Positions	Budget/ Positions
CharMeck 311	\$ 7,623,868	8,884,847	9,001,534
As the customer contact center, serves as the first contact point for general information, initiating service requests, and directing calls to other departments and agencies for problem resolution	141.00	133.00	133.00
Charlotte-Mecklenburg Community Relations	975,052	952,562	965,096
Promotes community harmony by: addressing personal and community conflicts, fairness in housing and preventing discrimination, training and education as well as police community relations	13.00	13.00	13.00
City Administration	2,312,728	2,378,359	2,465,060
Provides vision and leadership to the organization, is responsible for carrying out City Council's policy decisions, and for overseeing the daily operations of City government	12.00	11.00	12.00
Corporate Communications & Marketing	2,035,664	2,059,921	2,125,460
Provides strategic and integrated communications and marketing solutions. Partners with departments to develop and implement strategic planning to market specific campaigns, services and initiatives for City department and the citizens of Charlotte	19.00	19.00	19.00
Internal Audit	999,226	1,134,980	1,177,723
Conducts reviews of the City's system of internal controls and reports findings, recommendations, and corrective actions to department managers	9.50	9.50	10.50
Total Budget	\$ 13,946,538	15,410,669	15,734,873
Total Positions	194.50	185.50	187.50

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• None	\$ 0
<u>Increases</u>	
• Intergovernmental Relations Program - transitioning the Intergovernmental Relations Program to the City Manager's Office to align the management of the program (no increase to the General Fund) □	\$ 219,507
• Aviation Auditor – one auditor position to enable audits of the Aviation Department addressing specific areas such as parking revenues, and concessionaire contracts and associated revenue. This position will be hired in fall FY2015 (funded by Aviation)	\$ 78,382

City Manager

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
CharMeck 311			
Answer 70% of calls within 30 seconds or less	83.4% within ≤30 seconds	70% within □ ≤30 seconds	70% within □ ≤30 seconds
Maintain less than 5% call abandonment rate	3%	<5%	<5%
Receive 8.5 or higher on overall customer satisfaction survey	9	≥8.5	≥8.5
Charlotte-Mecklenburg Community Relations			
CRC client, customer, partner, member and staff satisfaction year-end survey (rating on 5.0 scale)	4.5	4.5	4.5
City Administration			
Level of customer service provided to department directors (rating on 10.0 scale)	8.0 on 84% of responses	≥ 8.0 on 90% of responses	≥ 8.0 on 90% of responses
Level of customer service provided to management (non-department directors) and support staff interacting with the City Manager's Office (rating on 10.0 scale)	8.0 on 66% of responses	≥ 8.0 on 90% of responses	≥ 8.0 on 90% of responses
Corporate Communications & Marketing			
Provide centralized web resources and communication and marketing services for City-wide initiatives	100%	95%	95%
Internal Audit			
Conduct independent and objective appraisals of the City's system of internal controls, the efficiency of operations and the effectiveness with which these functions are managed	10	11	12

General Fund Support Departments Overview

The following pages represent General Fund support departments. These Departments support the Service, Enterprise, and Governance Departments in various cross departmental functions. The General Fund Support include the Budget & Evaluation Department, the Shared Services Department, the Innovation & Technology Department, the City Finance Department, and the City Human Resources Department.

Responsibilities

- Develop and oversee the City of Charlotte's annual budget, five-year Community Investment Plan, and strategic performance management
- Provide enterprise-wide fleet and operational equipment management and maintenance, procurement, and telecom account management, necessary for the City's operational success. The quality, efficiency, and timeliness of these corporately shared services have a direct impact on the ability of the operational departments to serve citizens
- Provide technology-based goods and services to ensure the City receives the most reliable and best value in technology infrastructure investments
- Manage financial transactions and prepare financial statements including the Comprehensive Annual Financial Report
- Manage the City's human capital, training needs, and payroll and benefits

Budget and Staffing Overview

	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
<u>Budget</u>				
Budget & Evaluation	\$ 1,469,324	1,597,854	1,623,976	1.6%
Shared Services	5,374,691	6,002,609	6,198,154	3.3
Innovation & Technology *	20,605,216	21,607,563	24,399,586	12.9
Finance	9,189,369	10,027,783	10,052,590	0.2
Human Resources	3,844,776	4,163,646	4,221,143	1.4
Total Expenditures	\$ 40,483,376	43,399,455	46,495,449	7.1%
Less Total Revenues	\$ 11,233,906	11,182,146	11,165,795	-0.1%
Net Expenditures	\$ 29,249,470	32,217,309	35,329,654	9.7%
				Position Count Change
<u>Staffing (All General Fund Service Departments)</u>				
Full Time Equivalent	393.50	410.00	416.00	6.00
Temporary Positions	6.00	11.75	6.75	-5.00
Total Positions	399.50	421.75	422.75	1.00

*The Innovation & Technology Department was created in FY2014 using existing resources. The department is the result of the combination of the Office of the Chief Information Officer (formerly a division of the City Manager's Office) and the Technology Management Division (formerly of the Shared Services Department). FY2013 and FY2014 have been restated to show previous expenses of the current divisions of the Innovation & Technology Department.

Budget & Evaluation

Mission

Budget & Evaluation supports City services through analysis, evaluation, and resource management.

Responsibilities

- Responsible for the development and oversight of the City of Charlotte's annual budget and five-year Community Investment Plan
- Provide policy and management analysis
- Coordination of the City Council's Business Agenda
- Administration of the organization's performance management and strategic planning processes

Budget and Staffing Overview

	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
<u>Budget</u>				
Personnel	\$ 1,287,762	1,430,802	1,462,365	2.21%
Maintenance & Operations	339,955	341,746	224,782	-34.23
Department Charges	(158,393)	(174,694)	(63,171)	-63.84
Total Expenditures	\$ 1,469,324	1,597,854	1,623,976	1.63%
Total Revenues	\$ -	-	-	0.00%
Net Expenditures	\$ 1,469,324	1,597,854	1,623,976	1.63%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	13.00	13.00	13.00	0.00
Temporary Positions	0.00	0.00	0.00	0.00
Total Positions	13.00	13.00	13.00	0.00

Budget & Evaluation

Program Summary

	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Budget and Evaluation Services	\$ 1,469,324	1,597,854	1,623,976
Recommends strategy and resource allocation for achievement of the City's vision and mission, manages decision-making process and information that allows for strategic investment, and manages organizational resources that ensure competitive service delivery	13.00	13.00	13.00
Total Budget	\$ 1,469,324	1,597,854	1,623,976
Total Positions	13.00	13.00	13.00

FY2015 Budget and Staffing Adjustments

Decreases

- None

Amount

\$ 0

Increases

- None

\$ 0

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Strategic Planning and Monitoring			
One of three lowest tax rates of the top seven North Carolina cities	Third lowest	1 of 3 lowest	1 of 3 lowest
Percent of General Fund growth exclusive of property taxes	New Target in FY2014	≥3%	≥3%
Develop Competitive Services			
Percent of City measures at or above School of Government Benchmarking Project averages (78.37% in FY2013)	76.5%	≥ State average	≥ State average

Shared Services

Mission

Shared Services advances the business of public service by leveraging resources and maximizing partnerships with the vision to be recognized as the national leader in delivering public sector shared services.

Responsibilities

- Provide enterprise-wide fleet and operational equipment management and maintenance, procurement, and telecom account management, necessary for the City's operational success. The quality, efficiency, and timeliness of these corporately shared services have a direct impact on the ability of the operational departments to serve citizens
- Provide quality, safe, reliable, best-value fleet management services to the City and County
- Manage the acquisition of goods and services through competitive processes, consulting services, contract development, administration, and contract monitoring
- Coordinate property disposal for the City, County, Charlotte-Mecklenburg Schools, Charlotte Housing Authority, and other entities through the Asset Recovery and Disposal (ARD) program
- Provide corporate account management for all citywide telecommunications services

Budget and Staffing

		FY2013	FY2014	FY2015	Percent Change
		Actual	Revised	Budget	FY2014 FY2015
Budget					
Personnel	\$	10,894,749	11,499,197	11,863,442	3.2%
Maintenance & Operations		7,369,363	7,518,774	7,514,306	-0.1
Capital		199,225	200,000	200,000	0.0
Grants and Contributions		716,594	100,000	100,000	0.0
Department Charges		(13,805,240)	(13,315,362)	(13,479,594)	1.2
Total Expenditures	\$	5,374,691	6,002,609	6,198,154	3.3%
Total Revenue	\$	4,635,491	4,713,112	4,567,380	-3.1%
Net Expenditures	\$	739,200	1,289,497	1,630,774	26.5%

					Position Count Change
Staffing					
Full Time Equivalent Positions		157.00	156.00	158.00	2.00
Temporary Positions		1.00	3.00	1.00	-2.00
Total Positions		158.00	159.00	159.00	0.00

Shared Services

Program Summary

	FY2013 Actual/ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Resource Management & Administration \$	2,213,986	2,322,348	2,245,200
Provide centralized support throughout Shared Services through administration, communications, business analysis, human resources, and financial services and provides corporate account management for Citywide telecommunications services. □	17.00	16.00	16.00
Procurement Management	2,197,539	2,158,192	2,278,174
Provide services to City and County departments for the acquisition of goods and services, facilitates cost savings through identifying cooperative procurement opportunities and supports asset recovery and disposal	18.50	20.50	20.50
Fleet Management	963,166	1,522,069	1,674,780
Ensure internal and external customers that all equipment and fleet assets yield the highest return on investment by providing full spectrum fleet management services including equipment specification, predictable preventative maintenance, and commission/decommission services focused on achieving the peak operating efficiency at the lowest cost	122.50	122.50	122.50
Total Budget \$	5,374,691	6,002,609	6,198,154
Total Positions	158.00	159.00	159.00

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• None	\$ 0
<u>Increases</u>	
• Workers Compensation cost based on claims	\$ 73,855

Shared Services

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target										
Procurement Management													
Implement environmentally-conscious practices in the acquisition and disposition of City resources	% of dollars spent on environmentally preferred purchases: SunBelt - 4%; Office Depot- 23.8%	Increase environmentally preferable purchases over FY2013 totals	Increase environmentally preferable purchases over FY2014 totals										
Fleet Management													
Ensure Fleet Maintenance service quality by minimizing repeat repairs	0.02%	≤ 1% threshold	≤ 1% threshold										
Demonstrate environmental sustainability in the management of the City's vehicle fleet	<table style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding-right: 10px;"><u>City</u></td> <td></td> </tr> <tr> <td>Flex Fuel</td> <td style="text-align: right;">947</td> </tr> <tr> <td>Hybrids</td> <td style="text-align: right;">40</td> </tr> <tr> <td><u>Electric</u></td> <td style="text-align: right;"><u>13</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">1,000</td> </tr> </table>	<u>City</u>		Flex Fuel	947	Hybrids	40	<u>Electric</u>	<u>13</u>	Total	1,000	Publish a semiannual report on number of alternative fuel, hybrid vehicles, and vehicles outfitted with emission reduction technology	Publish a semiannual report on number of alternative fuel, hybrid vehicles, and vehicles outfitted with emission reduction technology
<u>City</u>													
Flex Fuel	947												
Hybrids	40												
<u>Electric</u>	<u>13</u>												
Total	1,000												

Innovation & Technology

Mission

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

Responsibilities

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

Budget and Staffing Overview

	FY2013	FY2014	FY2015	Percent Change
	Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>				
Personnel	\$ 11,131,149	11,987,771	14,161,483	18.1%
Maintenance & Operations	12,866,037	15,217,572	17,109,466	12.4
Grants and Contributions	2,020,034			
Department Charges	(5,412,004)	(5,597,780)	(6,871,363)	22.8
Total Expenditures	\$ 20,605,216	21,607,563	24,399,586	12.9%
Total Revenues	\$ -	-	-	
Net Expenditures	\$ 20,605,216	21,607,563	24,399,586	12.9%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	109.50	129.00	130.00	1.00
Temporary Positions	0.50	3.25	3.25	0.00
Total Positions	110.00	132.25	133.25	1.00

Innovation & Technology

Program Summary	FY2013 Actual/ □ Positions	FY2014 Revised/ Positions	FY2015 Budget/ Positions
Office of the Chief Information Officer □	\$ 2,395,747 12.00	2,515,404 12.00	2,278,814 12.00
Provides executive-level leadership for the City's Technology Governance Policy and coordinates IT initiatives across the organization to support, enhance, and advance citizen service delivery			
Technology Management	18,209,469 98.00	19,092,159 100.50	20,904,338 101.50
Ensures the City receives the most reliable and best value technology infrastructure available to enable the effective delivery of City services			
Enterprise Resource Planning*	0 0.00	0 19.75	1,216,434 19.75
Builds, maintains, and operates the City's financial management, budgetary, and procurement platforms necessary for the City to conduct daily business			
Total Budget	\$ 20,605,216	21,607,563	24,399,586
Total Positions	110.00	132.25	133.25

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

FY2015 Budget and Staffing Adjustments

<u>Decreases</u>	Amount
• None	\$ 0
 <u>Increases</u>	
• Enterprise Resource Planning - to support the City's budget and financial systems (Cost offset by reductions and reallocations in other General Fund departments)	\$ 1,216,434
• Microsoft Licensing - licensing growth to meet work productivity demands of departments	\$ 767,456
• Help/Service Desk - contract renewal projected to increase due to significant increase in call volume	\$ 500,000
• Web Hosting - to support CharMeck.org web hosting (shared cost with Mecklenburg County)	\$ 183,500
• Software Licensing & Maintenance - annual increases to support the City's business environment	\$ 139,012
• Contract Positions - provides support of the City network environment and e-mail services	\$ 135,200
• Senior Software Developer - transitioning existing contract position to full-time regular status. Position funded by reallocating existing Utility and Engineering & Property Management contracting resources.	\$ 118,580
• Uninterruptible Power Supplies (UPS) - operational costs to support the UPS to protect City systems from power interruptions	\$ 91,000
• Infor Contractor - transitional support for GEAC (financial system) associated with Enterprise Resource Planning go-live in summer 2014	\$ 80,000

Innovation & Technology

Performance Measures

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Office of the Chief Information Officer			
Develop a complete services catalog along with corresponding service costs for support in budget development	New Target in FY2015	New Target in FY2015	February 2015
Implement an Open Data Portal to support government transparency and citizen engagement	New Target in FY2015	New Target in FY2015	March 2015
Technology Management			
Maintain the high standards of availability for the City's core infrastructure	New Target in FY2014	99.75%	99.75%
Maintain the high standards of availability for the Public Safety Communications Radio Network	99.99%	99.90%	99.90%
Enterprise Resource Planning (ERP)			
Ensure system availability to end users. Create infrastructure, processes, and remedies to provide ERP system availability during normal financial business hours	New Target in FY2015	New Target in FY2015	95%

Finance

Mission

Finance empowers, trains, and supports Finance employees to provide ever-improving services to the public and other employees by listening to the voices of customers, processes, and employees.

Responsibilities

- Prepare financial statements including the Comprehensive Annual Financial Report
- Provide support for the Utility Billing System, GEAC, and other financial related systems and interfaces
- Serve as the City's official revenue collections unit in accordance with the North Carolina State Statute
- Collects payments for water, sewer, storm water, and other services
- Manages the investment portfolio including cash flow requirements
- Performs financial and economic analyses including the development of models to forecast revenues and evaluate debt capacity and financing options
- Manages the debt program including bond sales, bond referenda, debt payments, and applications for the issuance of debt

Budget and Staffing Overview

	FY2013	FY2014	FY2015	Percent Change
	Actual	Revised	Budget	FY2014
<u>Budget</u>				FY2015
Personnel	\$ 6,108,904	6,357,894	6,288,249	-1.1%
Maintenance & Operations	3,384,838	4,018,389	4,043,990	0.6
Department Charges	(304,373)	(348,500)	(279,649)	-19.8
Total Expenditures	\$ 9,189,369	10,027,783	10,052,590	0.2%
Total Revenues	\$ 6,598,415	6,469,034	6,598,415	2.0%
Net Expenditures	\$ 2,590,954	3,558,749	3,454,175	-2.9%

				Position
				Count
<u>Staffing</u>				Change
Full Time Equivalent Positions	81.00	79.00	79.00	0.00
Temporary Positions	1.00	1.00	1.00	0.00
Total Positions	82.00	80.00	80.00	0.00

Finance

Program Summary	FY2013	FY2014	FY2015
	Actual/ Positions	Revised/ Positions	Budget/ Positions
Financial Management	\$ 1,820,982	1,924,776	1,958,822
Provides strategic financial planning, debt and cash management, and revenue and economic forecasting to City Council, the City Manager, and City departments	12.00	12.00	12.00
General Accounting	2,607,190	2,940,604	3,075,475
Provides general accounting services, such as preparing cost analysis, federal and state mandated reports, the Comprehensive Annual Financial Report, overseeing and coordinating automated financial systems, obtaining authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, miscellaneous billing for all City departments, and preparing related reports	39.25	37.25	37.25
Revenue Management	4,761,197	5,162,403	5,018,293
Responsible for the billing, collection, and deposit of all City monies for Citywide services, including animal licenses, transit passes, Neighborhood & Business Services' development loans, parking violations, and water/sewer and storm water billing and collection services. Revenue also provides collection services for the Mecklenburg County Tax Office	30.75	30.75	30.75
Total Budget	\$ 9,189,369	10,027,783	10,052,590
Total Positions	82.00	80.00	80.00

FY2015 Budget and Staffing Adjustments

Decreases	Amount
<ul style="list-style-type: none"> Enterprise Resource Planning Reallocation - transition two regular full-time positions to Innovation & Technology to support Enterprise Resource Planning as Business System Specialist Leads 	\$ 220,057
Increases	
<ul style="list-style-type: none"> Collection Agency Fees - increases in collection agency fees due to increase in collections. Offsetting revenue based on increase in recovered collections 	\$ 75,000
<ul style="list-style-type: none"> Utility Maintenance System Maintenance & Support - enhance system functionality and upgrade to 24/7 support. Also includes 5% annual increase. 100% funded by Utility and City/County Storm Water 	\$ 35,642

Finance

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Financial Management			
Maximize investment earnings to exceed the U.S. Treasury Benchmark	New Target in FY2015	New Target in FY2015	> U.S. Treasury Benchmark
Revenue Management			
Increase the number of e-bill customers	New Target in FY2015	New Target in FY2015	2% Increase over Prior Year

Human Resources

Mission

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

Responsibilities

- Help employees by providing training and development opportunities, assisting with best use of employee benefits, and resolving workplace differences
- Help departments become more efficient with workforce planning (including organizational structuring, compensation, employee relations, and departmental development and training) and supplying payroll and record management services
- Help 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

	FY2013	FY2014	FY2015	Percent Change
	Actual	Revised	Budget	FY2014 FY2015
<u>Budget</u>				
Personnel	\$ 3,253,872	3,428,434	3,499,085	2.1%
Maintenance & Operations	829,157	993,066	1,002,348	0.9
Department Charges	(238,253)	(257,854)	(280,290)	8.7
Total Expenditures	\$ 3,844,776	4,163,646	4,221,143	1.4%
Total Revenues	\$ -	-	-	
Net Expenditures	\$ 3,844,776	4,163,646	4,221,143	1.4%
				Position Count Change
<u>Staffing</u>				
Full Time Equivalent Positions	33.00	33.00	36.00	3.00
Temporary Positions	4.50	4.50	1.50	-3.00
Total Positions	37.50	37.50	37.50	0.00

Human Resources

Program Summary	FY2013	FY2014	FY2015
	Actuals/ Positions	Revised/ Positions	Budget/□Pos itions
Compensation, Benefits Services, Compliance, Recruitment and Retention	\$ 2,157,221	2,297,002	2,320,784
Provides oversight and consultation services in the areas of employee talent and performance management, compensation administration, and benefit design/management	18.00	18.00	20.00
Employee Organizational Development and Learning	845,775	915,613	923,433
Provides coaching, facilitation, and training services to improve organizational and individual performance. Delivers employee leadership development and diversity/inclusion initiatives, business skills development classes, and technology training	9.00	9.00	9.00
Human Resources Management Services	841,780	951,031	976,926
Manages the human resource management system, which produces the City's payroll and maintains employment records for pay, taxes, benefits, performance, and leave	6.00	6.00	7.00
Total Budget	\$ 3,844,776	4,163,646	4,221,143
Total Positions	33.00	33.00	36.00

FY2015 Budget and Staffing Adjustments

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

Human Resources

Performance Measure Highlights

Performance Achievement

	FY2013 Actual	FY2014 Target	FY2015 Target
Talent sourcing using the LinkedIn professional network	New Target in FY2015	New Target in FY2015	15% of jobs posted on LinkedIn
Leverage Web 2.0 and social media to increase community engagement, education, and communication	New Target in FY2015	New Target in FY2015	Develop a corporate human resources strategy and implement use of at least one social media source
Environmentally-sustainable solution for employee record management	New Target in FY2015	New Target in FY2015	Identify technology solution to sustainably manage employee records
Participation rate of City employees engaged in medical/wellness options	77%	≥65%	≥65%
Participation rate of Human Resources employees engaged in medical/wellness options	97%	≥80%	≥80%

Other Operating Budgets Overview

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

Non-Departmental Accounts

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

<u>Services Provided</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
FINANCIAL PARTNERS AND OTHER COMMUNITY AGENCIES			
Arts & Science Council	\$ 2,940,823	2,940,823	2,940,823
Administered by the Arts and Science Council. Supports cultural and arts agencies in the City.			
Safe Alliance (formerly United Family Services)	333,977	333,977	333,977
Funding for program that provides counseling and guidance for crime victims and their families.			
ImaginOn	94,554		
Provides funding for maintenance of Children's Theatre space in ImaginOn. Children's Theatre moved from a City-owned facility to ImaginOn in the Fall of FY2006. The City's contribution covers a portion of the building maintenance cost. FY2013 was the final year of a three-year elimination plan, mirroring the shift of building operating costs of the Mint Museum of Art, Performing Arts Center, and Discovery Place, as approved in the City's Cultural Facilities Plan.			
Charlotte International Cabinet	156,121		
Promotes the development of Charlotte as an international city and supports an international cultural exchange program. As of July 1, 2013, the Charlotte International Cabinet transitioned into the Neighborhood & Business Services department of the City.			
Community Building Initiative	49,000	49,000	50,000
Serves as community resource providing strategic assistance in addressing race and ethnicity issues.			
Library	2,500	2,500	2,500
Provides funding for maintenance for the Charlotte-Mecklenburg Library, contributed according to legal requirements.			
Protocol Services	40,000	40,000	40,000
Provides assistance to City officials with regards to visiting dignitaries and international protocol.			
City Memberships and Subscriptions	649,019	658,731	762,695
Funds the City's participation in the following organizations:			
UNC Chapel Hill School of Government	73,760	83,472	87,493
NC League of Municipalities	76,242	76,242	97,822
NCLM - Charlotte Host City	50,000		
Alliance for Innovation			8,250
US Conference of Mayors	26,216	26,216	26,216
National League of Cities	32,000	32,000	25,490
ICMA - Charlotte Host City		50,000	50,000
NC Metropolitan Coalition	16,225	16,225	17,848
Charlotte Regional Partnership	199,034	199,034	124,034
Charlotte Regional Film Commission - CRVA			150,000
Centralina Council of Governments	175,542	175,542	175,542
Total Financial Partners and Other Community Agencies	\$ 4,265,994	4,025,031	4,129,995

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2013</u> <u>Actual</u>	<u>FY2014</u> <u>Revised</u>	<u>FY2015</u> <u>Budget</u>
COUNTY ADMINISTERED			
County Storm Water Provides for the City's payment of its County storm water fees.	\$ 1,631,724	1,631,692	1,664,326
Elections Office Provides the City's share of the normal expenses of the County Elections Office, per the cost sharing formula in the City-County Interlocal Agreement. FY2014 includes the 2013 City Elections and FY2015 includes the 2014 mid-term election. Reduction for FY2014, due to the final payment on the voting machine upgrade in FY2013. \$9,704 reserved for General Fund, Fund Balance	2,106,451	1,893,946	1,826,528
County Tax Office Provides funding for reimbursement of expenses associated with collecting the City's auto license and business privilege license fees. Reduction for FY2014, due to the internal reorganization in the County Tax Office.	1,442,661	1,020,455	1,040,864
Total County Administered	\$ 5,180,836	4,546,093	4,531,718
CAPITAL INVESTMENT			
Municipal Equipment Provides a contribution to fund capital outlay via cash and lease/purchase agreements for capital equipment items such as police cars, fire trucks, and solid waste trucks.	\$ 15,197,939	16,142,340	13,975,695
Municipal Debt-Interest on Investments Transfers the interest earned on invested assets of the General Fund, supporting the City's financial policy of transferring all interest earnings to support the Capital Program.	440,000	288,000	520,000
Street Resurfacing Provides supplemental funding to the Powell Bill street maintenance fund for increased level of street resurfacing.	4,261,000	4,261,000	4,261,000
City Storm Water Fee Provides for a portion of the annual impervious area payment for storm water services. Impervious areas include City roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas. FY2011 funding decreased by 10%, or \$453,929, and is restored over three fiscal years in equal amounts of \$151,309, returning to full funding in FY2014.	4,387,981	4,539,291	4,539,291
Capital Support (Pay-As-You-Go Sales Tax) Transfers sales tax revenues to the Pay-As-You-Go (PAYGO) Fund to support capital programs funded with cash versus debt. Sales tax revenues are received in the General Fund and transferred to the PAYGO Fund.	13,614,752	13,821,022	15,500,000
Total Capital Investment	\$ 37,901,672	39,051,653	38,795,986

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
OTHER ACCOUNTS	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
Street Lighting Represents electrical operating costs for the City's street lighting program.	\$ 9,572,640	10,274,659	10,697,617
Charlotte Regional Visitors Authority (CRVA) Funds the City's general tourism marketing services contract with CRVA. The amount is based on a portion of projected collections of the occupancy tax and a \$35,000 City contribution for special events.	3,636,590	3,876,024	4,259,919
Mecklenburg Towns' Tourism Subsidy Distributes to Mecklenburg County's six towns a portion of the occupancy and prepared food and beverage taxes. Annual amount and distribution are determined per North Carolina State Statute.	2,786,075	2,824,592	2,993,069
Unemployment Insurance Reserve Provides funding for creation of State mandated reserve fund for unemployment insurance. Establishment of the reserve must equate to 1% payroll and will be established over two fiscal years. Funding for the reserve is provided within General Fund fund balance.		550,000	550,000
Retirement Contingency Funding provides a compensation contingency for potential sworn officer separation allowance and other retirement payouts in FY2015.			500,000
General Fund Fuel Reserve Provides a reserve for potential budget impacts due to fuel price escalations or price shocks.	500,000		
A Way Home Program FY2014 provided initial funding to support the \$10 million A Way Home Program (formerly Rental Assistance Endowment program) City request from the Foundation for the Carolinas. The \$10 million will leverage \$10 million from the private sector and \$1.4 million of Mecklenburg County funding. For FY2015, a City contribution of \$2 million is funded in the Pay-As-You-Go program. Future City contributions of \$6 million are contingent upon the Foundation's ability to secure the full private sector pledge.		2,000,000	
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties	275,000	275,000	275,000

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>
OTHER ACCOUNTS (continued)			
Charlotte-Mecklenburg Government Center Parking	\$ 347,082	361,758	358,479
Provides funding for operation, utilities, and maintenance of the CMGC parking deck. The cost is 35.3% funded by Mecklenburg County, based on the ratio of the number of parking spaces.			
Business Investment Grants	1,732,537	1,874,175	2,213,465
Provides funding for grants designed to encourage businesses to invest in targeted areas. Recommendations for eligible companies are received from the Charlotte-Mecklenburg Development Corporation, which markets and administers the program for the City and Mecklenburg County.			
Contributions and Grants	300,000	300,000	300,000
Provides a reserve for any miscellaneous grants or contributions that may be received during the year. Allows implementation of the designated project without bringing relatively small amounts through Council's agenda process. Any of these projects requiring a locally-funded match will continue to proceed to Council's agenda for approval.			
Road Use Tax	200,000	200,000	200,000
Funds the State tax for all title transfers and new purchases on City vehicles. Requires 3% of purchase price.			
CIAA Men's Basketball Tournament	200,000	200,000	300,000
The City successfully won rights to host the CIAA Men's Basketball Tournament in FY2006. In 2011, the City received approval for a three-year award, through 2014. In 2014, the City received tentative approval for a six-year extension, through 2020. A reserve of an additional \$100,000 over previous year allocations is included pending final negotiations among the City, the County, and CRVA.			
City Participation in Regional Grants and Organizations	396,044	396,014	345,000
The City partners with organizations such as Charlotte Regional Transportation Planning Organization and also provides a match for the Unified Planning Work Program grants for regional transportation planning.			
City Council Discretionary Account	200,000	200,000	200,000
Provides Council with a source of funds for unanticipated projects that may occur during the year that Council may wish to fund. The account balance as of May 5, 2014, was \$200,000.			
Charlotte-Mecklenburg Government Center Rent		10,506	10,646
Funds building rent for unoccupied areas.			
Federal Program Representative	104,340	96,840	96,840
Provides the General Fund's share of the contract for local government liaison with the federal government. Includes \$12,840 for eCivis grant research subscription. The remaining funding portion is provided by CATS, Utilities, and Aviation.			

Non-Departmental Accounts

<u>Services Provided</u>	<u>FY2013</u> <u>Actual</u>	<u>FY2014</u> <u>Revised</u>	<u>FY2015</u> <u>Budget</u>
OTHER ACCOUNTS (continued)			
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$ 157,975	153,252	156,317
Annual Audit Represents the pro rata amount charged to the General Fund for the annual audit.	59,000	66,000	66,000
CityLYNX Gold Line Operations Provides funding for the operating cost of Phase I of the CityLYNX Gold Line, scheduled to begin operations in 2015. Funds are transferred to the Charlotte Area Transit Fund (CATS) to operate the line. Six months of funding will be required in FY2015, with FY2016 estimated at \$1.5 million. Funding is provided by receipts of \$1.45 of the \$30.00 motor vehicle license fee in FY2015, which will shift to approximately \$2.84 in FY2016.			750,000
Zoning Ordinance Update Provides the initial year of funding to update, modernize, and increase customer ease of use, consistent with today's urban design environment. The entire update to the Zoning Ordinance is estimate at \$1.1 million over four years and will be funded from capital reserves appropriated in FY2015.			400,000
Citizens Review Board Funds operating expenses for the volunteer citizens committee, which reviews police-related incident complaints.	20,000	20,000	20,000
Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as approved by Council:	1,933,237	2,109,598	1,994,717
	FY2014	FY2015	
Cultural Facilities	1,268,871	1,268,871	
External Agreements	840,727	725,846	
Total	2,109,598	1,994,717	
City Burials Funds burials in City-owned cemeteries for indigent citizens	3,400	3,400	3,400
Total Other Accounts	\$ 22,423,920	25,791,818	26,690,469
Total Non-Departmental Accounts	\$ 69,772,422	73,414,595	74,253,465

Financial Partner Summary

Types of Financial Partners

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

There are two primary categories of Financial Partners – General Fund and Neighborhood & Business Services

- General Fund – this includes direct discretionary allocations from the General Fund as well as formula-driven, dedicated revenue sources, such as Municipal Service District tax revenue
- Neighborhood & Business Services – funded by Innovated Housing funding in Pay-As-You-Go capital and federal CDBG and HOME Investment Partnership Program grants for services such as: 1) Housing and Community Development, 2) Crisis Assistance, and 3) Out-of-School Time Partners.

New Financial Partner Funding Requests

General Fund

There were no new General Fund financial partner funding requests received for the FY2015 budget.

Neighborhood & Business Services

The only new Neighborhood & Business Services financial partner funding requests are within the Out-of-School Time Partner category. Agencies that deliver after school enrichment activities participate in a Request for Proposal (RFP) process. The review and funding process includes recommendations from the City Council's Economic Development & Global Competitiveness Committee and Budget Committee, which were subsequently approved by full Council. As a result of the FY2015 Out-of-School Time RFP process, there are two new Financial Partners: Citizen Schools and Youth Development Initiatives. The Out-of-School Time Partners funding can be found on the following page.

Changes to Existing Financial Partner Funding

The FY2015 Budget holds most Financial Partners flat at the FY2014 funding level. There are four exceptions:

- Community Building Initiative – the FY2015 Budget increases by \$1,000 to restore the 2% General Fund Financial Partner budget cut enacted in FY2011. The funding cuts to other General Fund Financial Partners were restored in FY2013.
- Charlotte Regional Partnership – the FY2015 Budget transfers funding for the Regional Film Commission from the Charlotte Regional Partnership to the Charlotte Regional Visitors Authority, for a reduction of \$75,000. The remaining Charlotte Regional Partnership contribution from the City is held flat, pending an organizational review being conducted by the Charlotte Chamber and the Charlotte Regional Partnership, funded by the Catalyst Fund of the Foundation for the Carolinas.
- Charlotte Regional Visitors Authority – the FY2015 Budget includes two separate increases for the Charlotte Regional Visitors Authority: 1) \$967,798 as a result of projected increases due to formula driven revenues from the Occupancy tax, 2) \$150,000 in General Fund contributions (includes \$75,000 additional funding reserve pending the outcome of discussions of moving the Regional Film Commission from the Charlotte Regional Partnership to the Charlotte Regional Visitors Authority).
- Charlotte Center City Partners – as a result of projected increases from Municipal Service Districts #1 – 4 tax revenue, the budget increases by \$588,137; actual revenues are reconciled at year-end
- University City Partners – as a result of projected increases from Municipal Service Districts #5 tax revenue, the budget increases by \$55,189; actual revenues are reconciled at year-end

The General Fund and Neighborhood & Business Services Financial Partner funding are found on the following page.

Financial Partner Summary

General Fund Financial Partners	FY2013 Actual	FY2014 Revised	FY2015 Budget	Change
Arts & Science Council	\$ 2,940,823	2,940,823	2,940,823	0.0%
Charlotte Regional Partnership	199,034	199,034	141,008	-29.2
Charlotte Regional Visitors Authority - Film Commission	0	0	150,000	100.0
Charlotte International Cabinet*	156,121	0	0	0.0
Community Building Initiative	49,000	49,000	50,000	2.0
Safe Alliance	333,977	333,977	333,977	0.0
Charlotte Center City Partners**	3,814,743	3,967,333	4,555,470	14.8
University City Partners**	638,461	678,934	734,123	8.1
Charlotte Regional Visitors Authority**	10,892,411	11,499,500	12,467,298	8.4
TOTAL	\$ 19,024,570	19,668,601	21,372,699	8.7%

*Charlotte International Cabinet became part of the Neighborhood & Business Services Department in FY2014

**Revenues for these financial partners are from formula-driven, dedicated sources, such as Municipal Service District taxes and the Occupancy tax

Neighborhood & Business Services Financial Partners	FY2013 Actual	FY2014 Revised	FY2015 Budget	Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	\$ 1,960,000	1,960,000	1,960,000	0.0%
Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte	231,000	231,000	231,000	0.0
Community Link	450,000	450,000	450,000	0.0
Crisis Assistance Ministry	380,000	380,000	380,000	0.0
Carolinas Care Partnership	830,903	873,634	1,060,917	21.4
Charlotte Family Housing	200,000	330,000	330,000	0.0
YMCA Community Development	48,699	48,699	48,699	0.0
TOTAL	\$ 4,100,602	4,273,333	4,460,616	4.4%

Out of School Time Partners*	FY2013 Actual	FY2014 Revised	FY2015 Budget	Change
Greater Enrichment Program (GEP)**	\$ 605,854	400,000	350,000	-12.5%
Citizen Schools	0	0	306,342	100.0
Police Activities League	282,145	287,410	287,410	0.0
Youth Development Initiatives	0	0	162,325	100.0
Above and Beyond Students	0	124,158	110,358	-11.1
YWCA	158,826	307,000	158,826	-48.3
First Baptist Church West	0	81,432	0	-100.0
CMS After School Enrichment Program	350,012	0	0	0.0
Bethlehem Center	170,357	0	0	0.0
St. Paul Baptist Church	70,476	0	0	0.0
TOTAL	\$ 1,637,670	1,200,000	1,375,261	14.6%

*Request for Proposals process is conducted annually

**For FY2013, Council approved a one-time appropriation from General Fund fund balance of \$394,752 to fund GEP at their FY2012 funding level

Financial Partner Summary

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Summary Statistics and Schedules

Fund Descriptions – Major Governmental Funds

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

The City uses three types of funds:

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

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

Major Governmental Funds include:

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

Major Enterprise Funds include:

- Water and Sewer - This fund accounts for the operation of Charlotte-Mecklenburg Utility Department, provider of water and wastewater services.
 - Storm Water - This fund accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
 - Airport - This fund accounts for the operation of the Charlotte/Douglas International Airport.
 - Public Transit - This fund accounts for the operation of the Charlotte Area Transit System, provider of public mass transportation.
- o 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.
- Stimulus Grants Fund – Accounts for American Recovery and Reinvestment Act (ARRA) grants to be used for governmental-type activities.
- State Street Aid Fund – Accounts for motor fuel taxes distributed by the State on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.
- Emergency Communications Fund – Accounts for revenues remitted by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.

Permanent Fund

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

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

Summary Statistics and Schedules

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

Listing of Schedules

- 1 Citywide Summary of Tax Levies
- 2 Summary of Position Allocations
- 3 Summary of Expenditures (Citywide)
- 4 General Fund Summary of Expenditures
- 5 General Fund Summary of Revenues
- 6 Aviation Summary of Revenues and Expenditures
- 7 Aviation Debt Service Funds-Consolidated
- 8 Charlotte-Mecklenburg Utility Department (Summary of Revenues and Expenditures)
- 9 Charlotte-Mecklenburg Utility Department (Consolidated Water and Sewer Debt Service Funds)
- 10 Charlotte Area Transit System (Summary of Revenues and Expenditures)
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- 13 Storm Water Debt Service Fund
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- 22 Powell Bill Fund
- 23 Public Safety Grants Fund
- 24 Public Safety 911 Services Fund
- 25 Neighborhood & Business Services Consolidated Grants Fund
- 26 Risk Management Fund
- 27 Consolidated Municipal Service Districts
- 28 Municipal Service Districts
- 29 Synthetic Tax Increment Grants

Citywide Summary of Tax Levies

	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
<u>Citywide Assessed Valuation</u>			
Assessed Property Value	\$ 89,168,608,580	88,477,105,898	91,591,549,562
<u>Citywide Tax Rate Per \$100 Valuation</u>			
<u>Fund</u>			
General	0.3600	0.3600	0.3600
Municipal	0.0650	0.0967	0.0967
Pay-As-You-Go	0.0120	0.0120	0.0120
Total City-wide Tax Rate	0.4370	0.4687	0.4687
<u>Collection Rate</u>			
All Funds	0.9720	0.9720	0.9720
<u>Citywide Tax Levy*</u>			
<u>Fund</u>			
General	\$ 309,595,783	313,430,976	318,097,150
Municipal Debt Service	57,145,978	85,645,487	85,655,762
Pay-As-You-Go	10,551,366	10,677,099	10,603,238
Total Citywide Tax Levy	\$ 377,293,127	409,753,562	414,356,150
* Levy includes estimated rebates			
<u>Municipal Service Districts Rates Per \$100 in Valuation</u>			
District 1 - Center City	0.0168	0.0168	0.0168
District 2 - Center City	0.0233	0.0233	0.0233
District 3 - Center City	0.0358	0.0358	0.0358
District 4 - South End	0.0668	0.0668	0.0668
District 5 - University City	0.0279	0.0279	0.0279
<u>Municipal Service Districts Assessed Valuation</u>			
District 1 - Center City	\$ 7,548,050,810	7,867,432,273	8,977,046,766
District 2 - Center City	3,127,155,507	3,260,141,406	3,493,805,469
District 3 - Center City	3,232,616,553	3,609,775,266	4,548,845,491
District 4 - South End	1,153,676,151	1,159,716,580	1,101,812,066
District 5 - University City	2,354,311,239	2,361,190,543	2,707,063,640

Summary of Position Allocation by Fund

(Includes Temporary Positions)

Departments	FY2014 Revised Full-time Equivalent Positions	FY2014 Temporary Positions	FY2014 Revised Total Positions	FY2015 Full-time Equivalent Positions	FY2015 Temporary Positions	FY2015 Budget Total Positions	Total Position Change FY2014 to FY2015
Police	2,313.50	65.50	2,379.00	2,328.50	50.50	2,379.00	0.00
Fire	1,166.00	11.00	1,177.00	1,172.00	8.00	1,180.00	3.00
Solid Waste	289.00	13.00	302.00	302.00		302.00	0.00
Transportation	431.50	2.00	433.50	431.50	2.00	433.50	0.00
Neighborhood & Business Services	155.00	1.00	156.00	156.00	1.00	157.00	1.00
Engineering & Property Management	322.00	4.50	326.50	322.00	4.50	326.50	0.00
Planning	61.00		61.00	62.00	1.00	63.00	2.00
Mayor and City Council	10.00		10.00	9.00		9.00	(1.00)
City Attorney	28.50	0.50	29.00	28.50	0.50	29.00	0.00
City Clerk	6.00	0.50	6.50	6.00	0.50	6.50	0.00
City Manager:	11.00		11.00	12.00		12.00	1.00
Community Relations Committee	10.00	3.00	13.00	10.00	3.00	13.00	0.00
Corporate Communications & Marketing	19.00		19.00	19.00		19.00	0.00
CharMeck 311	133.00		133.00	133.00		133.00	0.00
Internal Audit	9.00	0.50	9.50	10.00	0.50	10.50	1.00
Human Resources	33.00	4.50	37.50	36.00	1.50	37.50	0.00
Finance	79.00	1.00	80.00	79.00	1.00	80.00	0.00
Shared Services	156.00	3.00	159.00	158.00	1.00	159.00	0.00
Innovation & Technology	129.00	3.25	132.25	130.00	3.25	133.25	1.00
Budget & Evaluation	13.00		13.00	13.00		13.00	0.00
Total General Fund	5,374.50	113.25	5,487.75	5,417.50	78.25	5,495.75	8.00
Charlotte-Mecklenburg Utility	778.00	3.75	781.75	796.00	3.75	799.75	18.00
Aviation	262.00	186.00	448.00	432.00	39.00	471.00	23.00
Storm Water	100.00	4.00	104.00	108.00	1.00	109.00	5.00
Charlotte Area Transit System	361.75	20.75	382.50	384.75	17.75	402.50	20.00
Risk Management	27.00		27.00	28.00		28.00	1.00
Public Safety and Other Grants Fund	3.00		3.00	3.00		3.00	0.00
Total All Funds	6,906.25	327.75	7,234.00	7,169.25	139.75	7,309.00	75.00

Summary of Position Allocation by Fund

Departments	FY2013 Revised Total Positions	FY2014 Revised Total Positions	FY2015 Budget Total Positions	Total Position Change FY2014 to FY2015
Police	2,306.50	2,379.00	2,379.00	0.00
Fire	1,166.00	1,177.00	1,180.00	3.00
Solid Waste	289.00	302.00	302.00	0.00
Transportation	431.50	433.50	433.50	0.00
Neighborhood & Business Services	149.00	156.00	157.00	1.00
Engineering & Property Management	322.00	326.50	326.50	0.00
Planning	61.00	61.00	63.00	2.00
Mayor and City Council	9.00	10.00	9.00	(1.00)
City Attorney	28.50	29.00	29.00	0.00
City Clerk	6.00	6.50	6.50	0.00
City Manager:	12.00	11.00	12.00	1.00
Office of the Chief Information Officer	21.00	0.00	0.00	0.00
Community Relations Committee	10.00	13.00	13.00	0.00
Corporate Communications & Marketing	19.00	19.00	19.00	0.00
CharMeck 311	139.00	133.00	133.00	0.00
Internal Audit	9.00	9.50	10.50	1.00
Human Resources	33.00	37.50	37.50	0.00
Finance	81.00	80.00	80.00	0.00
Shared Services	257.00	159.00	159.00	0.00
Innovation & Technology	0.00	132.25	133.25	1.00
Budget & Evaluation	13.00	13.00	13.00	0.00
Total General Fund	5,362.50	5,487.75	5,495.75	8.00
Charlotte-Mecklenburg Utility	746.50	781.75	799.75	18.00
Aviation	251.00	448.00	471.00	23.00
Storm Water	95.00	104.00	109.00	5.00
Charlotte Area Transit System	361.75	382.50	402.50	20.00
Risk Management	27.00	27.00	28.00	1.00
Public Safety and Other Grants Fund	3.00	3.00	3.00	0.00
Total All Funds	6,846.75	7,234.00	7,309.00	75.00

Summary of Expenditures

(Net of Transfers)
FY2015

Fund / Activity	Operating	Percent Change	Capital	Percent Change	Total	Percent Change
General	\$ 513,288,264	4.0%			513,288,264	4.0%
Aviation	128,743,396	8.0%	255,419,544	-21.8%	384,162,940	-13.8%
Water and Sewer	120,022,895	6.2%	106,888,800	0.5%	226,911,695	3.4%
Charlotte Area Transit System	114,206,940	3.6%	205,884,426	-12.0%	320,091,366	-7.0%
Storm Water Utility	13,056,324	4.0%	53,052,500	41.5%	66,108,824	32.1%
Debt Service	277,350,899	2.4%			277,350,899	2.4%
Powell Bill	22,410,247	-4.5%			22,410,247	-4.5%
Convention Center	20,907,453	21.6%			20,907,453	21.6%
NASCAR Hall of Fame	3,000,000	0.0%			3,000,000	0.0%
Public Safety and Other Grants	7,179,761	23.8%			7,179,761	23.8%
Public Safety 911 Services	3,364,323	0.2%			3,364,323	0.2%
Neighborhood & Business Svcs Grants	8,860,442	12.6%			8,860,442	12.6%
Municipal Service Districts	5,289,593	13.2%			5,289,593	13.2%
Risk Management	1,451,846	7.3%			1,451,846	7.3%
Tourism Operating	2,000,163	81.2%			2,000,163	81.2%
Pay-As-You-Go	640,425	6.9%			640,425	6.9%
General CIP			232,002,596	208.6%	232,002,596	208.6%
Total Budget	\$ 1,241,772,971	4.5%	853,247,866	9.5%	2,095,020,837	6.5%

Adjusting the City's Funds to "net of transfers" eliminates the presentation of duplicate expenditures. For example, the payment to be made by the Aviation Fund for fire protection services provided to the Airport during FY2015 by the General's Fire Department, which totals \$5,084,304 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 FY2015, the total budget included in the above Operating Fund is:

Risk and Loss at \$19,680,326; Workforce Group Insurance at \$58,437,025; Totaling to \$78,117,351

Summary of Expenditures

General Fund (Gross Expenditures)

Department	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2013 FY2014
Police	\$ 210,309,231	212,574,759	222,236,394	4.5%
Fire	104,167,759	107,022,690	110,158,486	2.9
Solid Waste	46,420,988	47,918,786	48,709,935	1.7
Transportation	20,432,093	22,654,587	23,331,434	3.0
Engineering & Property Management	17,196,829	18,926,880	20,020,742	5.8
Neighborhood & Business Services	11,216,317	12,468,119	13,114,773	5.2
Planning	4,681,428	5,319,035	5,643,972	6.1
Mayor & Council	1,669,243	1,520,050	1,516,664	-0.2
City Attorney	2,255,758	2,354,931	2,458,427	4.4
City Clerk	515,477	551,851	544,991	-1.2
City Manager's Office	16,550,917	17,926,073	15,734,873	-12.2
Innovation & Technology ¹			24,399,583	100.0
Budget & Evaluation	1,469,324	1,597,854	1,623,976	1.6
Shared Services	23,551,731	25,094,768	6,198,154	-75.3
Finance	9,189,368	10,027,783	10,052,590	0.2
Human Resources	3,844,775	4,163,646	4,221,143	1.4
Non-Departmentals	72,509,834	73,414,595	74,165,142	1.0
Total General Fund Expenditures	\$ 545,981,072	563,536,407	584,131,279	3.7%

¹ Innovation & Technology formed in FY2014 by the merger of Technology Management (formerly of the Shared Services Department) and the Office of the Chief Information Officer (formerly of the City Manager's Office)

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 this fiscal year. 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 identifies 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 FY2015 totals \$584,131,279. There is a revenue increase of \$20.6 million (or 3.7%) over the revised FY2014 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 11.9% and a projected 1.5% increase in in property tax collections. The City's general fund tax rate of 36.00¢ per \$100 valuation will not change. The City has estimated revenues conservatively using information provided by the North Carolina League of Municipalities, historical and statistical trends, and other local factors.

Property Taxes: The General Fund budget is balanced with a property tax rate of 36.00¢ per \$100 valuation. This will yield \$325.0 million in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 97.20%. This represents a \$4.7 million increase over FY2014. The tax base used in this budget preparation represents a 1.5% increase in property values for a total valuation of \$91.6 billion (including motor vehicles). One cent on the City's tax rate produces \$8.9 million in revenue, after the City's estimated collection rate is applied. This rate is the second lowest of the five largest Cities in the State.

Sales Taxes: The general fund is projected to collect \$80.3 million in sales tax revenue in FY2015, a \$9.5 million (or 11.9% increase) over FY2014. Local sales taxes levied by the City and County comprise 2.50% of the total 7.25% sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986 and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the State took over one quarter cent of the Article 44 local option sales tax. The City will be completely reimbursed for the loss of this revenue with old harmless payments. The State of North Carolina collects the sales taxes and distributes them to the local units.

Utility Franchise Tax: As of July 1, 1999, each city's share of the utility franchise fee is based on actual receipts from companies that provide electricity. The State levied a 3.22% franchise tax on the total gross receipts of all businesses within the State that provide electricity. An amount equal to 3.09% of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the State and were distributed to the City based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the State imposed a sales tax on electricity and piped natural gas, which replaced the previously collected Utilities Franchise Tax. This revenue source is projected to be \$39.0 million in FY2015, which represents an increase of \$0.9 million (or 2.5%) over FY2014.

Business Privilege License: Each business activity operating within the City limits is required to purchase a privilege license to conduct such business. These taxes are a revenue measure provided to cities by the North Carolina General Statutes. This revenue source is projected to be \$18.1 million in FY2015, which represents an increase of \$0.7 million (or 3.8%) over FY2014. The State General Assembly has eliminated this tax effective July 1, 2015.

Solid Waste Services Fee: The City collects a single family residential solid waste fee of \$47 and a multi-family fee of \$24 to offset the cost of the Mecklenburg County disposal facilities charge. These fees remain unchanged from FY2014. This revenue source is projected to be \$12.3 million in FY2015, which represents an increase of \$0.1 million (or 0.6%) over FY2014.

Summary of Revenues

General Fund

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

	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>Percent Change</u>
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>FY2014</u>
				<u>FY2015</u>
PROPERTY TAX				
5101 Property Tax - Current Year Base	\$ 319,100,908	313,721,378	317,913,857	1.3%
5101 Property Tax - Synthetic TIG Properties	1,927,300	2,109,598	2,583,293	22.5
5102 Prior Year		4,800,000	4,800,000	0.0
5103 Rebates		(2,400,000)	(2,400,000)	0.0
5111 Penalties	350,922	590,000	590,000	0.0
5112 Interest	1,889,053	1,500,000	1,500,000	0.0
5113 Rebates of Listing Penalties		(8,000)	(8,000)	0.0
Total	\$ 323,268,183	320,312,976	324,979,150	1.5%
SALES TAX				
5121 Sales - Article 39 (1.0%)	\$ 45,385,169	42,456,476	47,912,806	12.9%
5121 Sales - Article 42 (0.5%)	18,402,506	19,078,543	23,300,000	22.1
5121 Sales - Article 44/Hold Harmless (0.5%) *	7,486,402	10,264,794	9,100,000	-11.3
Total	\$ 71,274,077	71,799,813	80,312,806	11.9%
UTILITIES FRANCHISE TAX				
5430 Utility Franchise	\$ 38,069,324	38,058,732	39,000,000	2.5%
Total	\$ 38,069,324	38,058,732	39,000,000	2.5%
POLICE SERVICES				
5451 Law Enforcement Services - County	\$ 13,147,194	13,786,581	\$14,497,899	5.2%
5477 Small Town Service Fees	91,702	337,403	\$337,403	0.0
5999 School Resource Officers - School Board	4,517,939	4,749,888	\$4,892,385	3.0
Total	\$ 17,756,835	18,873,872	19,727,687	4.5%
TAX REIMBURSEMENTS				
5431 Beer & Wine Tax	\$ 3,036,173	3,326,505	3,393,035	2.0%
5436 State Waste Disposal Tax	470,894	485,000	485,000	0.0
Total	\$ 3,507,067	3,811,505	3,878,035	1.7%
SOLID WASTE FEE				
5560 Refuse Disposal Fees	\$ 12,101,323	12,221,000	12,300,000	0.6%
Total	\$ 12,101,323	12,221,000	12,300,000	0.6%
BUSINESS PRIVILEGE LICENSES				
5202 Business Privilege Licenses	\$ 17,064,904	17,442,000	18,100,000	3.8%
Total	\$ 17,064,904	17,442,000	18,100,000	3.8%
OTHER REVENUES				
Licenses and Permits				
5201 Motor Vehicle Licenses	\$ 2,561,681	2,631,981	2,850,000	8.3%
5223 Motor Vehicle Licenses (CityLYNX Gold Line)			750,000	100.0
5332 Motor Vehicle Licenses - Rebates	(8,130)	(48,000)	(48,000)	0.0
5204 Animal Licenses - Fertile	197,485	224,000	228,480	2.0
5209 Animal Licenses - Spay/Neuter	548,487	590,000	601,800	2.0
5210 Fire Plan Review Fees	1,084,079	1,157,825	1,147,785	-0.9
5211 Vehicle Licenses - City Billed	14,340	15,450	15,450	0.0
5213 Fire Permits	975,148	1,122,080	1,034,290	-7.8
5214 Tryon Mall Vendor Fees		2,960	2,960	0.0
5215 Security Dog Licenses	240	100	100	0.0
5218 Vehicle for Hire Fees and Permits	438,076	422,865	431,322	2.0
5219 Carrier Franchise Fees	95,508	100,000	100,000	0.0
5220 Video Programming (Cable Franchise) Fees	7,580,614	7,895,766	7,755,768	-1.8
5240 Development Plan Review Fees	2,386,001	2,041,180	2,919,090	43.0
5246 Sexually Oriented Businesses Licenses	98,530	104,300	109,164	4.7
5613 Parking and Parade Permits	27,526	23,475	24,850	5.9
Total	\$ 15,999,585	16,283,982	17,923,059	10.1%

* 0.25% pt of delivery + 0.25% per capita

Summary of Revenues

General Fund

		FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
Fines, Forfeits and Penalties					
5222	Vehicle for Hire Penalties	\$ 26,998	11,000	21,000	90.9%
5244	Tree Mitigation Fees	257,450	250,000	250,000	0.0
5305	Housing Code Violations	26,607	25,000	25,000	0.0
5307	Parking Citations	778,150	750,000	765,000	2.0
5308	Parking Citation Penalties	84,933	80,000	80,000	0.0
5309	Security Alarm Fines	440,692	450,000	450,000	0.0
5310	Fire Citation Fines	27,880	12,710	16,000	25.9
5311	Fire Citation Penalties	310	1,100	300	-72.7
5315	Zoning Enforcement Fines	47,665	40,000	40,000	0.0
5316	Court Assessment Crime Lab	177,607	215,000	215,000	0.0
5331	Privilege License Penalties	655,848	650,000	750,000	15.4
5335	Animal License Penalties	62,197	50,000	51,500	3.0
5337	Animal Citation Penalties	29,859	25,712	25,712	0.0
5340	Grading Permit Penalties	57,750	15,000	15,000	0.0
5502	Court Costs - Superior	163,397	200,000	200,000	0.0
5661	Court Awards - Fair Housing Settlements	1	70	70	0.0
5664	Court Awards - Vice & Narcotics	80	100	100	0.0
5699	Animal License Late Fees	87,190	91,620	91,620	0.0
Total		\$ 2,924,614	2,867,312	2,996,302	4.5%
Interlocal Grants and Agreements					
5414	Wireless Communications	\$ 3,566,317	3,060,356	3,600,000	17.6%
5438	Fleet Maintenance	1,813,380	1,988,001	1,857,399	-6.6
5439	Webhosting - County	290,189	91,950	\$91,950	0.0
5442	First Responder	484,500	484,500	484,500	0.0
5445	Procurement Services	709,349	738,593	773,167	4.7
5447	Customer Services - CharMeck 311	2,477,376	2,527,520	2,483,090	-1.8
5458	CMGC Occupancy	566,383	742,827	752,747	1.3
5459	Recycling Program Proceeds	106,919	175,000	175,000	0.0
5460	Corporate Communications Services	18,540	20,600	21,218	3.0
5461	CMGC Phone Costs - County	593,827	786,054	707,718	-10.0
5476	County Grant Income	18,174			0.0
Total		\$ 10,644,954	10,615,401	10,946,789	3.1%
Federal and State Shared Revenues					
5450	ABC Stores Revenue	\$ 2,284,718	2,353,260	2,502,325	6.3%
5472	Fed PassThru Grant Income	(55,153)	0	0	0.0
Total		\$ 2,229,565	2,353,260	2,502,325	6.3%
General Government					
5242	Land Development Zoning Fees	\$ 514,755	528,315	508,153	-3.8%
5519	Utility Right-of-Way Ordinance Fees	600,751	600,000	700,000	16.7
5245	County Plan Review	790,985	808,535	892,775	10.4
5503	Zoning Petition Filing Fees	503,328	490,775	512,925	4.5
5504	Annexation Fees		400	400	0.0
5506	Subdivision Services	270,227	223,220	269,775	20.9
5507	Zoning Admin Fees	27,140	27,705	25,675	-7.3
5508	Sale of Maps	180	5,000	5,000	0.0
5550	Equipment Mgmt Svcs - Fleet	275	4,000	4,000	0.0
5555	Procurement Professional Services	379,457	390,000	350,000	-10.3
5596	Tree Planting	22,000			0.0
5599	Park It! Program Fees	12,140	21,408	19,895	-7.1
5603	Parking Garage Fees	902,954	1,000,000	1,148,500	14.9
5610	Parking Meter Revenue	530,458	584,550	561,196	-4.0
5604	Rent Revenue - Misc	1,182,867	1,212,450	1,221,496	0.7
Total		\$ 5,737,517	5,896,358	6,219,790	5.5%

Summary of Revenues

General Fund

		FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
Public Safety					
5478	State Reimb for Services Provided - DOT/Fire	\$ 1,448,074	1,145,092	1,445,537	26.2%
5513	CMPD - Fingerprint Reports	2,334	1,500	1,500	0.0
5514	Underbrush and Debris Removal	575,326	550,000	540,000	-1.8
5515	Demolition - Clearing	180,355	185,000	200,000	8.1
5516	Sale of Animals	45,787	61,903	67,568	9.2
5518	Utility Street Cuts	2,336,841	2,300,000	2,300,000	0.0
5529	Spay/Neuter Fees	116,226	142,230	131,110	-7.8
5542	Vehicle Towing and Storage	78,160	60,000	60,000	0.0
5544	Animal Reclaim Fees	111,871	115,000	115,189	0.2
5627	Dead Animal Collection	2,532	5,000	10,000	100.0
Total		\$ 4,897,506	4,565,725	4,870,904	6.7%
Cemeteries					
5530	Sale of Cemetery Lots	\$ 170,424	161,950	181,900	12.3%
5532	Grave Digging	288,657	294,971	279,530	-5.2
5533	Duplicate Deeds and Transfer Fees	400	600	400	-33.3
5534	Monument Foundation	53,368	56,450	62,795	11.2
5535	Perpetual Care	10,450	10,400	10,400	0.0
Total		\$ 523,299	524,371	535,025	2.0%
Use of Money and Property					
5608	Interest on Liens	\$ 127,192	120,000	150,000	25.0%
5624	Damage to City-Owned Equipment	259,003	303,504	303,504	0.0
5625	Reimbursement for City Car Use	98,670	85,000	85,000	0.0
Total		\$ 484,865	508,504	538,504	5.9%
Sale of Salvage and Land					
5660	Sale of Salvage	\$ 25,000	30,000	35,000	16.7%
5662	Sale of Used Autos	866,990	720,000	615,000	-14.6
Total		\$ 891,990	750,000	650,000	-13.3%
Other					
5000	Miscellaneous Grants and Contributions	\$	280,800	280,800	0.0%
5641	Newspaper Rack Revenue	9,600	13,662	10,171	-25.6
5646	Reimb City Svcs - SWS Spec Svcs	79,639	95,000	95,000	0.0
5644	Telecom Review/Modifications		167,000	50,000	-70.1
5669	Other Revenue	731,125	822,083	752,189	-8.5
Total		\$ 820,364	1,378,545	1,188,160	-13.8%
Total Other Revenues		\$ 45,173,731	45,743,458	48,466,366	6.0%
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
5123	Occupancy Taxes - CRVA	\$ 4,169,914	3,841,024	4,259,919	10.9%
5437	Heavy Equipment Tax	420,172	280,000	280,000	0.0
5695	Municipal Debt Service - CRVA	35,000	35,000	35,000	0.0
5695	Convention Center Tax - Towns' Tourism Subsidy	2,636,613	2,824,592	2,993,069	6.0
5695	Convention Center Tax - Stadium Traffic Control		250,000	250,000	0.0
5695	Bond Refunding Savings	2,905,615			0.0
5601	Interest on Investments - Debt Svc	(77,010)	288,000	520,000	80.6
Total		\$ 10,090,304	7,518,616	8,337,988	10.9%

Summary of Revenues

General Fund

	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>	<u>Percent Change FY2014 FY2015</u>
Intragovernmental Revenues				
5421 Cost Allocation - Storm Water	\$ 824,165	977,208	974,272	-0.3%
5422 Cost Allocation - Water and Sewer	7,970,497	8,474,702	8,471,878	0.0
5423 Cost Allocation - Aviation	1,929,294	1,724,690	1,835,367	6.4
5424 Fire Control Services - Aviation	4,556,773	4,677,674	5,084,304	8.7
5425 Account Services - Storm Water		328,626	335,199	2.0
5425 Account Services - Storm Water	531,706	1,249,105	1,274,087	2.0
5426 Account Services - Utilities		1,088,010	1,109,770	2.0
5426 Account Services - Utilities	3,625,645	3,803,293	3,879,359	2.0
5427 Cost Allocation - EMD	716,594	742,518	832,814	12.2
5427 Cost Allocation - Radio	334,146	331,946	306,356	-7.7
5428 Cost Allocation - CATS	3,292,948	3,370,592	3,349,594	-0.6
5429 Cost Allocation - Risk Management	474,809	490,912	469,811	-4.3
Total	\$ 24,256,577	27,259,276	27,922,811	2.4%
Transfers from Other Funds				
5695 Cemetery Trust	\$ 96,000	96,000	96,000	0.0%
5695 Municipal Debt Service - Treasury Reimbursement	64,820	69,160	73,059	5.6
Total	\$ 160,820	165,160	169,059	2.4%
Appropriated Fund Balance				
4110 Fund Balance - Capital Reserve (Unemployment Insurance & Zoning Ordinance Update)	\$	330,000	1,032,885	213.0%
Total	\$ 0	330,000	1,032,885	213.0%
Total Transfers and Fund Balance	\$ 34,507,701	35,273,052	37,462,743	6.2%
Total General Fund Revenues	\$ 562,723,143	563,506,407	584,131,279	3.7%

Summary of Fund Balances

	<u>Actual as of 6/30/2013</u>	<u>Anticipated Change in FY2014</u>	<u>Estimate as of 6/30/2014</u>	<u>Percent Change FY2014 FY2015</u>
General Fund	\$ 179,544,000	3,572,000	183,116,000	2.0 %
Debt Service Fund	223,660,000	40,585,000	264,245,000	18.1
Total Governmental Fund Balance	\$ 403,204,000	44,157,000	447,361,000	11.0%
Enterprise Fund Total Net Position				
Aviation Net Assets	\$ 1,170,858,000	132,075,000	1,302,933,000	11.3%
Charlotte Area Transit System	705,323,000	(61,463,000)	643,860,000	-8.7
Charlotte Mecklenburg Utility Department	1,654,142,000	92,364,000	1,746,506,000	5.6
Storm Water	21,569,000	5,198,000	26,767,000	24.1

The City of Charlotte has two major governmental funds. The general fund is the chief operating fund of the City. At the end of FY2013 the total fund balance for the General Fund reached \$179.5 million. On June 30, 2014 the General Fund total fund balance was estimated at \$183.3 million, an estimated increase of 2.0 percent.

The City's Debt Service Fund had a total fund balance of \$223.6 for FY2013 and was estimated at \$264.2 million on June 30, 2014. This reflects an increase of 18.1 percent. The increase is due to the following:

- Budgeted a \$28.3M increase based on FY2014 budget (\$246.9 million appropriation versus \$275.2 million estimated revenue)
- Received revenues \$8.7 million greater than estimated due mostly to \$5.3 million contribution from the Charlotte Regional Visitors Authority
- Had expenditures \$7.5 million less than appropriated due mostly to lower interest payments and fees

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.

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Operating Revenues</u>				
Concessions	\$ 47,056,078	51,494,877	53,436,932	3.8%
Parking	42,485,762	36,814,290	49,567,672	34.6
Terminal	31,053,570	29,695,618	30,819,786	3.8
Airfield Usage	22,202,598	17,534,254	26,904,793	53.4
Cargo Area and Ground Rents	23,412,096	31,814,337	23,127,477	-27.3
Other	4,756,508	9,043,441	3,047,076	-66.3
Interest on Investments	(2,970,130)	343,020	553,218	61.3
Total Operating Revenues	\$ 167,996,482	176,739,837	187,456,954	6.1%
Passenger Facility Charge Fund	\$ 56,921,045	31,176,834	25,797,006	-17.3%
Contract Facility Charge Fund	\$ 9,838,785	4,053,146	4,465,332	10.2%
Total Revenues	\$ 234,756,312	211,969,817	217,719,292	2.7%
<u>Operating Expenditures</u>				
Airport Operations	\$ 25,852,690	38,727,060	44,128,944	13.9%
Airport Capital Project Planning, Design, & Construction	25,666,398	34,654,496	37,455,167	8.1
Airport Maintenance	41,136,301	45,797,989	47,159,285	3.0
Total Operating	\$ 92,655,389	119,179,545	128,743,396	8.0%
Discretionary and Debt Support*	90,727,693	92,790,272	88,975,896	-4.1%
Total Expenditures	\$ 183,383,082	211,969,817	217,719,292	2.7%

*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.

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Revenues</u>				
Contribution from Aviation Operating	\$ 51,018,902	57,552,134	55,102,084	-4.3%
Contribution from Airlines	7,066,223	7,096,525	7,096,525	0.0
Contribution from Rental Car Facilities	3,810,984	6,752,180	4,465,332	-33.9
Proceeds from Sale of Debt			13,000,000	100.0
Premium from Sale of Debt		5,263,716	1,500,000	-71.5
Interest on Investments	27,596	13,500	13,501	0.0
Transfer from Capital Project Fund		3,370,000		
Fund Balance	\$ -	11,357,060	-	-
Total Revenues	\$ 61,923,705	91,405,115	81,177,442	-11.2%
<u>Expenditures</u>				
Retirement of Debt	\$ 21,890,000	37,780,185	24,085,000	-36.2%
Interest on Debt	36,970,549	47,244,769	41,732,692	-11.7
Cost of Bond Sale		5,263,716	1,500,000	-71.5
Fees and Other Charges	875,581	1,094,945	846,250	-22.7
Debt Service Reserve Deposit (new bond deals)			13,000,000	100.0
Transfers to Operating Fund	24,203	21,500	13,500	-37.2
Restricted for Future Years	\$ 2,163,372	-	-	
Total Expenditures	\$ 61,923,705	91,405,115	81,177,442	-11.2%

Water and Sewer Operating Fund Summary of Revenues and Expenditures

The Water and Sewer Operating Fund represents the operating revenues and expenses for the Charlotte-Mecklenburg Utility Department. As a City department, the Utility provides water and sewer service for the City of Charlotte as well as a service area 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.

	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
<u>Operating Revenues</u>				
Variable Rate Revenues	\$ 235,436,942	253,101,394	260,968,334	3.1%
Fixed Rate Revenues	43,779,631	44,647,531	46,306,940	3.7
Specific Service and Capacity Charges	17,507,314	12,691,603	14,914,303	17.5
Industrial Waste Surcharge	3,821,249	3,556,489	4,030,382	13.3
Other	4,992,931	3,474,364	5,276,450	51.9
Union County Operations	0	300,000	3,201,542	100.0
Interest on Investments	490,927	544,000	961,986	76.8
Total Revenues	\$ 306,028,994	318,315,381	335,659,937	5.4%
Fund Balance	\$ 9,602,297	29,703,469	0	-100.0
Balance	\$ 315,631,292	347,718,850	335,659,937	-3.5%
<u>Operating Expenditures</u>				
Administration, Management & Support	\$ 26,359,819	27,635,296	27,893,530	0.9%
Customer Service	7,151,454	7,573,195	7,645,221	1.0
Laboratory Services	1,662,141	1,104,580	1,421,426	28.7
Water and Wastewater Services	42,639,822	47,944,271	49,281,252	2.8
Field Operations	28,555,615	28,477,973	30,579,924	7.4
Union County Operations	0	300,000	3,201,542	100.0
Total Operating Expenditures	\$ 106,368,850	112,735,315	120,022,895	6.5%
Debt Service/Capital Investment Plan Support	209,262,441	234,983,535	188,289,357	-19.9%
Total Expenditures	\$ 315,631,291	347,718,850	308,312,252	-11.3%
Reserved for Future Years	\$ 0	0	27,347,685	100.0%

Consolidated Water and Sewer Debt Service Funds Summary of Revenues and Expenditures

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

	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
<u>Operating Revenues</u>				
Contribution from W/S Operating Fund	\$ 145,165,048	150,084,135	146,907,956	(2.1)%
Interest on Investments	215,301	1,400	1,400	-
Premium from Sale of Bonds	39,359	47,813	50,000	4.6
Interest Transferred from other Funds				
Water and Sewer Operating	622,016	544,000	248,000	(54.4)
CIP and Other	184,455	328,000	232,000	(29.3)
Total Revenue	\$ 146,226,179	151,005,348	147,439,356	(2.4)%
<u>Operating Expenditures</u>				
Bond Retirement	\$ 65,351,590	69,857,400	70,612,661	1.1 %
Interest on Bonds	74,617,576	72,610,570	69,568,531	(4.2)
Bank Charges	2,023,438	3,518,287	3,770,313	7.2
Equipment Lease - Purchase Principal	2,745,753	4,408,557	2,905,321	(34.1)
Equipment Lease - Purchase Interest	359,227	610,534	582,530	(4.6)
Total Expenditures	\$ 145,097,584	151,005,348	147,439,356	-2.4%
Reserved for Future Years	\$ 1,128,595			
Total Expenditures and Reserves	\$ 146,226,179	151,005,348	147,439,356	-2.4%

Charlotte Area Transit System (CATS) Operating Fund Summary of Revenues and Expenditures

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

<u>Operating Revenues</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>	<u>Percent Change FY2014 FY2015</u>
Half-Percent Sales Tax	\$ 66,505,000	70,615,000	73,087,000	3.5%
Fares and Service Reimbursements	29,112,084	32,765,091	32,563,197	-0.6
Maintenance of Effort - Charlotte	18,400,000	18,952,000	19,520,560	3.0
Maintenance of Effort - Mecklenburg	181,866	187,322	192,942	3.0
Maintenance of Effort - Huntersville	17,500	18,025	18,566	3.0
Operating Assistance	11,962,921	12,934,072	12,679,834	-2.0
Other	4,858,194	2,977,333	3,855,598	29.5
Total Operating Revenues	\$ 131,037,565	138,448,843	141,917,697	2.5%
 <u>Operating Expenditures</u>				
Transportation Services	\$ 102,720,940	111,955,068	115,008,559	2.7%
Transit Development	1,246,187	3,211,780	2,548,720	-20.6
Marketing and Communications	2,570,961	2,928,147	3,286,858	12.3
Executive and Administration	8,351,353	8,823,542	9,057,388	2.7
Sub-total Operating	\$ 114,889,441	126,918,537	129,901,525	2.4%
Transfers to Eligible CIP Projects	\$ (13,307,408)	(16,673,177)	(15,694,585)	-5.9%
Total Net Operating	\$ 101,582,033	110,245,360	114,206,940	3.6%
Transfer to Capital Program Support	\$ 13,821,446	9,425,920	4,897,426	-48.0%
Contribution for Future Capital	5,076,985	3,214,378	11,325,169	252.3
Transfer to Debt Service Funds	\$ 10,557,101	15,563,185	11,488,162	-26.2%
Total Expenditures	\$ 131,037,565	138,448,843	141,917,697	2.5%

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

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

<u>Revenues</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
Transfers from CATS Operating Funds	\$ 9,925,673	13,049,185	11,488,162	-12.0%
Federal Formula Grant	4,402,067	5,427,318	5,455,000	0.5
BLE Debt Proceeds/FFGA/SFFGA			4,468,000	100.0
Proceeds from Sale of Debt	150,000			
Proceeds from Refunding	47,845,000			
Interest on Investments	6,664			
Premium on Sale of Debt	6,513,202		1,954,000	100.0
Total Revenues	\$ 68,842,606	18,476,503	23,365,162	26.5%
 <u>Expenditures</u>				
Debt Retirement	\$ 6,350,000	6,375,000	4,415,000	-30.7%
Interest on Debt	7,844,771	12,017,000	14,305,162	19.0
Contribution to Revenue Reserve			2,602,000	100.0
Payment to Escrow Agent	52,890,000			
Cost of Sale of Debt	1,693,798		1,954,000	100.0
Fees	64,037	84,503	89,000	5.3
Total Expenditures	\$ 68,842,606	18,476,503	23,365,162	26.5%

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.

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Operating Revenues</u>				
Impervious Fee- City	\$ 5,525,253	5,676,562	5,676,562	0.0%
Impervious Fee- Other	49,589,868	51,430,170	52,841,697	2.7
Interest on Investments	(195,000)			
Other - Miscellaneous	299,005			
Total Revenues	\$ 55,219,126	57,106,732	58,518,259	2.5%
Fund Balance	\$ 1,321,666	1,530,370	1,168,317	-23.7%
Total Revenues and Fund Balance	\$ 56,540,792	58,637,102	59,686,576	1.8%
<u>Operating Expenditures</u>				
Operating Budget	\$ 13,374,027	12,553,697	13,056,324	4.0%
Transfer to Other Funds:				
Storm Water Capital Project Fund	34,000,000	36,000,000	35,000,000	-2.8
Storm Water Debt Service Fund	8,886,865	10,083,405	11,630,252	15.3
General Capital Investment Fund	279,900			
Total Expenditures	\$ 56,540,792	58,637,102	59,686,576	1.8%

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.

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Revenues</u>				
Contribution from Storm Water Operating	\$ 8,886,865	10,083,405	11,630,252	15.3%
Premium on Sale of Debt	4,032,154		425,000	100.0
Proceeds from Sale of Bonds			3,150,000	100.0
Proceeds from Refunding	20,585,000			
Interest on Investments	(20)			
Total Revenues	\$ 33,503,999	10,083,405	15,205,252	50.8%
Fund Balance	\$ 1,641,792	-	-	
Total Revenues and Fund Balance	\$ 35,145,791	10,083,405	15,205,252	50.8%
<u>Expenditures</u>				
Bond Retirement	\$ 3,154,160	4,659,942	4,775,549	2.5%
Interest on Bonds	5,686,547	5,393,463	6,824,704	26.5
Cost of Bond Sale	26,032,750		425,000	100.0
Debt Service Reserve			3,150,000	100.0
Fees	272,334	30,000	30,000	0.0
Total Expenditures	\$ 35,145,791	10,083,405	15,205,252	50.8%

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.

	<u>FY2013</u> <u>Actuals</u>	<u>FY2014</u> <u>Revised</u>	<u>FY2015</u> <u>Budget</u>	<u>Percent</u> <u>Change</u> <u>FY2014</u> <u>FY2015</u>
<u>Revenues</u>				
Property Tax	\$ 56,187,908	83,120,864	86,204,445	3.7%
Property Tax - Synthetic TIG Appreciation	674,806	850,141	693,901	-18.4
Sales Tax	13,623,936	13,821,022	15,500,000	12.1
Interest on Investments	1,092,492	1,064,000	1,008,000	-5.3
Interest Transferred from Other Funds				
General	532,369	288,000	520,000	80.6
Contribution from Other Funds				
General Fund - Equip	12,333,902	15,814,279	13,975,695	-11.6
General Fund - Public Safety Communications	1,685,888	1,686,788	1,687,288	0.0
Powell Bill Fund	1,187,851	1,566,441	1,257,486	-19.7
County Share				
Park and Rec Lease Purchase	692,853	284,122	288,274	1.5
Proceeds from Lease Purchases		1,500,000	750,000	-50.0
Proceeds from Refunding	2,225,000			0.0
Premium on Sale of Bonds	501,682	2,550,000		-100.0
Other	981,734	1,035,738	1,080,981	4.4
Total Revenues	\$ 91,720,421	123,581,395	122,966,070	-0.5%
<u>Expenditures</u>				
Payment to Developer	\$ 79,326	225,829	194,970	-13.7
Bonds				
Principal	25,124,250	34,624,312	34,086,790	-1.6%
Interest	23,692,041	26,570,109	28,615,370	7.7
Debt Issue Expense	400,825	4,050,000	750,000	-81.5
Payment to Refunded Bond Escrow Agent	2,380,081			0.0
Lease Purchase Agreements				
Principal	20,579,247	22,666,524	22,454,504	-0.9
Interest	5,959,634	6,778,048	8,288,600	22.3
Bond Anticipation Note Interest	93,504	355,000	150,000	-57.7
Bank Charges and Other	1,127,673	1,200,000	1,000,000	-16.7
Contribution to				
General Fund	2,766,163	104,160	108,059	3.7
Cultural Facilities Operating Fund	245,721	340,833	340,833	0.0
General Community Investment Plan	16,100,435			
Total Expenditures	\$ 98,548,900	96,914,815	95,989,126	-1.0%
Restricted for Future Years	\$ (6,828,479)	26,666,580	26,976,944	1.2%

Debt limit: Pursuant to the North Carolina General Statutes, the City's outstanding general obligation debt is subject to a legal limitation based on 8 percent of the total assessed value of real and personal property. As of June 30, 2013, the City's legal debt limit was \$7,240,375. The outstanding debt subject to this limit was \$2,095,463, leaving a net legal debt margin of \$5,144,912 (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.

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>FY2014</u>
				<u>FY2015</u>
<u>Revenues</u>				
Taxes				
Occupancy	\$ 14,525,831	14,395,974	16,000,209	11.1 %
Prepared Food	22,511,693	23,759,499	25,667,917	8.0
Total Taxes	\$ 37,037,524	38,155,473	41,668,126	9.2 %
Lease of City Funded Bank of America Stadium Improvements		1,000,000	1,000,000	0.0 %
Interest on Investments	252,462	192,000	224,000	16.7
Total Revenues	\$ 37,289,986	39,347,473	42,892,126	9.0 %
<u>Expenditures</u>				
Promotion and Marketing	\$ 5,411,011	5,723,321	6,250,219	9.2 %
Business Development	1,844,811	1,900,155	1,957,160	3.0
Administration		75,000	75,000	0.0
Contributions for Convention Center:				
Operating Allocation	6,378,630	6,400,000	6,720,000	5.0
Capital Items		1,190,000	1,190,000	0.0
Bank of America Stadium Maintenance Contribution		1,000,000	1,000,000	0.0
Maintenance of City Funded Bank of America Stadium Improvements		900,000	900,000	0.0
Transfer to Other Funds:				
Convention Center Debt Service	15,255,240	15,897,294	18,741,604	17.9
Capital Project Fund	358,000			
General Fund-General Tourism	2,715,953	2,824,592	2,993,069	6.0
General Fund-Stadium Traffic Control		250,000	250,000	0.0
Total Expenditures	\$ 31,963,645	36,160,362	40,077,052	10.8 %
Reserved for Future Years	\$ 5,326,341	3,187,111	2,815,074	-11.7 %

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.

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	Change
				<u>FY2014</u>
				<u>FY2015</u>
<u>Revenues</u>				
Contribution from Convention Center Tax Fund	\$ 15,258,473	15,897,294	18,741,604	17.9%
Total Revenues	\$ 15,258,473	15,897,294	18,741,604	17.9%
<u>Expenditures</u>				
Bond Retirement	\$ 8,825,000	9,255,000	14,059,796	51.9%
Interest on Bonds	6,291,073	6,502,294	4,494,808	-30.9
Fees	142,400	140,000	187,000	33.6
Total Expenditures	\$ 15,258,473	15,897,294	18,741,604	17.9%

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.

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Revenues</u>				
Occupancy Tax	\$ 9,479,327	9,619,580	10,694,534	11.2%
Interest on Investments	101,668	104,000	96,000	-7.7
Other	2,483			
Total Revenues	\$ 9,583,478	9,723,580	10,790,534	11.0%
Fund Balance	\$ 1,161,724	2,844,217	1,794,125	-36.9%
Total Revenues and Fund Balance	\$ 10,745,202	12,567,797	12,584,659	0.1%
<u>Expenditures</u>				
Transfer to Debt Service	\$ 9,473,202	9,567,797	9,584,659	0.2%
Contributions:				
Maintenance & Repair Allocation	522,000	1,000,000	1,000,000	0.0
Maintenance & Repair Reserve Deposit ¹	0	2,000,000	2,000,000	0.0
Transfer to Nascar Hall of Fame CIP Fund	750,000			0.0
Total Expenditures	\$ 10,745,202	12,567,797	12,584,659	0.1%

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

Hall of Fame Debt Service Fund Summary of Revenues and Expenditures

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

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Revenues</u>				
Hall of Fame Tax Fund	\$ 9,473,202	9,567,797	9,584,659	0.2%
Total Revenues	\$ 9,473,202	9,567,797	9,584,659	0.2%
<u>Expenditures</u>				
Debt Retirement	\$ 2,255,000	2,380,000	2,510,000	5.5%
Interest on Debt	6,456,694	6,412,114	6,299,659	-1.8
Bank Charges and Other	761,508	775,683	775,000	-0.1
Total Expenditures	\$ 9,473,202	9,567,797	9,584,659	0.2%

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.

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
				<u>FY2014</u>
				<u>FY2015</u>
<u>Revenues</u>				
Occupancy Tax	\$ 7,931,019	6,341,562	8,292,824	30.8%
Rental Car Tax	2,808,977	2,765,048	3,106,094	12.3
Interest on Investments	283,118	280,000	272,000	-2.9
Rents	615,318			
Contribution from Bobcats	335,024	351,775	369,364	5.0
Contribution from Center City Partners			229,347	
Transfers from General Capital PAYGO	6,977,663	7,159,999	7,796,015	8.9
Transfers for Synthetic TIF Agreements:				
General Fund	1,313,088	1,268,871	1,268,871	0.0
Municipal Debt Service	245,721	340,833	340,833	0.0
PAYGO	47,827	42,296	42,296	0.0
Contribution from Mecklenburg County	2,948,040	2,948,040	2,948,040	0.0
Total Revenues	\$ 23,505,795	21,498,424	24,665,684	14.7%
Fund Balance	\$ -	1,791,204	-	-100%
Total Revenues and Fund Balance	\$ \$ 23,505,795	23,289,628	\$ 24,665,684	5.9%
<u>Expenditures</u>				
Contractual Services - Baseball Stadium Allocation:				
City Share	\$		632,088	%
Center City Partners Share			229,347	
Contributions:				
Arena Maintenance Reserve	670,048	703,550	738,728	5.0
Ovens/Bojangles Maintenance	400,000	400,000	400,000	0.0
Tourism Debt Service Fund	12,239,184	12,993,115	13,280,557	2.2
Cultural Facilities Debt Service Fund	8,997,272	9,192,963	9,190,963	0.0
Total Expenditures	\$ 22,306,504	23,289,628	24,471,683	5.1%
Reserved for Future Years	\$ 1,199,291	-	194,001	-%

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

Tourism Debt Service Fund Summary of Revenues and Expenditures

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

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Revenues</u>				
Contribution from Other Funds				
Tourism Operating Fund	\$ 12,239,184	12,993,115	13,280,557	2.2%
Debt Proceeds from Sale of Bonds	128,245,000			
Premium on Sale of Bonds	820,613			
Contribution from CRVA	1,233,821	1,209,893	595,966	-50.7
Interest on Investments	45,295	48,000	48,000	0.0
Total Revenues	\$ 142,583,913	14,251,008	13,924,523	-2.3%
<u>Expenditures</u>				
Debt Retirement	\$ 5,570,000	5,750,000	5,975,000	3.9%
Interest on Debt	6,821,376	7,275,383	7,014,523	-3.6
Cost of Sale	557,803			
Payment to Escrow Agent	128,245,000			
Bank Charges and Other	129,209	1,225,625	935,000	-23.7
Total Expenditures	\$ 141,323,388	14,251,008	13,924,523	-2.3%
Reserved for Future Years	\$ 1,260,525	-	-	

Cultural Facilities Debt Service Fund Summary of Revenues and Expenditures

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

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	Change
				<u>FY2014</u>
				<u>FY2015</u>
<u>Revenues</u>				
Tourism Operating Fund	\$ 9,350,896	9,192,963	9,190,963	0.0%
Total Revenues	\$ 9,350,896	9,192,963	9,190,963	0.0%
<u>Expenditures</u>				
Debt Retirement	\$ 2,690,000	2,800,000	2,910,000	3.9%
Interest on Debt	6,480,563	6,372,963	6,260,963	-1.8
Bank Charges and Other	180,333	20,000	20,000	0.0
Total Expenditures	\$ 9,350,896	9,192,963	9,190,963	0.0%

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.

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
				<u>FY2014</u>
				<u>FY2015</u>
<u>Revenues</u>				
State Gas Tax Refund	\$ 19,288,487	19,615,727	19,814,006	1.0 %
Transfer from General Fund	4,261,000	4,261,000	4,261,000	0.0
Interest on Investments	1,960	80,000	80,000	0.0
Street Degradation Fee	1,107,536	650,000	650,000	0.0
Total Revenues	\$ 24,658,983	24,606,727	24,805,006	0.8 %
Fund Balance	\$ -	1,554,291	-	-100 %
Total Revenues and Fund Balance	\$ 24,658,983	26,161,018	24,805,006	-5.2 %
<u>Expenditures</u>				
Contracted Resurfacing	\$ 9,474,615	10,318,814	10,361,757	0.4 %
Repairs by City Forces	8,181,840	9,739,887	9,389,887	-3.6
Equipment Rent/Purchase	1,086,549	1,151,957	1,151,957	0.0
Street Drainage Maintenance	31,225	160,860	160,860	0.0
Traffic Control Improvements	623,786	623,786	623,786	0.0
Snow Removal	78,131	150,000	150,000	0.0
Physical Inventory of Streets	12,000	12,000	12,000	0.0
Pavement Management System		150,000	160,000	6.7
Wheel Chair Ramps	150,000	150,000	150,000	0.0
Annexation	950,186	1,000,000	250,000	-75.0
Storm Water Program Fees	1,137,273	1,137,273	1,137,273	0.0
Lease Purchase Contribution	1,187,851	1,566,441	1,257,486	-19.7
Total Expenditures	\$ 22,913,456	26,161,018	24,805,006	-5.2 %
Reserved for Future Years	\$ 1,745,527	-	-	-

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.

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
				<u>FY2014</u>
				<u>FY2015</u>
<u>Revenues</u>				
Federal Grants	\$ 5,551,106	3,974,839	4,503,471	13.3%
State Grants	792,160	689,500	689,500	0.0
Contributions	567,672	500,000	500,000	0.0
Assets Forfeiture	136,050	137,877	1,141,790	728.1
Charlotte Regional Transportation & Planning Organization	98,956	98,956		-100.0
Contribution from General Fund	396,044	396,014	345,000	-12.9
Total Revenues	\$ 7,541,988	5,797,186	7,179,761	23.8%
<u>Expenditures</u>				
Police				
Assets Forfeiture Attorney	\$ 136,050	137,877	142,013	3.0%
Forensics and Analysis	92,273	112,450	378,000	236.1
Police Equipment and Overtime	241,475	150,000	300,000	100.0
Fire				
Emergency Management	170,000	142,500	150,500	5.6
Emergency Response			65,000	
Homeland Security	168,500	80,000	25,000	-68.8
Medical Response	301,550	337,608	70,000	-79.3
Urban Area Security Initiative	3,826,822	2,272,751	2,400,000	5.6
Charlotte Department of Transportation				
Unified Planning Work Program	1,450,318	1,500,000	2,767,098	84.5
Transportation Planning Assistance	405,000	450,000	526,360	17.0
Charlotte Regional Transportation & Planning Organization	250,000	250,000		-100.0
Miscellaneous from Donations	500,000	150,000	141,790	-5.5
Community Relations				
Fair Housing		102,000	102,000	0.0
Dispute Settlement		100,000	100,000	0.0
Private Contributions		12,000	12,000	0.0
Total Expenditures	\$ 7,541,988	5,797,186	7,179,761	23.8%

Public Safety 911 Services Fund Summary of Revenues and Expenditures

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

<u>Operating Revenues</u>	FY2013 Actual	FY2014 Revised	FY2015 Budget	Percent Change FY2014 FY2015
NC 911 Fund Distributions	\$ 2,524,058	3,263,643	3,349,323	2.6%
Interest on Investments	12,010	15,000	15,000	0.0
Total Revenues	\$ 2,536,068	3,278,643	3,364,323	2.6%
 <u>Operating Expenditures</u>				
Consolidated 911 Services	\$ 2,524,058	3,263,643	3,349,323	2.6%
Reserved for Future Projects	12,010	15,000	15,000	0.0
Total Expenditures	\$ 2,536,068	3,278,643	3,364,323	2.6%

Neighborhood & Business Services - Consolidated Grants Summary of Revenues and Expenditures

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

<u>Operating Revenues</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>	<u>Percent Change FY2014 FY2015</u>
<u>Federal Grants:</u>				
Workforce Investment Act (WIA) Adult	\$ 1,744,460	1,534,653	2,131,950	38.9%
WIA Administration	621,052	654,202	773,153	18.2
WIA Youth	1,917,975	2,194,939	2,322,509	5.8
WIA Dislocated Worker	1,720,098	2,337,328	2,503,918	7.1
Housing Opportunities for People with AIDS (HOPWA) Program	830,903	873,634	1,060,906	21.4
Emergency Shelter Program	495,819	322,208	395,256	22.7
Lead Based Paint Grant	2,299,414			0.0
Healthy Homes	180,000			0.0
One NC Grant	2,503,114	2,481,644		-100.0
Double Oaks Loan Repayment	657,068	671,098	683,158	1.8
Duke Energy Help Grant	27,305			0.0
Total Federal Grants	\$ 12,997,208	11,069,706	9,870,850	-10.8%
Total Operating Revenues	\$ 12,997,208	11,069,706	9,870,850	-10.8%
<u>Capital Revenues (Federal Grants)</u>				
Community Development Block Grant (CDBG)	\$ 4,416,652	4,865,370	4,985,075	2.5%
Housing Grant (HOME)	2,031,879	2,055,268	2,251,986	9.6
Total Federal Capital Grants	\$ 6,448,531	6,920,638	7,237,061	4.6%
Total Operating and Capital Grant Revenues	\$ 19,445,739	17,990,344	17,107,911	-4.9%
<u>Operating Expenditures</u>				
Dislocated Worker Contract	\$ 1,720,098	2,337,328	2,503,918	7.1%
Education & Training Courses	1,744,460	1,534,653	2,131,950	38.9
Summer & Year Round Youth Program	1,917,975	2,194,939	2,322,509	5.8
Contribution to Workforce Development Board & Subgrantee Administration	621,052	654,202	773,153	18.2
Housing Opportunities for People with AIDS (HOPWA) Program	830,903	873,634	1,060,906	21.4
Emergency Shelter Program	495,819	322,208	395,256	22.7
Healthy Homes Grant	180,000			0.0
Lead Based Paint Grant	2,299,414			0.0
One NC Grant	2,503,114	2,481,644		-100.0
Double Oaks Loan Repayment	657,068	671,098	683,158	1.8
Duke Energy Help Grant	27,305			0.0
Total Operating Expenditures	\$ 12,997,208	11,069,706	9,870,850	-10.8%
<u>Capital Expenditures</u>				
Community Development and Housing Programs	\$ 6,448,531	6,920,638	7,237,061	4.6%
Total Capital Expenditures	\$ 6,448,531	6,920,638	7,237,061	4.6%
Total Operating and Capital Grant Expenditures	\$ 19,445,739	17,990,344	17,107,911	-4.9%

Risk Management Fund Summary of Revenues and Expenditures

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

	FY2013 <u>Actual</u>	FY2014 <u>Revised</u>	FY2015 <u>Budget</u>	Percent Change FY2014 FY2015
<u>Revenues</u>				
City of Charlotte - General Fund	\$ 959,421	977,246	1,033,756	5.8%
City of Charlotte - Other Funds	734,458	769,792	833,357	8.3
Mecklenburg County	749,504	772,538	828,539	7.2
Board of Education	524,924	542,751	585,232	7.8
Other Agencies	38,075	38,075	38,075	0.0
Total Revenues	\$ 3,006,382	3,100,402	3,318,959	7.0%
<u>Expenditures</u>				
Operating Budget	\$ 2,965,763	3,100,402	3,318,959	7.0%
Transfer to Loss Fund	40,619	-	-	
Total Expenditures	\$ 3,006,382	3,100,402	3,318,959	7.0%

Consolidated Municipal Service Districts Summary of Revenues and Expenditures

The FY2015 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.

	FY2013	FY2014	FY2015	Percent
	<u>Actual</u>	<u>Revised</u>	<u>Budget</u>	<u>Change</u>
<u>Operating Revenues</u>				<u>FY2014</u>
				<u>FY2015</u>
Property Taxes	\$ 4,453,204	4,672,505	5,289,593	13.2%
Total Revenues	\$ 4,453,204	4,672,505	5,289,593	13.2%
 <u>Operating Expenditures</u>				
Contractual Services	\$ 4,427,869	4,646,410	5,262,715	13.3%
City Services	25,335	26,095	26,878	3.0
Total Expenditures	\$ 4,453,204	4,672,505	5,289,593	13.2%

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY2015 is \$8,977,046,766. Budget continues the current MSD tax rate of 1.68¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
Revenues			
Property Taxes	\$ 1,232,567	1,284,720	1,465,916
Total Municipal Service District 1 Revenues	1,232,567	1,284,720	1,465,916
Expenditures			
Contractual Services	1,232,567	1,284,720	1,465,916
Total Municipal Service District 1 Expenditures	\$ 1,232,567	1,284,720	1,465,916

District 2 (Center City)

Assessed value for FY2015 is \$3,493,805,469. Budget continues the current MSD tax rate of 2.33¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
Revenues			
Property Taxes	\$ 708,226	738,344	791,263
Total Municipal Service District 2 Revenues	708,226	738,344	791,263
Expenditures			
Contractual Services	708,226	738,344	791,263
Total Municipal Service District 2 Expenditures	\$ 708,226	738,344	791,263

Municipal Service Districts

District 3 (Center City)

Assessed value for FY2015 is \$4,548,845,491. Budget continues the current MSD tax rate of 3.58¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
Revenues			
Property Taxes	\$ 1,124,873	\$ 1,256,115	\$ 1,582,889
Total Municipal Service District 3 Revenues	1,124,873	1,256,115	1,582,889
Expenditures			
Contractual Services	1,099,538	1,230,020	1,556,011
City Services	25,335	26,095	26,878
Total Municipal Service District 3 Expenditures	\$ 1,124,873	\$ 1,256,115	\$ 1,582,889

District 4 (South End)

Assessed value for FY2015 is \$1,101,812,066. Budget continues the current MSD tax rate of 6.68¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
Revenues			
Property Taxes	\$ 749,077	\$ 752,999	\$ 715,402
Total Municipal Service District 4 Revenues	749,077	752,999	715,402
Expenditures			
Contractual Services	749,077	752,999	715,402
Total Municipal Service District 4 Expenditures	\$ 749,077	\$ 752,999	\$ 715,402

District 5 (University City)

Assessed value for FY2015 is \$2,707,063,640. Budget continues the current MSD tax rate of 2.79¢ per \$100 valuation.

<u>Budget Summary</u>	<u>FY2013 Actual</u>	<u>FY2014 Revised</u>	<u>FY2015 Budget</u>
Revenues			
Property Taxes	\$ 638,461	\$ 640,327	\$ 734,123
Total Municipal Service District 5 Revenues	638,461	640,327	734,123
Expenditures			
Contractual Services	638,461	640,327	734,123
Total Municipal Service District 5 Expenditures	\$ 638,461	\$ 640,327	\$ 734,123

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant Program

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

City Council Approved Projects

Mid-Town Square (Metropolitan)

Project involved two phases. Phase I included a first floor Home Depot Design Center (vacant) under a 2nd floor Target; 800 space parking deck; and road, intersection, and bridge improvements. Phase II included 160,000 sq. ft. of retail/restaurant space, 75,000 sq. ft. of office space, 101 condominiums, parking deck, and relocation of Baxter Street Bridge and construction of the Sugar Creek Greenway extension. Incremental taxes are revised for the February 1, 2013, sale of the South Parcel.

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	80%	100%	100%	100%	100%	
Est. property tax increment	511,500	169,089	-	-	-	680,589
Est. STIG Payment	511,500	169,089	-	-	-	680,589

The Levine Center for the Arts (Cultural Facilities)

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	1,835,556	1,835,556	1,835,556	1,835,556	1,835,556	9,177,778
Est. STIG Payment	1,652,000	1,652,000	1,652,000	1,652,000	1,652,000	8,260,000

Wesley Village (Bryant Park)

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	100%	100%	100%	100%	100%	
Est. property tax increment	136,614	136,614	136,614	136,614	136,614	683,068
Est. STIG Payment	122,952	122,952	122,952	122,952	122,952	614,761

Double Oaks Redevelopment

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	32%	32%	42%	54%	66%	
Est. property tax increment	19,360	58,188	108,116	165,192	215,598	566,454
Est. STIG Payment	17,424	52,369	97,304	148,673	194,038	509,809

Synthetic Tax Increment Grants

Ballantyne Area Infrastructure

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	18%	36%	36%	46%	46%	
Est. property tax increment	170,058	85,029	85,029	85,029	85,029	510,173
Est. STIG Payment	76,526	38,263	38,263	38,263	38,263	229,578

Elizabeth Avenue Mixed-Use Development

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	0%	0%	0%	0%	0%	

Ikea/City Boulevard

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	20%	30%	40%	50%	50%	
Est. property tax increment	240,677	336,292	415,971	495,650	495,650	1,984,240
Est. STIG Payment	216,609	302,663	374,374	446,085	446,085	1,785,816

Pope & Land Coliseum

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	5%	10%	20%	40%	40%	
Est. property tax increment	-	-	-	1,068,360	1,068,360	2,136,720
Est. STIG Payment	-	-	-	480,762	480,762	961,524

Seaboard Street/NC Music Factory

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	10%	20%	30%	50%	80%	
Est. property tax increment	-	-	-	576,501	866,804	1,443,305
Est. STIG Payment	-	-	-	518,851	780,124	1,298,975

Synthetic Tax Increment Grants

Merrifield/Radiator Specialty

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

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	10%	20%	30%	50%	50%	
Est. property tax increment	-	-	-	398,395	398,395	796,790
Est. STIG Payment	-	-	-	358,556	358,556	717,111

First Ward Parking Deck and Park

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

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

The second STIG is a ten-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.

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	5%	8%	10%	12%	15%	
Est. property tax increment	449,540	719,264	899,080	1,078,896	1,348,620	4,495,400
Est. STIG Payment	-	-	-	-	606,879	606,879

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.

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. % of investment completed	0%	0%	0%	0%	50%	
Est. property tax increment	-	-	-	-	642,200	642,200
Est. STIG Payment	-	-	-	-	288,990	288,990

STIG Projects Combined Total

Anticipated total investment = \$3,502,344,463

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
Est. property tax increment	3,363,304	3,340,031	3,480,365	5,840,192	7,092,825	23,116,717
Est. TOTAL STIG Payment	2,597,012	2,337,336	2,284,894	3,766,141	4,968,649	15,954,031

Est. Total STIG Payment by Fund

	FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr. Total
General Fund	1,994,718	1,795,266	1,754,985	2,892,705	3,816,329	12,254,003
Municipal Debt Service	535,803	482,228	471,409	777,013	1,025,108	3,291,561
Pay-As-You-Go	66,491	59,842	58,500	96,424	127,211	408,467

FY2015-FY2019 Community Investment Plan

INTRODUCTION

The City of Charlotte recognizes the importance of long-range capital investment planning to maintain the growth and vitality of the community. The City's Community Investment Plan is a five-year capital expenditure and infrastructure plan, which matches the City's highest priority capital needs with a financing schedule. The plan includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities.

The FY2015-FY2019 Community Investment Plan totals **\$4.1 billion**, a 22.4% increase over the current five-year capital program. This increase is due to growth in the Aviation, Utilities, and Storm Water Enterprise capital programs; and to new General Community Investment Plan funding scheduled for the 2014 bond referendum to support long-range infrastructure investments focused on job growth, mobility, and quality of life.

The following pages of this section of the document provide summary information and detailed funding schedules for the FY2015-FY2019 Community Investment Plan and are organized into the following subsections:

Community Investment Plan Subsections	Contents
1. General Community Investment Plan Summary	Provides an overview of the funding sources and capital projects included in the General Community Investment Plan, including investments in neighborhoods, housing, roads, economic development, environment, and facilities
2. Municipal Debt-funded Project Summary	Provides a list of the General Community Investment Plan projects funded with debt-supported Certificates of Participation and General Obligation Bonds scheduled over four bond referenda between 2014 and 2020
3. Municipal Debt-funded Project Descriptions	Provides a description of each major capital program and project proposed for debt funding with Certificates of Participation and General Obligation Bonds
4. Pay-As-You-Go-funded Project Summary	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
5. Historical Comparison to Previous Five-Year Program	Provides a summary of the changes to the Community Investment Plan from the approved FY2014-FY2018 Plan to the approved FY2015-FY2019 Plan
6. General Community Investment Plan Revenue and Expenditure Summary	Provides a list of each revenue source supporting the General Community Investment Plan and a list of total expenditures by General Capital Program
7. Enterprise Community Investment Plan Summary	Provides an overview of the funding sources and capital projects included in the Community Investment Plans for the self-supported Enterprise Departments, including investments in the Storm Water Program, Charlotte Area Transit System, Water and Sewer Utilities Program, and Aviation
8. Enterprise Community Investment Plan Revenue and Expenditure Summary	Provides a list of capital revenue sources supporting each of the four Enterprise Community Investment Plans along with the total expenditures for each Program
9. Detailed Program Schedules	Provides individual funding and expenditure schedules for each capital program, including Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments, showing all capital projects and funding sources in each year in the five-year in the Community Investment Plan
10. Preliminary Public Art Schedule	Provides a summary of the public art funding allocations to each of the eligible projects
11. Estimated Impact of Capital Investments on Future Operating Costs	Provides a summary of estimated operating budget and service impacts from significant nonrecurring capital investments
12. Capital Program and Financial Policies	Provides a description of the City Council-approved programmatic and financial policies governing the development and management of the Community Investment Plan

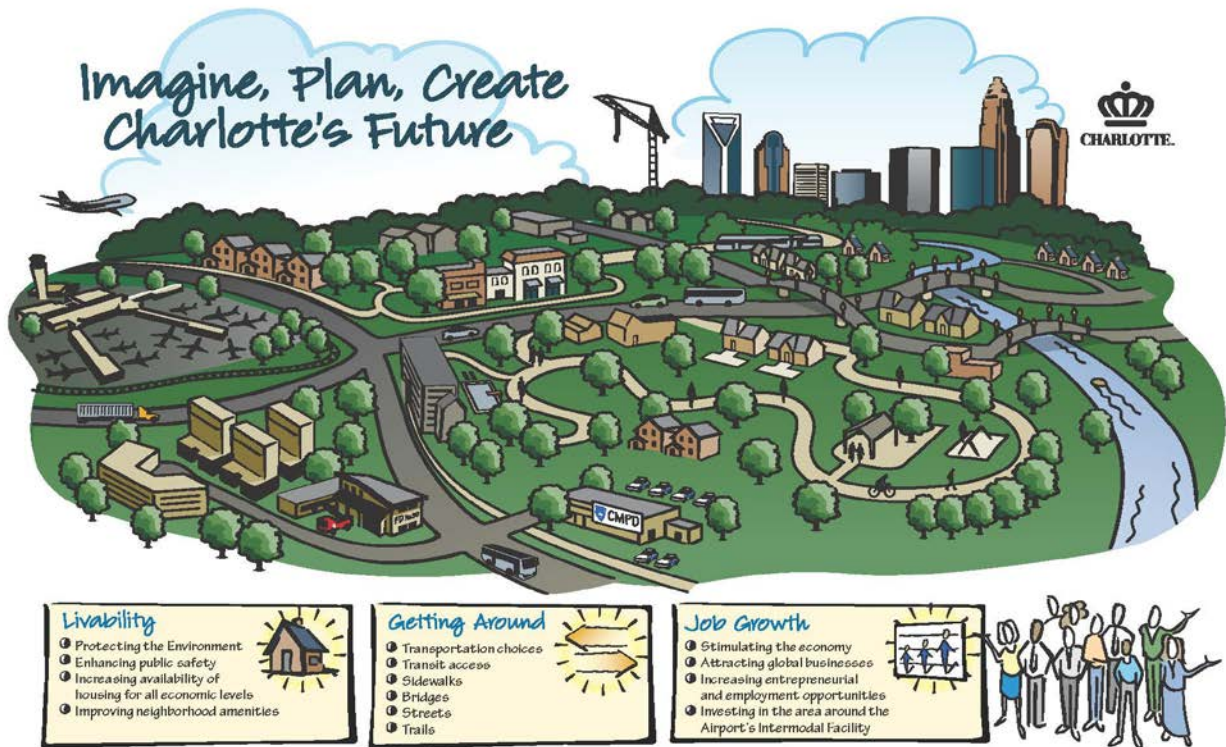
FY2015-FY2019 Community Investment Plan

1. GENERAL COMMUNITY INVESTMENT PLAN SUMMARY

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

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

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



The FY2015-FY2019 General Community Investment Plan totals **\$811.3 million**, including:

- **\$651.6 million** in debt-funded projects designed to keep Charlotte growing.
 - \$529.8 million in Street, Neighborhood, and Housing bonds over three General Obligation bond referenda in November of 2014, 2016, and 2018. A fourth bond referendum in November 2020 will be reflected in future five-year CIPs beginning in FY2017.
 - \$121.8 million in Certificates of Participation (COPs)
- **\$159.7 million** in Pay-As-You-Go (PAYGO) funding, including property and sales taxes, grants, and non-recurring revenues

FY2015-FY2019 Community Investment Plan

The five-year General Community Investment Plan includes the following projects within the capital programs for Housing and Neighborhoods, Transportation, Economic Development, Environment, and Facility Investments:

Housing and Neighborhoods (\$262.3 million)

- \$100.0 million for Comprehensive Neighborhood Improvement Program
- \$68.7 million for Grant and PAYGO-funded housing programs
- \$45.0 million for the Bond-funded Housing Diversity Program
- \$45.0 million for the Bond-funded Sidewalk and Pedestrian Safety Program
- \$2.0 million for the Rental Assistance Endowment to A Way Home
- \$1.6 million for PAYGO-funded Neighborhood Matching Grants

Transportation (\$268.4 million)

- \$102.0 million for Bond-funded transportation-related investments in the corridors
- \$79.3 million for Bond-funded Northeast Corridor Infrastructure
- \$35.0 million for the Bond-funded 26-Mile Cross Charlotte Multi-Use Trail
- \$34.0 million for Bond-funded traffic control, and road and bridge infrastructure
- \$12.9 million for PAYGO-funded road planning/design and sidewalk and curb and gutter repairs
- \$5.2 million for Bond-funded Neighborhood Transportation Programs

Economic Development (\$116.7 million)

- \$64.4 million for Bond-funded Economic development-related investments in the corridors
- \$21.4 million for COPs-funded Bojangles/Ovens Area Redevelopment
- \$20.0 million for Bond-funded Public/Private Redevelopment Opportunities
- \$10.0 million for the PAYGO-funded Business Corridor Revitalization Program
- \$0.9 million for the PAYGO-funded Business Grant Program and Synthetic Tax Increment Financing

Environment (\$16.6 million)

- \$10.6 million for PAYGO-funded tree removal, replacement, trimming, and cankerworm protection
- \$6.0 million for PAYGO-funded environmental services

Facility Investments (\$147.4 million)

- \$44.0 million for the COPs-funded Joint Communications Center
- \$40.7 million for four COPs-funded new Police Division Stations
- \$37.0 million for PAYGO-funded building and roof maintenance and renovation
- \$11.7 million for two COPs-funded Vehicle Maintenance Facilities
- \$10.0 million for PAYGO-funded technology investments
- \$4.0 million for Bond-funded Future Fire Station Land Acquisition

FY2015-FY2019 Community Investment Plan

2. MUNICIPAL DEBT-FUNDED PROJECT SUMMARY

9.67¢ of the property tax rate is dedicated to general government debt in FY2015, no change from the current year.

The FY2015-FY2019 Capital program includes \$651.6 million in debt-funded projects designed to keep Charlotte growing. Debt funding for these projects includes \$529.8 million in Street, Neighborhood, and Housing bonds scheduled over three General Obligation bond referenda in November of 2014, 2016, and 2018 (A fourth bond referendum in November 2020 will be reflected in future five-year CIPs beginning in FY2017), and \$121.8 million in Certificates of Participation for public safety and other municipal facilities. An additional \$38.1 million in Certificates of Participation was appropriated in FY2014.

General Obligation Bond Funded Projects (\$529.8 million)

- \$171.5 million for transportation-related projects in the corridors
- \$100.0 million for Comprehensive Neighborhood Improvement Program (CNIP)
- \$79.3 million for Northeast Corridor Infrastructure (NECI)
- \$45.0 million for the Housing Diversity Program
- \$45.0 million for the Sidewalk and Pedestrian Safety program
- \$35.0 million for the Cross Charlotte Multi-Use Trail
- \$34.0 million for traffic control, road, and bridge infrastructure
- \$20.0 million for Public/Private Redevelopment Opportunities

Certificates of Participation Funded Projects (\$121.8 million)

- \$44.0 million for the Joint Communications Center (\$24.0 million funded in FY2014)
- \$40.7 million for four new Police Division Stations (\$10.5 million funded in FY2014)
- \$21.4 million for Bojangles/Ovens Area Redevelopment (\$3.6 million funded in FY2014)
- \$11.7 million for Vehicle Maintenance Facilities
- \$4.0 million for Future Fire Station Land Acquisition

Recommended Adjustments to the FY2014-FY2018 General Community Investment Plan

Included in the General Obligation Bond-funding plan for the FY2015-FY2019 General Community Investment Plan are the following recommended adjustments. These adjustments do not change the total funding for the four bond programs:

- **Cross Charlotte Multi-Use Trail** – Advance \$5.0 million in bond funding from the 2016 Bond Referendum to the 2014 Bond Referendum. The 2016 Bond Referendum will reflect a reduction of 5.0 million for the Cross Charlotte Multi-Use Trail, from \$35.0 million to \$30.0 million. Total project funding will remain \$35.0 million over these two Bond Referenda.
- **Prosperity Church Road NW Arc** – Remove this \$5.2 million project from the 2014 Bond Referendum and fund the project instead with project savings from completed transportation capital projects.
- **Neighborhood Transportation Program** – Add \$5.2 million to the 2014 Bond Referendum for a program to leverage outside agency transportation projects and to address smaller, unique neighborhood transportation mobility and safety needs; including Traffic Calming, Traffic Safety, State Highway Participation, Public/Private Participation, Minor Roadways and Bicycle programs. This program will be funded with the \$5.2 million previously programmed in the 2014 Bond Referendum for Prosperity Church Road NW Arc, with no change to the total funding programmed for the 2014 Bond Referendum.

The next page provides detailed information on the General Obligation Bond and Certificates of Participation funded projects included in the General Community Investment Plan for the 2014, 2016, 2018, and 2020 bond referenda.

FY2015-FY2019 Community Investment Plan

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

	2014	2016	2018	Total FY15-FY19	2020	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote) ⁽¹⁾						
Airport/West Corridor	\$ -	\$ 31,200,000	\$ 13,520,000	\$ 44,720,000	\$ -	\$ 44,720,000
Spine Dixie Berryhill Infrastructure (New Garrison Road)		31,200,000		31,200,000		31,200,000
Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)			13,520,000	13,520,000		13,520,000
East/Southeast Corridor	\$ 12,500,000	\$ 26,580,000	\$ 22,320,000	\$ 61,400,000	\$ 6,160,000	\$ 67,560,000
Land Acquisition and Street Connections	12,500,000	12,500,000		25,000,000		25,000,000
Monroe Road Streetscape		2,080,000	8,320,000	10,400,000		10,400,000
Public/Private Redevelopment Opportunities		10,000,000	10,000,000	20,000,000		20,000,000
Idlewild Road/Monroe Road Intersection				-	4,160,000	4,160,000
Sidewalk and Bikeway Improvements		2,000,000	4,000,000	6,000,000	2,000,000	8,000,000
Northeast Corridor	\$ 47,200,000	\$ 43,080,000	\$ 48,540,000	\$ 138,820,000	\$ 27,300,000	\$ 166,120,000
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	3,000,000		12,480,000	15,480,000		15,480,000
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000			15,080,000		15,080,000
Northeast Corridor Infrastructure (NECI)	16,640,000	35,360,000	27,300,000	79,300,000	27,300,000	106,600,000
Applied Innovation Corridor	12,480,000	7,720,000	8,760,000	28,960,000		28,960,000
Road/Infrastructure Projects	\$ 17,264,000	\$ 8,632,000	\$ -	\$ 25,896,000	\$ -	\$ 25,896,000
Neighborhood Transportation Programs	5,200,000			5,200,000		5,200,000
Eastern Circumferential	12,064,000			12,064,000		12,064,000
Park South Drive Extension		8,632,000		8,632,000		8,632,000
Cross Charlotte Multi-Use Trail	\$ 5,000,000	\$ 30,000,000		\$ 35,000,000		\$ 35,000,000
Sidewalks and Pedestrian Safety	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 45,000,000	\$ 15,000,000	\$ 60,000,000
Traffic Control and Bridges	\$ 14,000,000	\$ 10,000,000	\$ 10,000,000	\$ 34,000,000	\$ 14,000,000	\$ 48,000,000
Upgrade Traffic Signal System Coordination	3,000,000	3,000,000	3,000,000	9,000,000	6,000,000	15,000,000
Upgrade Traffic Control devices	7,000,000	4,000,000	4,000,000	15,000,000	4,000,000	19,000,000
Repair and Replace Bridges	4,000,000	3,000,000	3,000,000	10,000,000	4,000,000	14,000,000
Housing Diversity	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 45,000,000	\$ 15,000,000	\$ 60,000,000
Comprehensive Neighborhood Improvement Program (CNIP)	\$ 20,000,000	\$ 40,000,000	\$ 40,000,000	\$ 100,000,000	\$ 20,000,000	\$ 120,000,000
Total General Obligation Bonds	\$ 145,964,000	\$ 219,492,000	\$ 164,380,000	\$ 529,836,000	\$ 97,460,000	\$ 627,296,000
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)						
East/Southeast Corridor	\$ 25,000,000	\$ -	\$ -	\$ 25,000,000	\$ -	\$ 25,000,000
Bojangles/Ovens Area Redevelopment ⁽²⁾	25,000,000			25,000,000		25,000,000
Public Safety Facilities	\$ 78,500,000	\$ 22,750,000	\$ 21,900,000	\$ 123,150,000	\$ 9,750,000	\$ 132,900,000
Joint Communications Center ⁽²⁾	68,000,000			68,000,000		68,000,000
6 Police Division Stations ⁽²⁾	10,500,000	18,750,000	21,900,000	51,150,000	9,750,000	60,900,000
Land Purchase for Future Fire Stations		4,000,000		4,000,000		4,000,000
Maintenance Facilities/Customer Service	\$ -	\$ 2,080,000	\$ 9,620,000	\$ 11,700,000	\$ 19,500,000	\$ 31,200,000
Sweden Road Maintenance Yard Replacement			3,120,000	3,120,000	19,500,000	22,620,000
Northeast Equipment Maintenance Facility		2,080,000	6,500,000	8,580,000		8,580,000
Total Certificates of Participation	\$ 103,500,000	\$ 24,830,000	\$ 31,520,000	\$ 159,850,000	\$ 29,250,000	\$ 189,100,000
Total All Projects	\$ 249,464,000	\$ 244,322,000	\$ 195,900,000	\$ 689,686,000	\$ 126,710,000	\$ 816,396,000

Notes

(1) Four referenda will be scheduled for November of 2014, 2016, 2018, and 2020. The recommended FY2015-FY2019 five-year Community Investment Plan will be supported by three of these four bond referenda in 2014, 2016, and 2018. The fourth bond referendum in 2020 will be reflected in future five-year Community Investment Plans beginning in FY2017

(2) \$24.0M for Joint Communications Center, \$10.5M for Westover Police Station, and \$3.6M for Bojangles/Ovens Area Redevelopment in COPs funding was appropriated in FY2014

FY2015-FY2019 Community Investment Plan

3. MUNICIPAL DEBT-FUNDED PROJECT DESCRIPTIONS

This section provides a description of each debt-funded capital program and project included in the FY2015-FY2019 Community Investment Plan.

With a focus on a more holistic approach to infrastructure investment that leverages public and private investments, sustains our assets and addresses a broader array of community needs, the City is pursuing General Government capital projects that approach the City's infrastructure needs with a long-term, sustainable emphasis on: 1) promoting economic development, expansion and job creation, 2) increasing connectivity through road projects and infrastructure improvements, and 3) addressing housing diversity, neighborhood improvements, and quality of life needs.

Promote economic development, expansion, and job creation

Airport/West Corridor (\$44.7 million)

- \$31.2 million to extend Garrison Road and \$13.5 million to widen Dixie River Road to support economic development and leverage the Airport Intermodal Facility for development that provides quality jobs for the City. This infrastructure investment will facilitate economic development as recommended in the Dixie-Berryhill Area Plan and the Westside Strategic Plan.

East/Southeast Corridor (\$82.8 million)

- \$31.0 million for new street connections, streetscapes, sidewalk and bikeway improvements, land acquisitions, and public/private redevelopment. These investments will implement the Independence Boulevard Area Plan and will focus on streetscape improvements along Monroe Road, development of key catalyst sites, and connections to neighborhood services for pedestrians, bicyclists, motorists, and transit users.
- \$30.4 million for public/private redevelopment and Monroe Road Streetscape. (An additional \$4.2 million for the Idlewild Road/Monroe Road Intersection Improvements will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda)
- \$21.4 million for the redevelopment of the Bojangles/Ovens Area. Using existing City assets and public/private partnerships, the Bojangles/Ovens Area redevelopment will create a destination defining amateur sports complex capable of hosting major events.

Northeast Corridor (\$138.8 million)

- \$79.3 million for Northeast Corridor Infrastructure (NECI) connections to improve pedestrian, bicyclist and motorist access to the CATS Blue Line Extension. This investment will help implement station area plans along the Blue Line Extension. (An additional \$27.3 million for the remaining segments of the NECI Program will be reflected in future five-year CIPs supported by the 2020 Bond Referenda)
- \$30.6 million to construct two bridges over I-85 that will connect Research Drive to JW Clay Boulevard and IBM Drive to Ikea Boulevard /University Pointe Boulevard. These investments will help implement several area plans, including the University City and University Research Park Area Plans.
- \$28.9 million for the Applied Innovation Corridor infrastructure to support entrepreneurialism and job recruitment in growing technology, biosciences, health care, and energy industries. These investments will help implement several area plans, including the Center City and North Tryon Area Plans.

Increase connectivity through road projects and infrastructure improvements

Road and Infrastructure Projects (\$25.9 million)

- \$12.1 million to construct the Eastern Circumferential from Hanberry Boulevard to Back Creek Church Road, including bicycle lanes and sidewalks. This project will be coordinated with NCDOT's railroad project that proposes to build a railroad bridge over a future road and a future NCDOT project to build the portion of the Circumferential between NC 49 and Hanberry Boulevard.
- \$8.6 million to extend Park South Drive as a two-lane street from Fairview Road to a new roundabout at Carnegie Boulevard and to extend the existing eastbound left-turn lane on Fairview Road. This project will enhance the street network in the area and reduce delays at other signalized intersections along Fairview Road. It is consistent with two recent rezoning approvals, which will build a portion of this alignment and the roundabout.
- \$5.2 million for a Neighborhood Transportation Program to leverage outside agency projects and address smaller, unique neighborhood transportation mobility and safety needs, including Traffic Calming, Traffic Safety, State Highway Participation, Public/Private Participation, Minor Roadways, and Bicycle programs.

FY2015-FY2019 Community Investment Plan

Cross Charlotte Multi-Use Trail (\$35.0 million)

- \$35.0 million to construct a continuous bikeway trail extending across Charlotte from Pineville to the Cabarrus County line. The trail would connect the existing portions of the Little Sugar Creek Greenway with the Toby Creek and Mallard Creek Greenways. The trail will be a seamless and high-quality facility that is attractive to all bicyclists and will maintain separation between motorists and trail users. The trail will provide significant transportation and economic development benefits and will connect key destinations including Carolina Place, Park Road Shopping Center, Freedom Park, Carolinas Medical Center, Metropolitan mixed use village, Charlotte Center City, UNCC, CPCC, Cordelia Park, and the NoDa Arts and Entertainment District. The proximity of the trail to CATS Blue Line light rail extension will likely offer additional opportunities through redevelopment.

Sidewalk and Pedestrian Safety Program (\$45.0 million)

- \$45.0 million to provide for the construction of new sidewalks throughout the City, as well as Americans with Disabilities Act modifications. Sidewalks are selected for construction based on an evaluation of the roadway networks along thoroughfares and residential streets and on the sidewalk retrofit policy adopted by City Council. The current policy states that every thoroughfare should ultimately have sidewalk on both sides, while residential streets should have sidewalk on at least one side. The program encourages pedestrian use, improves safety, and provides connections within the existing sidewalk network. An additional \$15.0 million to continue the Sidewalk and Pedestrian Safety Program will be reflected in the FY2017-FY2021 five-year CIP supported by the 2020 Bond Referenda.

Traffic Control and Bridges (\$34.0 million)

- \$15.0 million to upgrade the City's traffic control devices. This program provides funding for scheduled maintenance and replacement of obsolete traffic control devices, such as traffic signals and signs. Replacing obsolete traffic controllers and loop detectors is necessary to maintain optimal traffic flow as well as provide a safe travel environment. There are approximately 725 signal-controlled intersections in Charlotte. An additional \$4.0 million to continue this program will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda.
- \$10.0 million to repair and replace bridges. This program provides for the timely inspection, repair, and replacement of substandard bridges throughout the City. The program's purpose is to maintain a safe bridge system by repairing and replacing bridges that do not meet structural capacity and width standards. Locations for bridge repairs and replacements are identified through the State's biennial inspection program and by City annexations. An additional \$4.0 million to continue this program will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda.
- \$9.0 million to upgrade the City's traffic signal coordination system. This program provides wiring for traffic signal coordination, cameras and computers for real-time traffic surveillance, traffic counts, and travel speed data to system operators. This program also provides incident management communication equipment for clearance of motor vehicle accidents, signal outages, traffic control during special events, and assistance to disabled motorists. An additional \$6.0 million to continue this program will be reflected in the FY2017-FY2021 CIP supported by the proposed 2020 Bond Referenda.

Address housing diversity, neighborhood improvements, and quality of life needs

Housing Diversity (\$45.0 million)

- \$45.0 million for the Affordable Housing Program, which is comprised of six programs described below to assist in increasing the supply of affordable housing. An additional \$15.0 million to continue this program will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda).
 - (1) Housing Locational Policy Acquisition Program to support the development of new, assisted multi-family housing in permissible areas, which are primarily South Charlotte.
 - (2) Tax Credit Set Aside Program to provide funds to developers receiving a North Carolina low-income Tax Credit Award from the North Carolina Housing Finance Agency for construction of new or rehabilitated multi-family housing developments serving households earning 60% or below the area median income.
 - (3) Supportive Services Housing Program to provide funds for developments that further the goals of the Ten-Year Plan to End and Prevent Homelessness.
 - (4) Incentive-Based Inclusionary Housing Program to encourage the development of affordable housing by the private sector.
 - (5) Single-Family Foreclosure/Blighted Acquisition and Rehabilitation Program to assist non-profit developers to acquire/rehabilitate and re-use foreclosed and blighted single-family properties to expand the supply of affordable housing in neighborhoods throughout the City.
 - (6) Multi-Family Rehabilitation and Acquisition Program to provide funds to acquire and renovate housing units in certain areas of town suffering from high vacancy rates and in financial distress, and make them available for the provision of affordable housing. This program would have a significant impact on increasing the supply of affordable housing units.

FY2015-FY2019 Community Investment Plan

Comprehensive Neighborhood Improvement Program (\$100.0 million)

- \$100.0 million to continue and enhance traditional Neighborhood Improvement Projects. The new Comprehensive Neighborhood Improvement Program (CNIP) will continue to focus on Area Plans, but will look beyond boundaries of residential areas for opportunities to enhance collaboration with public/private partners, leverage multiple investments in neighborhoods, and catalyze changes occurring in neighborhoods. The program will also coordinate with public safety, code enforcement, social services, and education to bring greater resources to the CNIP areas. This program will be conducted in five CNIP areas, including Prosperity Village, Whitehall/Ayrlesley, West Trade/Rozelles Ferry, Central/Eastland/Albemarle, and Sunset/Beatties Ford. An additional \$20.0 million to continue this program will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda.

Public Safety Facilities (\$88.7 million)

- \$44.0 million to construct the Joint Communications Center. This project provides funding for a Joint 911 Communications Center that will co-locate the 911 call centers for Charlotte Fire Department and the Charlotte-Mecklenburg Police Department, and will include a dedicated Emergency Operations Center (EOC) to provide increased operational efficiencies and infrastructure cost savings. Other occupants of this facility will include CharMeck 311, Mecklenburg County Sheriff's Department, and CDOT's traffic cameras. \$24 million in Certificates of Participations funding for the Joint Communications Center was appropriated in FY2014.
- \$40.7 million to construct four new permanent Police Stations in Hickory Grove Division, South Division, University City Division and Independence Division. All four of these facilities will replace temporary and leased facilities currently being used. These new facilities will accommodate the current and future needs of the CMPD by meeting the following criteria as established in CMPD's strategic plan for facilities: 1. Properly sized for current and future staffing needs; 2. Prominently located in a neighborhood as an anchor to the community that encourages revitalization; 3. Easily accessible to the public by locating on a main thoroughfare that is pedestrian friendly and served by public transportation; and 4. Creation of a "brand" for CMPD that is easily recognizable by the public while retaining an appearance that is adapted well to the surrounding community. \$10.5 million in Certificates of Participations for the Westover Division Station was appropriated in FY2014. An additional \$9.8 million for construction of the new Northwest Division Office will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda.
- \$4.0 million to purchase land for future Fire Stations.

Maintenance Facilities (\$11.7 million)

- \$8.6 million for planning and design of the new Northeast Equipment Maintenance Facility. This project provides for construction of a vehicle maintenance facility off of Orr Road in northeast Charlotte. The City-owned site is located between two City operational yards - Street Maintenance and Water and Sewer. The facility will reduce operational costs associated with transporting equipment to the Central or Sweden Road Yards resulting in less crew downtime.
- \$3.1 million for construction of the Sweden Road Maintenance Yard replacement. An additional \$19.5 million will be reflected in the FY2017-FY2021 CIP supported by the 2020 Bond Referenda.

FY2015-FY2019 Community Investment Plan

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

1.20¢ of the property tax rate is dedicated to Pay-As-You-Go Fund in FY2015, no change from the current year.

The PAYGO fund provides cash investments for relatively small capital projects. The PAYGO Fund includes the PAYGO property tax, a portion of the City's auto and sales taxes, 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.

The PAYGO capital program includes \$55.2 million in FY2015 revenues, a \$4.5 million increase, or 8.8%, over the FY2014 CIP.

Below is a summary of the major FY2015 PAYGO revenues:

- \$27.7 million from Auto and Sales Taxes
- \$10.8 million from PAYGO Property Tax
- \$10.3 million from Vehicle Rental Tax
- \$5.4 million from General Capital fund balance and Capital Reserve
- \$1.0 million from miscellaneous grant and interest income

Major projects funded by PAYGO in FY2015:

- \$19.5 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$10.3 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$7.9 million for Innovative Housing and other housing programs, including \$2.0 million for Rental Assistance Endowment (A Way Home)
- \$9.0 million for facilities maintenance and renovation
- \$3.3 million for Environmental Services and the Tree Management Program
- \$2.4 million for Business Corridor Revitalization and other economic development support
- \$2.0 million for Technology Investments

For the full FY2015-FY2019 five-year Community Investment Plan, the following projects are supported by \$159.7 million in Pay-As-You-Go, Grants, and other current revenues:

- \$39.5 million for CDBG and HOME Grant Programs
- \$37.0 million for facility maintenance, renovation, and repair
- \$32.8 million to support Innovative Housing and other housing programs
- \$16.6 million for environmental services and tree removal and replacement
- \$12.9 million for transportation infrastructure maintenance
- \$10.9 million for Business Corridor and Business Grant Programs
- \$10.0 million for technology investments

New projects funded by PAYGO in FY2015:

Included in the totals above are the following new projects funded with \$4.8 million in Pay-As-You-Go General Capital Reserves:

- \$2.0 million for *A Way Home* (Rental Assistance Endowment)
- \$1.1 million for Government Center Exterior Re-Caulking
- \$0.8 million for Americans with Disabilities Act (ADA) Investments
- \$0.4 million for Government Center Elevator Upgrades
- \$0.4 million for Government Center Plaza Waterproofing
- \$0.1 million for TreesCharlotte

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

FY2015-FY2019 Community Investment Plan

4. PAY-AS-YOU-GO PROGRAM SCHEDULE

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
REVENUES						
Property Tax (1.20¢)	\$ 10,746,529	10,992,887	11,155,539	11,320,631	11,488,200	55,703,786
Property Tax - Synthetic TIG	86,110	85,514	89,107	149,525	181,595	591,851
PAYGO Fund - Interest Income	295,000	295,000	370,000	570,000	836,000	2,366,000
Sales Tax	15,500,000	16,042,500	16,603,988	17,185,127	17,786,607	83,118,222
Vehicle Rental Tax	10,343,148	10,550,011	10,761,011	10,976,231	11,195,756	53,826,157
Motor Vehicle Licenses (a)	12,220,161	11,728,864	11,963,441	12,202,710	12,446,764	60,561,940
Grant Program Income (b)	600,000	600,000	600,000	600,000	600,000	3,000,000
Capital Fund Balance	1,025,291	228,725	166,425	179,530		1,599,970
FY2015 Capital Reserve	4,350,000	400,000				4,750,000
Sale of Land		1,099,736	714,950	239,785		2,054,471
TOTAL REVENUES	\$ 55,166,239	52,023,237	52,424,460	53,423,540	54,534,922	267,572,398
EXPENDITURES						
Contributions to Others						
CATS Maintenance Of Effort (MOE) (c)	\$ 19,520,560	20,106,177	20,709,362	21,330,643	21,970,562	103,637,304
Cultural Facilities (d)	7,796,015	7,951,936	8,110,974	8,273,194	8,438,658	40,570,777
Mecklenburg County & Towns (e)	598,129	610,091	622,293	634,739	647,434	3,112,686
Economic Development & Neighborhoods						
Business Corridor Revitalization	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Neighborhood Grants	325,000	325,000	325,000	325,000	325,000	1,625,000
Synthetic TIG Projects	66,491	59,842	58,500	96,423	127,211	408,467
Environmental Services						
Environmental Services Program	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Tree Replacement Program	700,000	700,000	700,000	700,000	700,000	3,500,000
Tree Trimming and Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
TreesCharlotte	100,000					100,000
Facilities Maintenance & Renovation						
Americans With Disabilities Act (ADA)	400,000	400,000				800,000
Building Maintenance	3,617,863	3,639,030	3,627,410	3,752,066	3,973,216	18,609,584
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Government Center and Plaza Maintenance	700,000	700,000	700,000	700,000	700,000	3,500,000
Government Center Exterior Re-Caulking	1,100,000					1,100,000
Government Center Plaza Waterproofing	350,000					350,000
Government Center Elevator Upgrades (2)	400,000					400,000
Landscape and Median Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Roof Replacement Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Housing Program						
HOME Grant Match (b)	962,997	962,997	962,997	962,997	962,997	4,814,985
Innovative Housing (b)	4,430,180	4,430,180	4,430,180	4,430,180	4,430,180	22,150,900
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home - Rental Assistance	2,000,000					2,000,000
Technology Services						
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Transportation Infrastructure						
Road Planning/Design/ROW	1,949,004	1,987,984	2,027,744	2,068,298	2,109,664	10,142,694
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
TOTAL EXPENDITURES	\$ 55,166,239	52,023,237	52,424,460	53,423,540	54,534,922	267,572,398

(a) For FY2015, \$23.60 of the \$30.00 Motor Vehicle License Fee is allocated to Pay-As-You-Go Fund. For FY2016 - FY2019, the allocation is \$22.25

(b) Includes annual program income (Innovative = \$200,000; HOME = \$400,000)

(c) Contribution to CATS MOE supported by Vehicle Rental Tax and Motor Vehicle License Fee

(d) Contribution to Cultural Facilities supported by Sales Tax

(e) Contribution to Mecklenburg County and Towns supported by Vehicle Rental Tax

FY2015-FY2019 Community Investment Plan

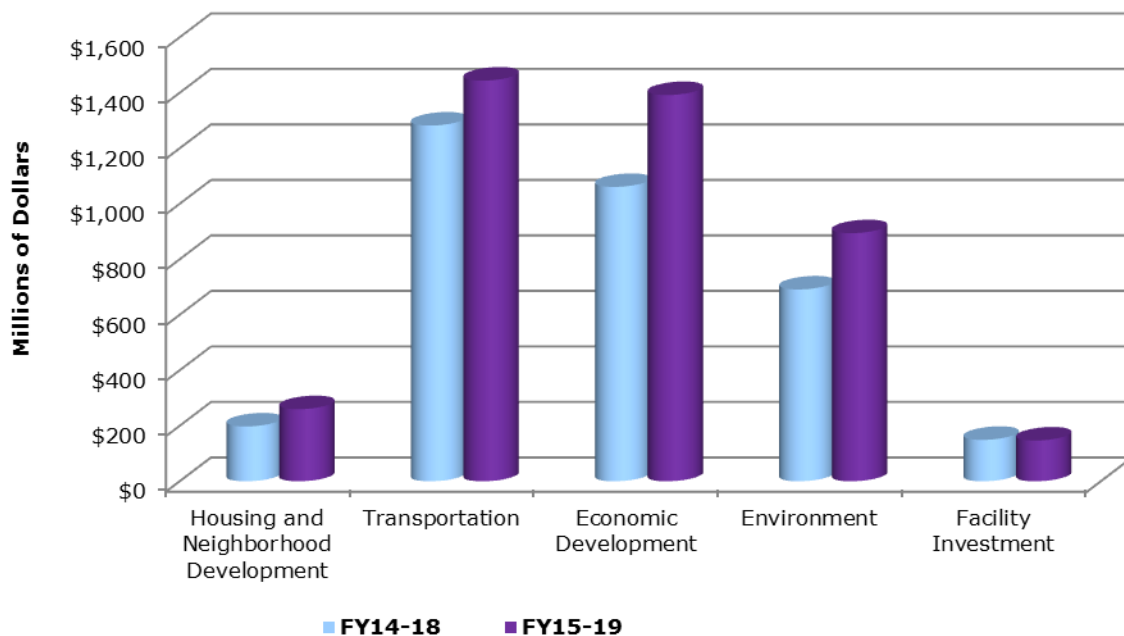
5. HISTORICAL COMPARISON TO PREVIOUS FIVE-YEAR PROGRAM

The information below and on the next page provides a comparison of the FY2014-FY2018 CIP to the FY2015-FY2019 Community Investment Plan and a summary for each program area.

The FY2015-FY2019 Community Investment Plan totals \$4.1 billion, a \$758.4 million, 22.4% increase over the FY2014-FY2018 capital program. This increase is due to growth in the Aviation, Utilities, and Storm Water Enterprise capital programs; and to new General Community Investment Plan funding scheduled for the 2014 bond referendum to support long-range infrastructure investments focused on job growth, getting people around, and quality of life.

- **Housing and Neighborhood Development:** funding is increasing by \$64.6 million, or 32.7% to support improving communities through the Affordable Housing Program, the Sidewalk and Pedestrian Safety Program, and the new Comprehensive Neighborhood Improvement Program.
- **Transportation:** funding for General Government capital projects is increasing \$62.9 million, or 30.6% to support new investments in Corridors and increased transportation connections. Funding for Charlotte Area Transit Service capital projects is increasing \$99.3 million, or 9.2%.
- **Economic Development:** funding for General Government capital projects is increasing \$22.7 million, or 24.2% to support new investments in Corridors. Funding for the Aviation capital program is increasing \$308.1 million, or 31.9%.
- **Environment:** funding for General Government capital projects is increasing \$0.1 million, or 0.6% to provide one-time supplemental funding of \$100,000 in FY2015 for additional tree plantings through the TreesCharlotte Program. Funding for the Storm Water capital program is increasing \$54.7 million, or 25.7%, and funding for the Water and Sewer capital program is increasing \$148.2 million, or 32.1%.
- **Facility Investments:** the Facility Investments five-year program to support additional public safety and maintenance facilities is decreasing \$2.2 million, or 1.5%.

CIP Funding Levels



FY2015-FY2019 Community Investment Plan

5. PROGRAM EXPENDITURE SUMMARY COMPARISON

Program Category	FY2015	FY2016	FY2017	FY2018	FY2019	FY15-19 CIP	%	FY14-18 CIP
HOUSING AND NEIGHBORHOOD DEVELOPMENT								
Housing	\$ 23,230,238	21,230,238	21,230,238	21,230,238	28,730,238	115,651,190	19.1%	97,070,475
Neighborhoods	35,325,000	325,000	55,325,000	325,000	55,325,000	146,625,000	45.7%	100,625,000
Total Housing and Neighborhood Development	\$ 58,555,238	21,555,238	76,555,238	21,555,238	84,055,238	262,276,190	32.7%	197,695,475
TRANSPORTATION								
Roads	\$ 66,483,004	9,537,984	114,769,744	7,618,298	69,959,664	268,368,694	30.6%	205,491,230
Charlotte Area Transit	205,884,426	500,745,994	195,692,346	150,422,079	122,726,094	1,175,470,939	9.2%	1,076,209,620
Total Transportation	\$ 272,367,430	510,283,978	310,462,090	158,040,377	192,685,758	1,443,839,633	12.7%	1,281,700,850
ECONOMIC DEVELOPMENT								
Economic Development	\$ 48,546,491	2,159,842	34,458,500	2,196,423	29,307,211	116,668,467	24.2%	93,946,796
Aviation	255,419,544	107,179,911	297,313,728	342,096,421	272,927,329	1,274,936,933	31.9%	966,841,508
Total Economic Development	\$ 303,966,035	109,339,753	331,772,228	344,292,844	302,234,540	1,391,605,400	31.2%	1,060,788,304
ENVIRONMENT								
Environmental Services	\$ 3,400,000	3,300,000	3,300,000	3,300,000	3,300,000	16,600,000	0.6%	16,500,000
Storm Water	53,052,500	40,037,500	89,330,000	48,625,000	36,850,000	267,895,000	25.7%	213,150,000
Water	33,843,400	65,565,000	42,695,000	93,545,000	34,945,000	270,593,400	23.0%	220,005,000
Sewer	73,045,400	44,580,400	64,270,000	55,940,000	101,420,000	339,255,800	40.4%	241,641,200
Total Environment	\$ 163,341,300	153,482,900	199,595,000	201,410,000	176,515,000	894,344,200	29.4%	691,296,200
FACILITY INVESTMENTS								
Facilities	\$ 55,017,863	9,189,030	33,607,410	8,902,066	40,643,216	147,359,585	-1.5%	149,536,785
TOTAL PROGRAM	\$ 853,247,866	803,850,899	951,991,966	734,200,525	796,133,752	4,139,425,008	22.4%	3,381,017,614

FY2015-FY2019 Community Investment Plan

6. GENERAL GOVERNMENT REVENUES SUMMARY

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
BONDS						
Housing Bonds TBA (2014, 2016, 2018)	\$ 7,500,000	7,500,000	7,500,000	7,500,000	15,000,000	45,000,000
Neighborhood Bonds TBA (2014, 2016, 2018)	20,000,000		40,000,000		40,000,000	100,000,000
Street Bonds TBA (2014, 2016, 2018)	103,964,000	7,000,000	159,492,000	5,000,000	109,380,000	384,836,000
CERTIFICATES OF PARTICIPATION (COPs)						
Economic Development (2014)	\$ 21,400,000					21,400,000
Joint Communications Center (2014)	44,000,000					44,000,000
Hickory Grove Division Police Station (2016)			9,375,000			9,375,000
South Division Police Station (2016)			9,375,000			9,375,000
University City Division Police Station (2018)					10,950,000	10,950,000
Independence Division Police Station (2018)					10,950,000	10,950,000
NE Equipment Maintenance Facility (2016, 2018)			2,080,000		6,500,000	8,580,000
Sweden Road Maintenance Yard (2018)					3,120,000	3,120,000
Land for Future Fire Stations (2016)			4,000,000			4,000,000
Total Bonds and COPs	\$ 196,864,000	14,500,000	231,822,000	12,500,000	195,900,000	651,586,000
TAXES						
Property Tax	\$ 10,746,529	10,992,887	11,155,539	11,320,631	11,488,200	55,703,786
Property Tax - Synthetic TIF	86,110	85,514	89,107	149,525	181,595	591,851
Interest Income	295,000	295,000	370,000	570,000	836,000	2,366,000
Sales Tax	7,703,985	8,090,564	8,493,014	8,911,933	9,347,949	42,547,445
Auto Tax	2,444,620	1,562,607	1,392,797	1,213,559	1,024,524	7,638,107
Capital Fund Balance	5,375,291	628,725	166,425	179,530		6,349,970
Total Taxes	\$ 26,651,535	21,655,297	21,666,882	22,345,178	22,878,268	115,197,159
GRANTS						
Community Dev Block Grant	\$ 4,985,075	4,985,075	4,985,075	4,985,075	4,985,075	24,925,375
Community Dev HOME Grant	2,251,986	2,251,986	2,251,986	2,251,986	2,251,986	11,259,930
Total Grants	\$ 7,237,061	7,237,061	7,237,061	7,237,061	7,237,061	36,185,305
FUND BALANCES, LOAN REPAYMENTS, AND OTHER						
Innovative Housing Income	\$ 200,000	200,000	200,000	200,000	200,000	1,000,000
CDBG Program Income	250,000	250,000	250,000	250,000	250,000	1,250,000
HOME Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
Affordable Housing Income	300,000	300,000	300,000	300,000	300,000	1,500,000
Business Grant Program Income	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Land		1,099,736	714,950	239,785		2,054,471
Total Fund Balances, Loan Repayments, and Other	\$ 1,250,000	2,349,736	1,964,950	1,489,785	1,250,000	8,304,471
TOTAL GENERAL GOVERNMENT REVENUES	\$ 232,002,596	45,742,094	262,690,892	43,572,025	227,265,329	811,272,936

6. GENERAL GOVERNMENT EXPENDITURE SUMMARY

HOUSING & NEIGHBORHOOD DEVELOPMENT	\$ 58,555,238	21,555,238	76,555,238	21,555,238	84,055,238	262,276,190
TRANSPORTATION	66,483,004	9,537,984	114,769,744	7,618,298	69,959,664	268,368,694
ECONOMIC DEVELOPMENT	48,546,491	2,159,842	34,458,500	2,196,423	29,307,211	116,668,467
ENVIRONMENT	3,400,000	3,300,000	3,300,000	3,300,000	3,300,000	16,600,000
FACILITY INVESTMENTS	55,017,863	9,189,030	33,607,410	8,902,066	40,643,216	147,359,585
TOTAL GENERAL GOVERNMENT EXPENDITURES	\$ 232,002,596	45,742,094	262,690,892	43,572,025	227,265,329	811,272,936

FY2015-FY2019 Community Investment Plan

7. ENTERPRISE COMMUNITY INVESTMENT PLAN SUMMARY

Storm Water (\$267.9 million)

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. Storm Water totals \$267.9 million, a 25.7% increase over the prior year's five-year program, and is funded by \$180.5 million in cash and \$87.4 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:

- \$133.1 million for flood control projects in neighborhood water basins
- \$108.6 million for storm water repairs to existing drains and stream restoration
- \$13.5 million for pollution control projects
- \$7.5 million for Post Construction Control and Stream Mitigation
- \$5.2 million for minor storm water projects

Charlotte Area Transit System (CATS) (\$1.2 billion)

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 \$1.2 billion, a 9.2% increase, 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:

- \$1.0 billion for the LYNX Blue Line Extension
- \$75.8 million for bus and special transportation vehicle replacement
- \$36.4 million for transit maintenance and equipment
- \$17.2 million for Transit Support Technology
- \$9.9 million for Bus and Light Rail Transit facilities
- \$7.5 million for transit corridor planning and development

Water and Sewer (\$609.8 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 \$609.8 million, a 32.1% increase, and is funded by \$203.4 million in cash and \$406.4 million in revenue bonds. The Water and Sewer capital program includes the following major programs:

- \$350.5 million to maintain and extend existing infrastructure
- \$164.1 million to support growth and development
- \$95.2 million to support other public projects and Utilities operations

Aviation (\$1.3 billion)

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. Aviation totals \$1.3 billion, a 31.9% increase, and is funded by \$854.8 million in revenue bonds, \$112.7 million in Federal Aviation Administration grants, \$33.0 million in Transportation Security Administration funding, and \$274.4 million in cash. The Aviation capital program includes, among others, the following major projects:

- \$425.0 million for the International Terminal (Phase I)
- \$175.0 million for Terminal Lobby expansion
- \$95.0 million for Concourse 'B' expansion
- \$93.5 million for the Fourth Parallel Runway
- \$64.4 million for Terminal Building expansion and rehabilitation
- \$48.2 million for Concourse 'E' expansion and improvements
- \$45.0 million for the Air Traffic Control Tower
- \$38.0 million for Terminal Ramp Expansion (West)
- \$36.7 million for an In-line Baggage System
- \$25.2 million for Runway 18L/36R reconstruction and rehabilitation

FY2015-FY2019 Community Investment Plan

8. ENTERPRISE FUNDS REVENUE SUMMARY

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
STORM WATER						
Storm Water Revenue Bonds	\$ 16,552,500	3,537,500	53,830,000	13,125,000	350,000	87,395,000
Storm Water Pay-As-You-Go	35,000,000	35,000,000	34,000,000	34,000,000	35,000,000	173,000,000
Storm Water Program Income	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Total Storm Water	\$ 53,052,500	40,037,500	89,330,000	48,625,000	36,850,000	267,895,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	\$ 120,275,000	113,320,000	113,196,000	114,832,000	90,109,000	551,732,000
Short-Term BLE Financing - COPS	56,329,000	187,095,000	53,901,500			297,325,500
Long-Term BLE Financing		166,000,000				166,000,000
NCDOT Transit Grants	24,383,000	23,296,000	22,636,500	23,267,500	24,300,000	117,883,000
CATS Local Contribution	4,897,426	11,034,994	5,958,346	12,322,579	8,317,094	42,530,439
Total CATS	\$ 205,884,426	500,745,994	195,692,346	150,422,079	122,726,094	1,175,470,939
WATER AND SEWER						
Water Revenue Bonds	\$ 13,936,900	44,190,000	22,320,000	73,220,000	15,520,000	169,186,900
Sewer Revenue Bonds	52,101,900	23,710,000	44,170,000	35,840,000	81,320,000	237,141,900
Water/Sewer Operating Fund	40,850,000	42,245,400	40,475,000	40,425,000	39,525,000	203,520,400
Total Water and Sewer	\$ 106,888,800	110,145,400	106,965,000	149,485,000	136,365,000	609,849,200
AVIATION						
Revenue Bonds	\$ 77,025,565	21,705,063	243,155,925	280,531,250	232,365,625	854,783,429
FAA Grants and Funding	14,668,125	2,616,600	22,817,775	39,993,750	32,596,875	112,693,125
Excluded Cost Centers	18,914,884	10,502,509	21,752,509	13,850,000	3,750,000	68,769,902
Contract Facility Charge Fund Balance	56,734,896	24,300,000				81,034,896
Transportation Security Admin Funding	16,510,170	16,510,170				33,020,339
Aviation Pay-As-You-Go	14,170,909	1,450,000				15,620,909
Passenger Facility Charge Pay-As-You-Go	57,394,995	30,095,569	9,587,519	7,721,421	4,214,829	109,014,333
Total Aviation	\$ 255,419,544	107,179,911	297,313,728	342,096,421	272,927,329	1,274,936,933
TOTAL ENTERPRISE FUND REVENUES	\$ 621,245,270	758,108,805	689,301,074	690,628,500	568,868,423	3,328,152,072

8. ENTERPRISE FUNDS EXPENDITURE SUMMARY

STORM WATER	53,052,500	40,037,500	89,330,000	48,625,000	36,850,000	267,895,000
CHARLOTTE AREA TRANSIT	205,884,426	500,745,994	195,692,346	150,422,079	122,726,094	1,175,470,939
WATER AND SEWER	106,888,800	110,145,400	106,965,000	149,485,000	136,365,000	609,849,200
AVIATION	255,419,544	107,179,911	297,313,728	342,096,421	272,927,329	1,274,936,933
TOTAL ENTERPRISE FUNDS EXPENDITURES	\$ 621,245,270	758,108,805	689,301,074	690,628,500	568,868,423	3,328,152,072

FY2015-FY2019 Community Investment Plan

9. HOUSING AND NEIGHBORHOODS PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
<u>Housing</u>						
Housing Diversity Program	\$ 7,800,000	7,800,000	7,800,000	7,800,000	15,300,000	46,500,000
Community Dev BLOCK GRANT	5,235,075	5,235,075	5,235,075	5,235,075	5,235,075	26,175,375
Community Dev HOME GRANT	3,214,983	3,214,983	3,214,983	3,214,983	3,214,983	16,074,915
Innovative Housing Program	4,430,180	4,430,180	4,430,180	4,430,180	4,430,180	22,150,900
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
A Way Home (Rental Assistance Endowment)	2,000,000					2,000,000
Total Housing	\$ 23,230,238	21,230,238	21,230,238	21,230,238	28,730,238	115,651,190
<u>Neighborhoods</u>						
Comprehensive Neighborhood Improvements	\$ 20,000,000		40,000,000		40,000,000	100,000,000
Sidewalk and Pedestrian Safety	15,000,000		15,000,000		15,000,000	45,000,000
Neighborhood Matching Grants	325,000	325,000	325,000	325,000	325,000	1,625,000
Total Neighborhoods	\$ 35,325,000	325,000	55,325,000	325,000	55,325,000	146,625,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$ 58,555,238	21,555,238	76,555,238	21,555,238	84,055,238	262,276,190
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
Neighborhood Bonds TBA (2014, 2016, 2018)	\$ 20,000,000		40,000,000		40,000,000	100,000,000
Housing Bonds TBA (2014, 2016, 2018)	7,500,000	7,500,000	7,500,000	7,500,000	15,000,000	45,000,000
Street Bonds TBA (2014, 2016, 2018)	15,000,000		15,000,000		15,000,000	45,000,000
Pay-As-You-Go Fund	7,668,177	5,668,177	5,668,177	5,668,177	5,668,177	30,340,885
Community Dev Block Grant	4,985,075	4,985,075	4,985,075	4,985,075	4,985,075	24,925,375
HOME Grant	2,251,986	2,251,986	2,251,986	2,251,986	2,251,986	11,259,930
Innovative Housing Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
Community Development Program Income	250,000	250,000	250,000	250,000	250,000	1,250,000
HOME Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
Affordable Housing Bonds Program Income	300,000	300,000	300,000	300,000	300,000	1,500,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY	\$ 58,555,238	21,555,238	76,555,238	21,555,238	84,055,238	262,276,190

FY2015-FY2019 Community Investment Plan

9. TRANSPORTATION PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>	
Roads							
SE Corridor Sidewalk and Bikeway Improvements	\$		2,000,000		4,000,000	6,000,000	
Research Drive-J.W. Clay Connector over I-85 (N)		3,000,000			12,480,000	15,480,000	
University Pointe Connection-IBM Dr. to Ikea Blvd (S)		15,080,000				15,080,000	
Northeast Corridor Infrastructure (NECI)		16,640,000	35,360,000		27,300,000	79,300,000	
New Garrison Road			31,200,000			31,200,000	
Widen Dixie Berryhill Road					13,520,000	13,520,000	
Neighborhood Transportation Programs		5,200,000				5,200,000	
Eastern Circumferential (Hanberry to Back Creek Ch)		12,064,000				12,064,000	
Park South Drive Extension			8,632,000			8,632,000	
26-Mile Cross Charlotte Multi-Use Trail		5,000,000	30,000,000			35,000,000	
Traffic Signal System Coordination Upgrade Program		1,500,000	1,500,000	1,500,000	3,000,000	9,000,000	
Traffic Control Devices Upgrade Program		3,500,000	3,500,000	2,000,000	2,000,000	15,000,000	
Repair and Replace Bridges Program		2,000,000	2,000,000	1,500,000	1,500,000	10,000,000	
Sidewalk and Curb and Gutter Repairs		550,000	550,000	550,000	550,000	2,750,000	
Road Planning/Design/ROW		1,949,004	1,987,984	2,027,744	2,068,298	10,142,694	
Total Roads	\$	66,483,004	9,537,984	114,769,744	7,618,298	69,959,664	268,368,694
Charlotte Area Transit System							
<u>Transit Vehicles:</u>							
Vehicles: Revenue	\$	7,281,815	13,892,083	14,348,251	22,449,754	17,220,346	75,192,249
Vehicles: Non Revenue			240,000	175,000	190,000		605,000
<u>Transit Facilities:</u>							
Bus Facilities: Improvements		3,884,362	1,210,480	604,884	906,481	878,275	7,484,482
LRT Facilities Projects		699,800	375,000	89,000	200,000	1,025,000	2,388,800
<u>Transit Maintenance and Equipment:</u>							
Bus Equipment: Shop		500,000	600,000	620,000	590,000	975,000	3,285,000
Preventive Maintenance		3,608,445	4,410,377	4,410,377	4,410,377	4,410,377	21,249,953
LRT Maintenance-Of-Way: Equipment & Tools		4,256,221	1,772,375	801,000	275,000	1,415,000	8,519,596
Safety & Security Equipment		644,376	647,738	658,362	677,376	700,000	3,327,852
<u>Transit Support:</u>							
Technology		5,330,071	5,021,272	2,690,010	2,153,090	2,012,710	17,207,153
<u>Transit Corridor Development:</u>							
LYNX Blue Line Extension (NE Corridor Light Rail)		177,978,000	471,483,000	170,311,000	117,170,000	91,814,386	1,028,756,386
Transit Planning Support		1,000,000	360,000	445,000	400,001	400,000	2,605,001
Transit Corridor Development - Bridge Program		701,336	733,669	539,462	1,000,000	1,875,000	4,849,467
Total Charlotte Area Transit	\$	205,884,426	500,745,994	195,692,346	150,422,079	122,726,094	1,175,470,939
TOTAL TRANSPORTATION	\$	272,367,430	510,283,978	310,462,090	158,040,377	192,685,758	1,443,839,633
TRANSPORTATION REVENUE SUMMARY							
Street Bonds TBA (2014, 2016, 2018)	\$	63,984,000	7,000,000	112,192,000	5,000,000	67,300,000	255,476,000
Pay-As-You-Go Fund		2,499,004	2,537,984	2,577,744	2,618,298	2,659,664	12,892,694
Total Revenue Roads	\$	66,483,004	9,537,984	114,769,744	7,618,298	69,959,664	268,368,694
Federal Transit Grants	\$	120,275,000	113,320,000	113,196,000	114,832,000	90,109,000	551,732,000
Short-Term BLE Financing - COPs		56,329,000	187,095,000	53,901,500			297,325,500
Long-Term BLE Financing			166,000,000				166,000,000
NCDOT Transit Grants		24,383,000	23,296,000	22,636,500	23,267,500	24,300,000	117,883,000
CATS Local Contribution		4,897,426	11,034,994	5,958,346	12,322,579	8,317,094	42,530,439
Total Revenue Transit	\$	205,884,426	500,745,994	195,692,346	150,422,079	122,726,094	1,175,470,939
TOTAL TRANSPORTATION REVENUES	\$	272,367,430	510,283,978	310,462,090	158,040,377	192,685,758	1,443,839,633

FY2015-FY2019 Community Investment Plan

9. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
Economic Development						
Business Grant Program	\$ 100,000	100,000	100,000	100,000	100,000	500,000
Business Corridor Revitalization Strategy	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Synthetic Tax Increment Financing (property tax)	66,491	59,842	58,500	96,423	127,211	408,467
Applied Innovation Corridor						
Graham Street Streetscape	10,480,000					10,480,000
Woodward/24th Street Connection			2,560,000			2,560,000
Tryon Street Connectivity			5,160,000			5,160,000
Matheson Avenue Streetscape					6,760,000	6,760,000
Private Development Leverage Fund	2,000,000				2,000,000	4,000,000
SE Corridor Land Acquisition & Street Connection	12,500,000		12,500,000			25,000,000
Monroe Road Streetscape			2,080,000		8,320,000	10,400,000
Bojangles/Ovens Area Redevelopment	21,400,000					21,400,000
Public/Private Redevelopment Opportunities			10,000,000		10,000,000	20,000,000
Total Economic Development	\$ 48,546,491	2,159,842	34,458,500	2,196,423	29,307,211	116,668,467
ECONOMIC DEVELOPMENT REVENUE SUMMARY						
Business Grant Program Income	\$ 100,000	100,000	100,000	100,000	100,000	500,000
Pay-As-You-Go Fund	2,066,491	2,059,842	2,058,500	2,096,423	2,127,211	10,408,467
Street Bonds TBA (2014, 2016, 2018)	24,980,000		32,300,000		27,080,000	84,360,000
Certificates of Participation TBA	21,400,000					21,400,000
Total Revenue General ED	\$ 48,546,491	2,159,842	34,458,500	2,196,423	29,307,211	116,668,467

FY2015-FY2019 Community Investment Plan

9. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
Aviation						
<u>Airfield Projects</u>						
Aircraft Hold Pads for 18L/36R	\$				2,800,000	2,800,000
Flight Track Monitoring System		45,081	11,270			56,351
Fourth Parallel Runway		1,000,000	3,818,800	23,693,700	43,325,000	21,662,500
High-Speed Taxiway		2,730,000				2,730,000
Runway 18L/36R Reconstruction				1,000,000	19,000,000	20,000,000
Runway 18L/36R Rehabilitation		5,178,000				5,178,000
Terminal Ramp Expansion (West)		32,571,429	5,428,571			38,000,000
West Boulevard Relocation- Phase II			670,000	6,730,000	6,000,000	13,400,000
Total Airfield Projects	\$	41,524,510	9,928,641	30,423,700	50,325,000	43,462,500
<u>Terminal Complex Projects</u>						
Business Valet Deck II	\$	13,090,909				13,090,909
Concourse B Expansion			34,800,000	33,200,000	27,000,000	95,000,000
Concourse 'E' Baggage Transfer Station			540,000	703,000	120,750	1,363,750
Concourse 'E' Expansion - Phase VIII			10,500,000	17,000,000	2,500,000	30,000,000
Concourse 'E' Jet Bridges - Phase I			3,953,125	1,796,875		5,750,000
Concourse 'E' Jet Bridges - Phase II				7,018,421	4,094,079	11,112,500
Consolidated Fuel Farm Expansion		1,047,832				1,047,832
Consolidated Rental Car Facility		22,181,247				22,181,247
East Terminal Expansion - Phase II		5,000,000	5,000,000			10,000,000
Electrical Infrastructure Upgrade (Terminal)		6,000,000				6,000,000
In-Line Baggage System		18,344,633	18,344,633			36,689,266
International Terminal			155,000,000	135,000,000	135,000,000	425,000,000
Long Term 2 Parking Lot Expansion		6,500,803				6,500,803
New Short-Term Public Parking Deck		20,045,268				20,045,268
Passenger Boarding Units			422,925			422,925
Pedestrian Tunnels		2,850,000	2,850,000			5,700,000
Rental Car Storage Facility		13,853,649				13,853,649
Security Enhancement Upgrades		4,340,200				4,340,200
Terminal Building Expansion (West)		3,472,077				3,472,077
Terminal Curb Front Roadway		12,429,678	12,429,678	7,250,644		32,110,000
Terminal Lobby Expansion				35,250,000	82,750,000	57,000,000
Terminal Rehabilitation		14,798,186	13,998,400			28,796,586
Upper Level Commercial Vehicle Roadway						
Total Terminal Complex Projects	\$	143,954,482	56,998,761	245,137,519	275,671,421	225,714,829
<u>Miscellaneous Aviation Projects</u>						
Air Traffic Control Tower	\$	20,700,000	24,300,000			45,000,000
Airport Entrance Road		8,176,936				8,176,936
Airport Office Relocation - Phase II		1,050,000	950,000			2,000,000
Master Plan Land Acquisition		7,000,000				7,000,000
Master Plan Land Acquisition (South)		10,502,509	10,502,509	10,502,509		31,507,527
Master Plan Update - Airport Master Planning		1,955,607				1,955,607
Roadway Signage Project		3,150,000				3,150,000
Storm Water Facilities		226,000	4,000,000			4,226,000
Vehicle Wash Facility		30,000	500,000			530,000
Total Miscellaneous Aviation Projects	\$	52,791,052	40,252,509	10,502,509	-	-

FY2015-FY2019 Community Investment Plan

9. ECONOMIC DEVELOPMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>	
General Aviation Projects							
Bank of America Road Relocation	\$			1,500,000		1,500,000	
Fixed Base Operation Ramp Rehabilitation		4,650,000				4,650,000	
Fixed Base Operation Ramp Expansion				3,000,000		3,000,000	
Fixed Base Operation Terminal Expansion			1,150,000	1,850,000		3,000,000	
Fixed Base Operation Terminal Canopy				1,000,000		1,000,000	
GADO Site Redevelopment				1,250,000	3,750,000	5,000,000	
General Aviation Hangars			7,500,000	7,500,000		15,000,000	
General Aviation Maintenance Hangar		3,500,000				3,500,000	
Total General Aviation Projects	\$	8,150,000	8,650,000	16,100,000	3,750,000	36,650,000	
Cargo Development Projects							
Cargo Buildings #8	\$		2,600,000			2,600,000	
Cargo Ramp Expansion (Buildings 6 & 7)		6,999,500				6,999,500	
Old Terminal Loop Road		2,000,000				2,000,000	
Total Cargo Development		8,999,500	2,600,000			11,599,500	
TOTAL AVIATION	\$	255,419,544	107,179,911	297,313,728	342,096,421	272,927,329	1,274,936,933
AVIATION REVENUE SUMMARY							
Revenue Bonds	\$	77,025,565	21,705,063	243,155,925	280,531,250	232,365,625	854,783,428
FAA Grants and Funding		14,668,125	2,616,600	22,817,775	39,993,750	32,596,875	112,693,125
Excluded Cost Centers		18,914,884	10,502,509	21,752,509	13,850,000	3,750,000	68,769,902
Contract Facility Charge Fund Balance		56,734,896	24,300,000				81,034,896
Transportation Security Admin Funding		16,510,170	16,510,170				33,020,340
Airport Pay-As-You-Go		14,170,909	1,450,000				15,620,909
Passenger Facility Charge Pay-As-You-Go		57,394,995	30,095,569	9,587,519	7,721,421	4,214,829	109,014,333
TOTAL REVENUE AVIATION	\$	255,419,544	107,179,911	297,313,728	342,096,421	272,927,329	1,274,936,933
TOTAL ECONOMIC DEVELOPMENT REVENUES	\$	303,966,035	109,339,753	331,772,228	344,292,844	302,234,540	1,391,605,400

FY2015-FY2019 Community Investment Plan

9. ENVIRONMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
Environmental Services						
Environmental Services Program	\$ 1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
Tree Trimming & Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Tree Replacement Program	700,000	700,000	700,000	700,000	700,000	3,500,000
TreesCharlotte	100,000					100,000
Total Environmental Services	\$ 3,400,000	3,300,000	3,300,000	3,300,000	3,300,000	16,600,000
ENVIRONMENTAL SERVICES REVENUE						
General Pay-As-You-Go Fund	3,400,000	3,300,000	3,300,000	3,300,000	3,300,000	16,600,000
TOTAL ENVIRONMENT REVENUES	\$ 3,400,000	3,300,000	3,300,000	3,300,000	3,300,000	16,600,000
Storm Water						
Storm Water Repairs to Existing Drains	\$ 15,000,000	18,000,000	19,000,000	20,000,000	22,000,000	94,000,000
Storm Water Pollution Control	2,300,000	2,000,000	3,050,000	3,050,000	3,050,000	13,450,000
Storm Water Stream Restoration/Mitigation	5,400,000	2,300,000	2,300,000	2,300,000	2,300,000	14,600,000
Minor Storm Water Projects		1,200,000	1,200,000	1,325,000	1,500,000	5,225,000
Storm Water Flood Control		1,200,000	1,200,000	1,250,000	2,500,000	6,150,000
Post Construction Control Program	750,000	750,000	750,000	750,000	750,000	3,750,000
Stream Mitigation Bank	750,000	750,000	750,000	750,000	750,000	3,750,000
<u>Area Improvements</u>						
Atando Avenue SDIP				4,000,000		4,000,000
Beckwith/Meadow Minor CIP				4,000,000		4,000,000
Cedars East Minor CIP			6,000,000			6,000,000
Chatham Minor CIP				4,000,000		4,000,000
Cutchin Drive SDIP	1,000,000				4,000,000	5,000,000
Edgewater/Rosecrest			9,000,000			9,000,000
First Ward NECI	1,000,000	2,400,000				3,400,000
Gaynor SDIP	4,800,000					4,800,000
Hampton Ave Minor CIP		5,500,000				5,500,000
Hill Street Minor CIP		500,000	12,000,000			12,500,000
Hinsdale/Tinkerbell SDIP			4,000,000			4,000,000
Kenilworth/Romany SDIP	682,500	227,500	7,600,000			8,510,000
Lyon Court SDIP	6,300,000	100,000	5,000,000			11,400,000
Myrtle/Morehead SDIP	9,540,000		9,480,000			19,020,000
Parwood SDIP				3,200,000		3,200,000
Sunnyvale/Chandworth SDIP	830,000	5,110,000				5,940,000
Tattersall SDIP			4,000,000			4,000,000
Water Oak SDIP			4,000,000			4,000,000
Wiseman SDIP	4,700,000					4,700,000
Yancey Road SDIP				4,000,000		4,000,000
Total Storm Water	\$ 53,052,500	40,037,500	89,330,000	48,625,000	36,850,000	267,895,000
STORM WATER REVENUE SUMMARY						
Revenue Bonds	\$ 16,552,500	3,537,500	53,830,000	13,125,000	350,000	87,395,000
Storm Water Pay-As-You-Go	35,000,000	35,000,000	34,000,000	34,000,000	35,000,000	173,000,000
Program Income	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TOTAL STORM WATER REVENUES	\$ 53,052,500	40,037,500	89,330,000	48,625,000	36,850,000	267,895,000

FY2015-FY2019 Community Investment Plan

9. ENVIRONMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>Total</u>
WATER						
Annexation						
2016 Annexation - Water	\$	5,000,000				5,000,000
Maintain and Extend Existing Infrastructure						
Water Metering Upgrade Program	600,000	1,200,000	1,400,000	1,400,000	1,600,000	6,200,000
Street and Minor Water Main Extensions	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	21,000,000
New Service Installation Water	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
Water Distribution Flow Monitoring Program	100,000	100,000	100,000	100,000	100,000	500,000
WTP's and BP Stations Upgrades and Rehab	700,000	100,000	100,000	100,000	100,000	1,100,000
Franklin to Vest - Raw/Finished WM ROW	200,000					200,000
Water Treatment Regulatory Improvements	100,000					500,000
Fire Hydrant Installation / Replacement	200,000	200,000	200,000	200,000	200,000	1,000,000
Elevated Water Storage Tank Rehabilitation	650,000		100,000	200,000	300,000	1,250,000
Franklin Solids Handling	440,000					440,000
Water Quality Sampling Stations	500,000					2,600,000
Vest FM & Pump Station to Franklin	300,000	2,030,000				2,330,000
Building and Facility Support	200,000	200,000				1,000,000
WTP Rehab and Upgrades	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,000,000
N Meck WTP Generator		1,400,000				1,400,000
Franklin Dewatered Residuals Storage Facility		660,000				5,130,000
Franklin WTP - Renovation Main Bldg.						6,500,000
WM - Freedom / Tuckaseegee Rd. Replacement				7,200,000		7,200,000
Duke Dewatering Bldg & Residuals Storage Facility				470,000		3,590,000
Support for Other Public Projects and for Utilities Operations						
Water Line Rehabilitation/Replacement	\$ 7,500,000	10,500,000	10,500,000	10,500,000	10,500,000	49,500,000
Technology Projects	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	6,375,000
UMS / Advantage Operations and 4.3 Upgrade	1,208,400	1,400,000	200,000	150,000	150,000	3,108,400
Water Lines for Street Improvements	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
GIS Facilities Mapping	620,000	200,000	200,000	200,000		1,220,000
LIMS Replacement	50,000					50,000
Security Improvements - Water System		200,000	200,000	200,000		600,000
Support Growth and Development						
Water Dist. System Study	1,400,000					1,400,000
WM: Main St. Huntersville (Gilead to Ramah Ch)	\$ 800,000					800,000
CityLYNX Gold Line Program Utility Improv Phase II	1,200,000					1,200,000
978' North-South Transmission Main		8,000,000				8,000,000
978 Zone Elevated Storage		4,500,000				4,500,000
North Tryon Transmission Main		2,000,000				2,000,000
Northeast Water Transmission Main		4,200,000		25,700,000		29,900,000
W.T. Harris / Albemarle Rd.		5,800,000				5,800,000
Dixie Berryhill Water Infrastructure			5,400,000			5,400,000
Plaza BPS Intake Transmission Main -NEWT Extension			1,250,000			1,250,000
Plaza Rd. to W.T. Harris TM			500,000			500,000
Camp Stewart and Rocky River Church Rd 12" Main					1,500,000	1,500,000
978 Booster Pump Station				5,000,000		5,000,000
LS Dukes WTP/Stumptown Rd. Transmission Main				3,650,000		3,650,000
Gibbon / Nevin to Mallard Tank Transmission Main				3,000,000		3,000,000
Dixie River Road 24" Water Main				900,000		900,000
Independence Blvd. Widening - Water and Sewer				10,000,000		10,000,000
Total Water	\$ 33,843,400	65,565,000	42,695,000	93,545,000	34,945,000	270,593,400

FY2015-FY2019 Community Investment Plan

9. ENVIRONMENT PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>Total</u>	
SEWER							
Annexation							
2016 Annexation - Sewer	\$	5,000,000				5,000,000	
Maintain and Extend Existing Infrastructure							
Sanitary Sewer Line Rehabilitation	\$	13,000,000	13,000,000	13,000,000	13,000,000	65,000,000	
Street and Minor Sewer Main Extension		6,000,000	6,000,000	6,000,000	6,000,000	30,000,000	
New Service Installation Sewer		2,300,000				11,500,000	
Irwin Creek WWTP Upgrade		13,000,000				13,000,000	
Remove Aerial Crossings		500,000				500,000	
Clems Branch Pump Station Improvements		1,500,000				1,500,000	
Site Work at All WWTPs		1,000,000				2,500,000	
Steele Creek LS Replacement		10,000,000				10,000,000	
WWTP Rehab and Upgrades		4,800,000	4,800,000			24,000,000	
Sugar & Irwin WAS Equalization Tanks at McAlpine		130,000				1,010,000	
Mallard Creek WRF Generator Project		2,500,000				2,500,000	
WW Collect. Div. Site Needs			1,000,000			1,000,000	
Gas Conditioning System at Mallard				1,130,000		1,300,000	
Sugar Creek WWTP - Phase II			17,000,000			17,000,000	
Dewatering Complex Upgrade at McAlpine				2,970,000		3,410,000	
Thermal Hydrolysis System at McAlpine					49,400,000	57,110,000	
PS & WAS Pipelines from Irwin to McAlpine					1,800,000	1,800,000	
Support for Other Public Projects and for Utilities Operations							
Sewer Lines in Streets to be Widened		1,850,000	2,850,000			10,250,000	
Work and Asset Management		790,400	770,400			1,560,800	
Support Growth and Development							
Matthews Commons Gravity Sewer		1,000,000				1,000,000	
Developer Constructed Sewer - Reimbursable		925,000				2,165,000	
Hidden Valley Trunk Sewer Replacement		1,300,000				1,300,000	
Paw Creek Tributary Outfall Replacement		4,550,000				4,550,000	
Upper Taggart Creek Outfall Replacement		4,000,000				4,000,000	
Gum Branch Outfall Replacement		1,000,000				4,000,000	
Clarkes Creek to Ramah Church Road		2,900,000				2,900,000	
McMullen Creek Parallel Sewer & Flow EQ				7,000,000		7,000,000	
Upper McAlpine Creek Relief Sewer				4,500,000		4,500,000	
Dixie Berryhill Sewer Infrastructure				5,540,000		5,540,000	
South Davidson LS Replacement						400,000	
McDowell Basin Trunk Sewers						20,000,000	
North Fork of Crooked Creek Trunk Sewer					2,700,000	2,700,000	
Campus Ridge Rd. LS, Force Main, & Grav Sew					2,500,000	2,500,000	
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000	
Little Sugar Creek Lift Station					1,500,000	1,500,000	
McCullough Branch LS Improvements					1,500,000	1,500,000	
Beaver Dam Creek West Branch Outfall					1,300,000	1,300,000	
Upper Clear Creek Tributary Sewer					1,000,000	1,000,000	
Fuda Creek Trunk Sewer					1,550,000	1,550,000	
Lake Road Trunk Sewer (Matthews)					625,000	625,000	
Mountain Island Tributary Extension					510,000	510,000	
McKee Creek Tributary-Larkhaen GC Trunk					2,500,000	2,500,000	
Goose Creek PS and Outfall					3,000,000	3,000,000	
Torrence Creek Tributary Sewer to Hambright Rd.					975,000	975,000	
Cane Creek Southeast Tributary Trunk Sewer					700,000	700,000	
Total Sewer	\$	73,045,400	44,580,400	64,270,000	55,940,000	101,420,000	339,255,800
WATER/SEWER REVENUE SUMMARY							
Water Revenue Bonds		13,936,900	44,190,000	22,320,000	73,220,000	15,520,000	169,186,900
Sewer Revenue Bonds		52,101,900	23,710,000	44,170,000	35,840,000	81,320,000	237,141,900
Water / Sewer Operating Fund		40,850,000	42,245,400	40,475,000	40,425,000	39,525,000	203,520,400
TOTAL REVENUES	\$	106,888,800	110,145,400	106,965,000	149,485,000	136,365,000	609,849,200

FY2015-FY2019 Community Investment Plan

9. FACILITY INVESTMENTS PROGRAM SCHEDULE

<u>PROJECT TITLE</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>TOTAL</u>
FACILITY PROJECTS						
Building Maintenance Program	\$ 3,617,863	3,639,030	3,627,410	3,752,066	3,973,216	18,609,585
Roof Replacement Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
CMGC and Plaza Maintenance	700,000	700,000	700,000	700,000	700,000	3,500,000
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Joint Communications Center	44,000,000					44,000,000
Hickory Grove Division Police Station			9,375,000			9,375,000
South Division Police Station			9,375,000			9,375,000
University City Division Police Station					10,950,000	10,950,000
Independence Division Police Station					10,950,000	10,950,000
Northeast Equipment Maintenance Facility			2,080,000		6,500,000	8,580,000
Sweden Road Maintenance Yard Replacement					3,120,000	3,120,000
Land for Future Fire Stations			4,000,000			4,000,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Government Center Exterior Re-Caulking	1,100,000					1,100,000
Government Center Elevator Upgrades	400,000					400,000
Americans With Disabilities Act ADA Investments	400,000	400,000				800,000
Government Center Plaza Waterproofing	350,000					350,000
TOTAL FACILITY INVESTMENTS	\$ 55,017,863	9,189,030	33,607,410	8,902,066	40,643,216	147,359,585
FACILITY INVESTMENTS REVENUE SUMMARY						
Joint Communications Center (2014 COPs)	\$ 44,000,000					44,000,000
Hickory Grove Division Police Station (2016 COPs)			9,375,000			9,375,000
South Division Police Station (2016 COPs)			9,375,000			9,375,000
University City Division Police Station (2018 COPs)					10,950,000	10,950,000
Independence Division Police Station (2018 COPs)					10,950,000	10,950,000
NE Equipment Maintenance Facility (2016 COPs)			2,080,000		6,500,000	8,580,000
Sweden Road Maintenance Yard Repl (2018 COPs)					3,120,000	3,120,000
Land for Future Fire Stations (2016 COPs)			4,000,000			4,000,000
Pay-As-You-Go Fund	11,017,863	9,189,030	8,777,410	8,902,066	9,123,216	47,009,585
TOTAL REVENUES	\$ 55,017,863	9,189,030	33,607,410	8,902,066	40,643,216	147,359,585

FY2015-FY2019 Community Investment Plan

10. PUBLIC ART SCHEDULE

PROJECT TITLE	FY2015	FY2016	FY2017	FY2018	FY2019	TOTAL
Neighborhood Improvements - Streetscape	\$					
Comprehensive Neighborhood Improvements	2,000,000		4,000,000		4,000,000	10,000,000
Northeast Corridor Infrastructure (NECI)	1,664,000		3,536,000		2,730,000	7,930,000
Research Drive-J.W. Clay Connector over I-85 (N)					1,248,000	1,248,000
University Pointe Connection-IBM Drive to Ikea	1,508,000					1,508,000
Cross Charlotte Multi-Use Trail	1,250,000		7,500,000			8,750,000
Sidewalks and Pedestrian Safety	1,500,000		1,500,000		1,500,000	4,500,000
SE Corridor Sidewalk and Bikeway Improvements			200,000		400,000	600,000
Joint Communications Center	32,000,000					32,000,000
Hickory Grove Division Police Station			5,625,000			5,625,000
South Division Police Station			5,625,000			5,625,000
University Division Police Station					6,570,000	6,570,000
Independence Division Police Station					6,570,000	6,570,000
Northeast Equipment Maintenance Facility			1,248,000		3,900,000	5,148,000
Sweden Road Maintenance Yard Replacement					1,872,000	1,872,000
TOTAL	\$ 39,922,000	-	29,234,000	-	28,790,000	97,946,000
GENERAL ART ALLOCATIONS						
Comprehensive Neighborhood Improvements	\$ 20,000		40,000		40,000	100,000
Northeast Corridor Infrastructure (NECI)	16,640		35,360		27,300	79,300
Research Drive-J.W. Clay Connector over I-85 (N)					12,480	12,480
University Pointe Connection-IBM Drive to Ikea	15,080					15,080
Cross Charlotte Multi-Use Trail	12,500		75,000			87,500
Sidewalks and Pedestrian Safety	15,000		15,000		15,000	45,000
SE Corridor Sidewalk and Bikeway Improvements			2,000		4,000	6,000
Joint Communications Center	320,000					320,000
Hickory Grove Division Police Station			56,250			56,250
South Division Police Station			56,250			56,250
University Division Police Station					65,700	65,700
Independence Division Police Station					65,700	65,700
Northeast Equipment Maintenance Facility			12,480		39,000	51,480
Sweden Road Maintenance Yard Replacement					18,720	18,720
TOTAL	\$ 399,220	-	292,340	-	287,900	979,460
REVENUES						
Neighborhood Improvement Bonds TBA	\$ 20,000		40,000		40,000	100,000
Street Bonds TBA	59,220		127,360		58,780	245,360
Certificates of Participation TBA	320,000		124,980		189,120	634,100
TOTAL	\$ 399,220	-	292,340	-	287,900	979,460

Aviation public art funding is calculated at year-end. The FY2015 allocation from FY2014 projects is \$672,312.

FY2015-FY2019 Community Investment Plan

Estimated Operating Budget and Service Impact from Major Capital Investments

	Total		Estimated	First
	Capital Cost	Operating Cost Impact	Additional Annual Operating Cost	Year Needed
Airport/West Corridor				
Spine Dixie Berryhill Infrastructure (New Garrison Road)	\$ 31,200,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets.	\$10,000	FY2020
Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)	13,520,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets.	\$10,000	FY2022
East/Southeast Corridor				
Land Acquisition and Street Connections	25,000,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital budgets.	\$2,000	FY2018
Monroe Road Streetscape	10,400,000	Periodic maintenance of additional sidewalks, curb and gutter, and landscaping; Costs will be covered within existing sidewalk and landscape maintenance budgets.	\$5,000	FY2022
Idlewild Road/Monroe Road Intersection	4,160,000	Periodic maintenance of traffic signals and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	\$2,500	FY2024
Sidewalk and Bikeway Improvements	8,000,000	Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes; Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget.	\$3,000	FY2020
Northeast Corridor				
Research Drive - J.W. Clay Connector over I-85 (North Bridge #1)	15,480,000	Periodic bridge maintenance and repair; Maintenance costs will be covered within existing Bridge Repair Capital Program budget.	\$5,000	FY2022
University Pointe Connection - IBM Drive to Ikea Blvd (South Bridge #2)	15,080,000	Periodic bridge maintenance and repair; Maintenance costs will be covered within existing Bridge Repair Capital Program budget.	\$5,000	FY2018
Northeast Corridor Infrastructure (NECI)	106,600,000	Periodic maintenance of additional sidewalks, curb and gutter, and pedestrian crossings; Costs will be covered within existing capital maintenance budgets.	\$78,000	FY2018
Applied Innovation Corridor	28,960,000	Much of the Applied Innovation Corridor project includes new street connections, which would require periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets.	\$5,000	FY2018
Prosperity Church Road NW Arc	5,200,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Some cost inflation increases in these budget may be needed over time.	\$10,000	FY2018
Eastern Circumferential Road	12,064,000	Periodic repaving and maintenance of street signs and traffic signals; Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Some cost inflation increases in these budget may be needed over time.	\$10,000	FY2018
Park South Drive Extension	8,632,000	Minimal increase in street resurfacing costs offset by increase in Powell Bill revenue. Signs and signals will be covered within existing maintenance budgets.	\$1,000	FY2020
Cross Charlotte Multi-Use Trail	\$ 35,000,000	Specific operating costs for City-maintained segments of the Trail cannot be determined until the design phase of the project is completed. Any City costs to maintain the Trail will likely be covered within the existing Sidewalk and Curb Repair and Bridge Repair Capital Program budgets. Some cost inflation increases in these budget may be needed over time. Some operating costs will be incurred to maintain CMPD security cameras.	\$50,000	FY2020

FY2015-FY2019 Community Investment Plan

Estimated Operating Budget and Service Impact from Major Capital Investments

	Total		Estimated Additional Annual Operating Cost	First Year Needed
	<u>Capital Cost</u>	<u>Operating Cost Impact</u>		
Northeast Corridor				
Upgrade Traffic Signal System Coordination	\$ 15,000,000	Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.	\$2,500	FY2018
Upgrade Traffic Control devices	19,000,000	Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time.	\$2,500	FY2018
Repair and Replace Bridges	14,000,000	Costs will be covered within existing Bridge Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time.	\$10,000	FY2018
Joint Communications Center	68,000,000	Annual, ongoing facility maintenance and operations of a 73,400 square foot building. All occupants of the Joint Communications Center (Police 911, Fire 911, County Sheriff Communications, CDOT Traffic Cameras, CharMeck 311, and the City's Emergency Operations Center) are currently housed in various existing City and County facilities. Current operating and maintenance budgets for each of the operations moving into the Joint Communications Center will be consolidated to support the operations of the new facility. Moderate cost increases are expected and are currently being calculated. Offsetting savings of approximately \$750,000 per year will occur from elimination of annual lease payments for the City Data Center and Charmeck 311. It is feasible to expect that any additional operation and maintenance costs above those currently budgeted in the various operations will be less than the (\$750,000) cost reduction from eliminating lease payments. A net overall reduction in costs is possible.	\$0	FY2018
6 Police Division Stations	60,900,000	Each Station will require annual, ongoing facility maintenance and operations for buildings ranging between 10,000 - 12,000 square feet; Operating and maintenance costs for each new Station will range between \$150,000 - \$250,000 per year. Where new City-owned Stations will replace existing leased facilities, current operating and maintenance budgets for the leased facilities will continue for the new Stations, with a moderate level of additional expenses. One of the six funded new stations will be for a newly-created Police Division that will require approximately 100 new positions.	\$8,716,000	FY2017
Land Purchase for Future Fire Stations	4,000,000	Periodic landscape and grounds maintenance ; Minimal, non-recurring costs to provide landscaping for maintain vacant parcels.	\$500	FY2018
Sweden Road Maintenance Yard Replacement	22,620,000	Annual, ongoing facility maintenance and operations for a vehicle maintenance building replacing an existing facility; Moderate additional costs above expenses currently budgeted for existing building being replaced	\$113,000	FY2024
Northeast Equipment Maintenance Facility	8,580,000	Annual, ongoing facility maintenance and operations for a new vehicle maintenance building; Full operating and maintenance budget will be required for this new facility, including Salary & Benefits for four additional positions. Operating costs for current Equipment Maintenance facilities range from approximately \$300,000 - \$500,000 per year.	\$580,967	FY2022
Comprehensive Neighborhood Improvement Program (CNIP)	120,000,000	Periodic maintenance of additional sidewalks, curb and gutter, landscaping, and pedestrian crossings; Initial maintenance costs will be covered within existing capital maintenance budgets. At full completion of all five CNIP Community areas, the capital maintenance budgets will require additional funding to fully support the new infrastructure.	\$100,000	FY2024
Total Capital Cost	711,396,000	Total Estimated Additional Operating Costs	\$9,771,967	
		Total Annual Operating Costs (Excluding new Police Division staffing)	\$1,271,967	

FY2015-FY2019 Community Investment Plan

11. 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

FY2015-FY2019 Community Investment Plan

12. COMMUNITY INVESTMENT PLAN FINANCIAL POLICIES

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

FY2015-FY2019 Community Investment Plan

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Adopted FY2015 User Fees

Regulatory and Non-Regulatory User Fees Summary

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

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

- Effective July 1, 2005, City Council adopted a fully allocated cost recovery rate of 100% for regulatory user fees. The fully allocated cost recovery model includes both direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Regulatory user fees are computed based on the annual operating budget and are driven by the complexity of the service, number of units, and amount of staff time. 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 Council policy does not require non-regulatory fees to recover a specific percentage of the costs incurred by the City agency in the provision of the service. Aviation fees, for example, are based on negotiated contracts. The goal for cemetery fee is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

FY2015 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 until 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. The FY2015's regulatory user fee rates increase by an average of 6.0%. There are no new fees.

Summary of Recovery Rate for Regulatory User Fees

	Department/Regulatory Service	FY2014 Recovery Rate Percent	FY2015 Recovery Rate Percent	Percent Change
1	Engineering & Property Management: Land Development	75	79	4
2	Charlotte Department of Transportation: Land Development and Right-of-Way	100	100	0
3	Charlotte-Mecklenburg Planning Department: Rezoning, Subdivision, Urban Plan and Zoning Administration	64.5	76	11.5
4	Charlotte Fire Department: Fire Code and Plans Review	100	100	0
5	Charlotte-Mecklenburg Police Department: Adult Businesses, Carnivals, Dance Halls, and Passenger Vehicle for Hire	82.1	87	4.9
6	Neighborhood and Business Services: Zoning Administration	61.8	76.3	14.5
7	City Clerk's Office: Legal Advertisements for Rezoning Petitions	29.6	39.5	9.9

In FY2015, staff anticipates achieving revenue recovery of all direct costs associated with regulatory fees. Based upon user fee activity, fixed overhead costs such as payroll and building rent, may not be fully recovered and are therefore absorbed by the General Fund. Assuming stable economic conditions may take an additional three to five years to reach Council's adopted fully allocated cost recovery rate of 100% for regulatory fees.

Adopted FY2015 User Fees

Regulatory and Non-Regulatory User Fees Summary

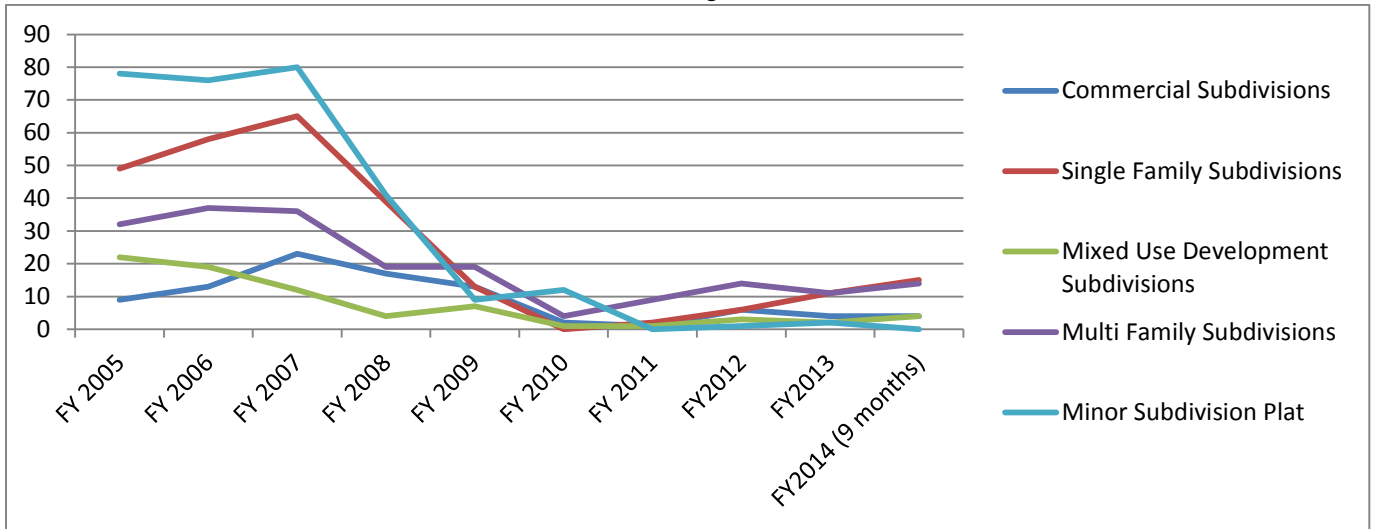
FY2015 User Fee Highlights continued:

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

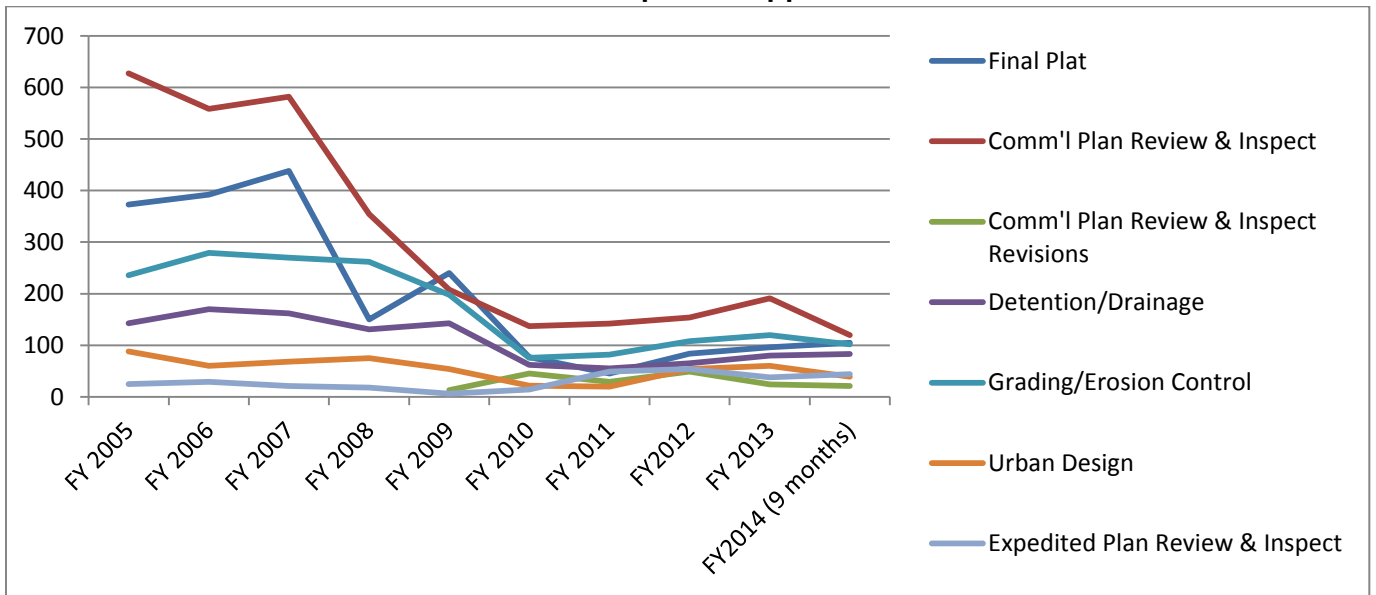
Regulatory Fees

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

Subdivision Projects



Other Land Development Approvals



Adopted FY2015 User Fees

Regulatory and Non-Regulatory User Fees Summary

FY2015 User Fee Highlights continued:

1. Engineering & Property Management-Land Development

- Overall recovery rate of 79% of fully allocated. Some fees' recovery rate is at 100%.
- Provide quality service by completing plan reviews 94% on-time and approving plans after an average of 1.85 reviews (FY2013 year-end).
- FY2015 User Fees:
 - Use the same common "per acre fee" of \$100 for each of the land development reviews (detention previously \$100; grading previously \$150/acre; and major commercial subdivision reviews previously \$50/acre)
 - Reduce the residential tree multiplier per acre fee from \$15 per acre to \$10 per acre for residential single-family subdivisions
 - Clarify that if tree save and tree plantings are required, the Commercial Tree Fee and Commercial Tree Preservation applies to Urban Design reviews.
 - Decrease "As-built reviews over two years old" fee from \$1,385 to \$610 due to efficiency gains during the initial year (FY2014) and based on 10 occurrences annually.

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

- Regulatory user fees adjusted upward and downward to recover 100% of fully allocated costs. For example: Commercial Driveway Permit/Site plans increased from \$230 to \$300. Subdivision review decreased from \$2,320 to \$1,400 due to in the efficiency increases and increased in demand.

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

- FY2015 fees increase by an average of 6% for a recover rate of 76%.
- Collection rates for FY2014 are slightly higher than originally projected due to the increases in number of permits. This is also reflected in projected revenues for FY2015.
- Continue to supplement the user fee regulatory activities with the following cost saving measures for FY2015:
 - Three frozen vacant positions related to regulatory functions
 - Staff work on both regulatory and non-regulatory functions
 - Continued work on updating regulations, most notably the Zoning Ordinance
 - Collaboration with CDOT and Engineering on customer service enhancements

4. Charlotte Fire Department- Fire Code and Plans Review

- All fees remain the same as FY2014 and recoup 100% of fully allocated costs

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

- FY2015 fees increase by an average of 9.9% for a recover rate of 87%.

6. Neighborhood & Business Services – Zoning Administration

- Increase in fees by \$5 to \$15. The increase is consistent with the current practice to move fees towards 100% full-cost recovery by an average of 7%.
- Recovery rate increases to 76.3% from 61.8% in FY2014.
- FY2015 budget includes one additional Zoning Officer that will be recovered with user fees collected, as number of occurrences is projected to increase revenue by \$109,315.

Adopted FY2015 User Fees

Regulatory and Non-Regulatory User Fees Summary

FY2015 User Fee Highlights continued:

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

- Fee for legal advertisements for rezoning increased by \$50 due to the increase in costs for advertisements placed in the newspaper.
- Average advertising cost is currently \$506.
- History of user fee: FY2012 - \$120; FY2013 - \$130; FY2014 - \$150;
- Due to the increased cost of advertisements and the need to re-advertise various rezonings, the FY2015 fee includes increasing the fee by 33% to \$200 to recover approximately 39.5% of the advertising costs.

Non-Regulatory Fees

8. Aviation

- Airline Fees
 - Terminal Area Rental fee of \$13.51 increased to \$18.89 per square foot.
 - Maintenance/Operations fees of \$12.61 increased to \$16.92 per square foot.
- Parking Fees
 - Daily parking and valet parking rates remain the same as the current FY2014 rates
 - In November 2014, when the new hourly parking deck opens, the maximum daily fee will increase from \$17.00 to \$20.00 maximum.
 - Beginning January 15, 2015, the parking fee for the Long Term Lot will increase from \$5.00 to \$7.00 per day.

9. City Clerk's Office

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

10. Engineering & Property Management

- Cemetery Fees remain unchanged
- Land Development Non-Regulatory Fees
 - Bond Administration Service fee for land development surety bonds increased by \$40 to \$480 per surety posted, extension, renewal, replacement or release.
 - Tree Ordinance Payment in Lieu Fee remains the same at \$80,100 per acre.
- Public and Employee Parking Fees remain unchanged.
- Application fees for Telecommunication Tower Leases remain unchanged.

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

- Adoption fees remain unchanged from FY2014. Adoption rates for parrots, horses and cows will continue to be offered at the going market rate or auction starting price.
- Spay/Neuter Fees remain unchanged
- Reclaim, Boarding, Rabies Shots and Microchip fees remain unchanged.

12. Solid Waste Services

- Annual Solid Waste Disposal Fees remain unchanged.
- Veterinary Dead Animal Collection Fees increased from \$3 to \$25 per animal and the minimum pickup charge increased from \$15 to \$50.

13. Charlotte Department of Transportation

- Off-Duty Police Officer Permits remain unchanged.
- Parking Permits for 3rd & 4th Ward residents remain unchanged.

Adopted FY2015 User Fees

Regulatory and Non-Regulatory User Fees Summary

FY2015 User Fee Highlights continued:

Other Fees

8. Engineering & Property Management – Storm Water Fees

- Frequent and larger flood events are straining older drainage systems and increasing the number of citizen requests. These newer requests compete with a backlog of high and medium requests for limited funding.
- The user fee schedule includes a 3.0% impervious surface fee rate increase in FY2015.
- For the average City residential storm water customer, the monthly variable rate fee increased from \$7.89 in FY2014 to \$8.13 in FY2015.

9. Charlotte-Mecklenburg Utility Department – Water and Sewer Fees

- The volumetric rates and fixed fees for water and sewer increased in the FY2015 Budget.
- Total fixed billing charge per month increased from \$2.46 to \$2.50 for sewer and \$2.50 for water.
- The sewer volume rate increased from \$4.46 to \$4.51 per ccf for all sewer customers
- The typical monthly total water and sewer bill for residential customers is estimated to be \$56.90 in FY2015, an increase of \$1.73 per month.
- This typical bill assumes 5,236 gallons or 7 ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource
- The common residential capacity/connection fee increased from \$2,230 to \$2,235 for water and from \$4,018 to \$4,291 for sewer.

Adopted FY2015 User Fees

Engineering & Property Management				
1. Regulatory Fees: Land Development	Basis	FY2014	FY2015	% Change
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$ 1,385	\$ 610	-44.00%
Commercial Plan Review & Inspection ¹	Per project	1,385	1,485	7.22
Commercial Tree Ordinance Review & Inspection	Per project + per tree planted	1,565 + 10/tree	1,570 + 10/tree	0.32
Commercial Tree Preservation	Per project	1,400	1,400	0.00
Commercial Zoning Plan Review & Inspection ²	Explanation in note 2 below	85 - 860	85 - 920	5.5 to 7.0
Detention/Drainage Plan Review & Inspection ³	Per project + denuded acre	2,400 + 100	2,400 + 100	0.00
Expedited Plan Review	Per project	1,730	1,735	0.29
Grading/Erosion Control Permit ³	Per project + per acre	4,485 + 150	4,485 + 100	-33.3 /acre fee
Major Commercial Subdivision Review & Inspection ^{4,5}	Per project + denuded acre	3,740 + 50	3,740 + 100	+33.3 /acre fee
Major Residential Subdivision Review & Inspection ^{4,5}	Per project + per acre	3,925 + 100	4,200 + 100	7.00
Minor Administrative Review	Per project	460	485	5.43
Minor Residential Subdivision (without streets) □ Review & Inspection	Per project	1,550	1,185	-30.80
Plat Review & Inspection	Per project	1,185	1,185	0.00
Residential Tree Ordinance (Single-Family Subdivision) and Residential Tree Preservation	Per project	1,735 + 15/acre	1,855 + 10/acre	6.9/acre
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	1,110	1,130	1.80
Rezoning Staff Review & Inspection	Per project	265	265	0.00
Single Family Residential Lot Inspection	Per Certificate of Occupancy	50	50	0.00
Urban Design Plan Review & Inspection ⁶	Per As-Built	3,560	2,825	-20.60

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

Note 2 (with FY2015 fees): City Engineering Fee(s) collected by Mecklenburg County. Construction costs of \$1 - \$3,000=\$95 fee; \$3,001-\$50,000=\$150 fee; \$50,001-\$100,000=\$365 fee; \$100,001-\$1,000,000=\$765; over \$1,000,001=\$920 fee; RTAP review = \$145 fee; CTAC review = \$85 fee

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

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

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

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

Adopted FY2015 User Fees

Charlotte Department of Transportation			
2. Regulatory Fees: Land Development and Right-of-Way	FY2014	FY2015	% Change
A. Land Development Permits and Fees:			
Commercial Building Permit/Site Plan*	\$ 100	\$ 100	0%
Commercial Driveway Permit/Site Plan*	230	300	30.40
Expedited Review Fee	200	200	0
Subdivision Processing*	2,320	1,400	-39.65
Urban Reviews	1,975	1,900	-3.80
Zoning Petition*	1,400	1,400	0
B. Right-of-Way Permits:			
Festival Permits:			
Small event - 1 day only	no fee	no fee	0
Large festival >1 day (a permit is required for every day for the duration of the event)	300	350	16.67
Parade Permits:			
Small < 1,000 attendees	50	50	0
Medium 1,000 to 3,000 attendees	100	100	0
Large > 3,000 attendees	200	200	0
Right-of-Way (ROW) Changes:			
Right-of-Way Abandonment**	1,450	1,450	0
Right-of-Way Encroachment	2,000	1,800	-10.00
Utility Right-of-Way (ROW) Ordinance***	Based on Actuals	Based on Actuals	n/a
Sidewalk Dining Permit	135	150	11.11
Valet Parking Permits:			
New Valet Parking Permit	250	250	0
Renewal of Valet Parking Permit	25	100	300
Revision of Existing Valet Parking Permit	50	100	100

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

** \$1,450 for one street or alleyway abandonment; \$725 for additional street or alley abandonments

*** Per the Utility ROW Stakeholder process, fees are calculated based on annual operational costs and actual usage. Billed annually in August

Adopted FY2015 User Fees

Charlotte-Mecklenburg Planning Department			
3. Regulatory Fees: Rezoning, Subdivision, Urban Plan, and Zoning Administration	FY2014	FY2015	% Change
A. Rezoning:			
Single Family (Conventional)	\$ 905	\$ 925	2.2%
Multi-Family (Conventional)	1,335	1,350	1.1
Other (Conventional)	2,240	2,300	2.7
Single Family (Conditional)	1,175	1,250	6.4
Multi-Family (Conditional)	1,790	1,850	3.4
Other (Conditional)	2,990	3,100	3.7
Text Amendment	1,000	1,000	0.0
Amended Site Plan Approval	475	500	5.3
Sign Flex Option	250	250	0.0
B. Subdivision Review:			
Preliminary Single Family (Streets)	1,375	1,450	5.5
Preliminary Non-Residential	1,075	1,125	4.7
Preliminary Plan Revisions	1,200	1,250	4.2
Final Plats	315	325	3.2
Final Plats Revision	265	275	3.8
Condo Plats	230	250	8.7
Planned Multi-Family Review	1,875	2,000	6.7
Variances & Appeals	2,500	2,500	0.0
C. Urban Plan Review: *			
Urban Plan Review	1,500	1,600	6.7
Urban Plan Review - Minor & Revision (Administrative Review)	250	250	0.0
D. Zoning Administration:			
Appeals - Residential	175	175	0.0
Appeals - Non-Residential	400	400	0.0
Variances - Residential	640	675	5.5
Variances - Non-Residential	1,550	1,600	3.2
Administrative Deviation - Residential	185	200	8.1
Administrative Deviation - Non-Residential	400	425	6.3

*Planning portion of fee; additional fees collected by Engineering & Property Management and Charlotte Department of Transportation

Adopted FY2015 User Fees

Charlotte Fire Department			
4. Regulatory Fees: Fire Code and Plans Review	FY2014	FY2015	% Change
A. Fire Code Permits:			
ABC Inspection/Permit	\$ 125	\$ 125	0%
Aerosol Products	125	125	0
Combustible Dust Producing Operations/Pulverized particles	125	125	0
Combustible Liquids Class 2 & 3 (25-60 gallons on property)	125	125	0
Covered Mall Buildings–Display-liquid or gas-fired equipment	125	125	0
Covered Mall Buildings–Retail Fixtures/Concessions	125	125	0
Covered Mall Buildings–Use of open flame producing equipment	125	125	0
Day Care/Group Homes	125	125	0
Dispensing of Flammable/Combustibles including service stations	125	125	0
Dry Cleaning Plants	125	125	0
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	125	125	0
Fumigation & Thermal Insecticide Fogging	125	125	0
Hazardous Chemicals ≤110 gallons; 1,000 pounds	125	125	0
Heliport/Helistop	125	125	0
Lumber Storage/Yards & Woodworking Plants	125	125	0
Non-Mandated Inspection Fee	125	125	0
Re-inspection Fee (3rd Inspection)	125	125	0
Repair Garages	125	125	0
Temporary Membrane Structures, Tents, Canopies	125	125	0
Waste Handling (Junk Yards, Wrecking Yards)	125	125	0
B. Fire Code Permits:			
Amusement Buildings	175	175	0
Carnivals & Fairs	175	175	0
Combustible Fibers	175	175	0
Combustible Liquids Class 2 & 3 (61-500 gallons)	175	175	0
Combustible Storage Permit (over 2,500 cubic foot)	175	175	0
Compressed Gas	175	175	0
Cryogenic Fluids	175	175	0
Exhibits & Trade Shows	175	175	0
Explosives (Fireworks Indoors)	175	175	0
Flammable Liquids Class 1 (51-500 gallons on property)	175	175	0
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	175	175	0
High Pile Storage	175	175	0
Places of Assembly	175	175	0
Spraying or Dipping Operations	175	175	0

Adopted FY2015 User Fees

Charlotte Fire Department			
4. Regulatory Fees: Fire Code and Plans Review continued	FY2014	FY2015	% Change
C. Fire Code Permits:			
Aviation Facilities	\$ 220	220	0%
Combustible Liquids Class 2 & 3A (501-5,000 gallons on property)	220	220	0
Flammable & Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	220	220	0
Flammable & Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	220	220	0
Flammable & Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	220	220	0
Flammable & Combustible Liquids (Manufacture, process, blend/refine)	220	220	0
Flammable & Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	220	220	0
Flammable Liquids Class 1 (501-5,000 gallons on property)	220	220	0
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	220	220	0
Tire Rebuilding Plant	220	220	0
D. Fire Code Permits:			
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, & 18)	2,200	2,200	0
Combustible Liquids Class 2 & 3 A > 5,000	250	250	0
Explosives – (Manufacture, storage, handling, and sale)	250	250	0
Explosives – Blasting Operations	250	250	0
Explosives – Fireworks (Outdoors)	250	250	0
Flammable Liquids Class 1 (>5,000 gallons, on property)	250	250	0
Hazardous Chemicals >5,500 gallons; >50,000 pounds	250	250	0

Adopted FY2015 User Fees

Charlotte Fire Department			
4. Regulatory Fees: Fire Code and Plans Review continued	FY2014	FY2015	% Change
E. Plans Review:			
Fire Alarm Plans (Shop drawings)	\$ 125	\$125	0%
Fire Sprinkler Plans (Shop drawings)	125	125	0
Hydrant Test	155	155	0
Multi-Family	250	250	0
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	155	155	0
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	250	250	0
Performance Tests - Fire Alarm (Upfit)	125	125	0
Performance Tests - Fire pumps	190	190	0
Performance Tests - Private fire hydrants	155	155	0
Performance Tests - Sprinkler System (13R, drain test, etc.)	190	190	0
Performance Tests - Standpipe system tests	405	405	0
Plans Review-Construction <\$50,000	190	190	0
Plans Review-Construction \$50,001 to \$100,000	220	220	0
Plans Review-Construction \$100,001 to \$500,000	250	250	0
Plans Review-Construction \$500,001 to \$1,000,000	315	315	0
Plans Review-Construction \$1,000,001 to \$5,000,000	405	405	0
Plans Review-Construction \$5,000,001 to \$10,000,000	625	625	0
Plans Review-Construction > than \$10,000,000	940	940	0
Rezoning Petitions	125	125	0

Adopted FY2015 User Fees

Charlotte-Mecklenburg Police Department			
5. Regulatory Fees: Adult Business , Carnival, Dance Hall, and Passenger Vehicle for Hire	FY2014	FY2015	% Change
A. Adult Business Fees:			
Application Fee	\$ 2,380	\$ 2,545	6.9%
Background Check Fee	35	30	-14.3
Building Design Change Fee	1,090	1,165	6.9
License Fee	855	915	7.0
B. Carnival Permit Fee:			
Carnival Permit Fee	865	865	0.0
C. Dance Hall License Fees:			
Application/Renewal Fee	2,480	2,655	7.1
License Fee	875	935	6.9
Background Check Fee	40	20	-50.0
Building Design Change Fee	1,170	1,250	6.8
D. Passenger Vehicle for Hire Fees:			
Company Certifications Fees:			
Application Fee	235	250	6.4
Certification/Permit Fee	410	440	7.3
Late Renewal Charge (per day) ¹	100	100	0.0
Renewal of Certification/Permit	455	455	0.0
Driver/Chauffeur Fees:			
Add or Change a Company Affiliation	75	80	6.7
Application Fee	80	75	-6.3
New Driver/Chauffeur Fee ²	15	15	0.0
Reinstatement of Permit Fee	100	100	0.0
Renewal of Permit Fee	95	85	-10.5
Replace Driver Permit	75	80	6.7
Transfer or Duplication of Permit Fee	35	35	0.0
Vehicle Fees:			
New-Vehicle Permit (Decal/Medallion Fee)	190	85	-55.3
Renew Vehicle Permit	155	130	-16.1
Replace Vehicle Decal	45	45	0.0
Replace Vehicle Permit	110	120	9.1
Transfer Vehicle Permit	100	105	5.0

Note 1: Penalty; not a regulatory fee

Note 2: Fee amount regulated by North Carolina State Statute

Adopted FY2015 User Fees

Neighborhood & Business Services			
6. Regulatory Fees: Zoning Administration	FY2014	FY2015	% Change
Zoning Administration:			
Business License Reviews	\$ 40	\$ 45	12.5%
Residential Single Family Reviews	35	40	14.3
Sign permits ≤100 square feet	140	150	7.1
Sign permits >100 square feet	200	215	7.5
Verification Letters	55	60	9.1
Zoning Use Permits	145	155	6.9

City Clerk's Office			
7. Regulatory Fees: Legal Advertisements	FY2014	FY2015	% Change
Legal Advertisements for Rezoning Petitions*	\$ 150	\$ 200	33.3%

*Collected by Planning Department

Adopted FY2015 User Fees

Charlotte-Douglas International Airport				
8. Non-Regulatory Fees: Aviation Fees	Basis	FY2014	FY2015	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$ 0.87	\$ 0.87	0.00%
Terminal Rental Rates	Per square foot	13.51	18.89	39.82
Maintenance & Operations Costs	Per square foot	12.61	16.92	34.18
City Gate Use Fee	Per available seat delivered	0.65	0.65	0.00
Loading Bridge Fee	Per turn (one-time use)	15.00	15.00	0.00
International Facility Use (FIS)	Per deplaned passenger	5.00	5.00	0.00
Fuel Flowage (Re-use of Airfield)	Per gallon delivered	0.065	0.065	0.00
Fuel through-put (fees for ground service equipment)	Per gallon delivered	0.08	0.08	0.00
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	50.00	50.00	0.00
3-24 hours	>3 and up to 24	100.00	100.00	0.00
Cargo Ground Handling	% of gross revenue	8.00	8.00	0.00
Ground Transportation Operators:				
Taxi Permits	Quarterly permit	312.50	312.50	0.00
Off Airport Rent-A-Cars	% of gross revenue	10.00	10.00	0.00
Off Airport Parking	% of gross revenue	10.00	10.00	0.00
Hotel/Motel Courtesy Vans	Annually per vehicle	400.00	400.00	0.00
Commercial Courier Vehicles	Per trip through lane	1.00	1.00	0.00
Contract Vans or Limos	Per trip through lane	1.00	1.00	0.00
Frequent Parking Cards	Per month	100.00	100.00	0.00
Parking Fees:				
Hourly Deck (\$20.00 daily max. into effect Nov. 2014)	Per half hour	1.00	1.00	0.00
Daily Deck & Daily North (\$10.00 daily maximum)	0-1 hour	1.00	1.00	0.00
Long Term Lots (Change into effect-January 2015)	Daily maximum	5.00	7.00	40.00
Curbside Valet (\$28.00 daily maximum)	Per half hour	\$10 for 1st ½ hr; \$2 for add. ½ hr	\$10 for 1st ½ hr; \$2 for add. ½ hr	0.00
Business Valet (\$14.00 daily maximum)	Per half hour	\$5 for 1st ½ hr; \$1 for add. hour	\$5 for 1st ½ hr; \$1 for add. hour	0.00
Cell Phone Lot		free	free	

Adopted FY2015 User Fees

Charlotte-Douglas International Airport continued				
8. Non-Regulatory Fees: Aviation Fees	Basis	FY2014	FY2015	% Change
Rental Rates:				
Land Rent	Per acre	3,500-9,584	6,000-10,000	4.3% - 71.4%
Cargo Facility Rentals	Per square foot	3.00-12.01	7.50-12.00	0%-150%
City Hangar Rentals:				
60' x 60'	Per month	840.00	840.00	0.00
T-Hangars	Per month	300.00	300.00	0.00
Shadeports	Per month	155.00	155.00	0.00
Rental Car Concessions	% of gross revenue	10.00	10.00	0.00
Tenant Fees:				
Airport ID Cards	Per card	10.00	10.00	0.00
Employee Parking Cards	Per card	245.00	245.00	0.00

Adopted FY2015 User Fees

City Clerk's Office			
9. Non-Regulatory Fees - Voluntary Annexation Petition	FY2014	FY2015	% Change
Voluntary Annexation Petition Fee	\$ 400	\$ 400	0 %

Engineering & Property Management			
10a. Non-Regulatory Fees: Cemetery Fees	FY2014	FY2015	% Change
Oaklawn, North Pinewood, West Pinewood, 9th St., and Pinewood Cemeteries			
Opening & Closing Fees:			
Adult:			
Weekdays	\$ 725	\$ 725	0 %
Weekdays after 3:30 p.m. & Saturday	1,088	1,088	0
Sunday & Holidays	1,360	1,360	0
Indigent (Catholic Social Services-Weekdays)	300	300	0
Non-Permanent Burial Container/Adult - additional cost	250	250	0
Infant/Child (up to 3 feet):			
Weekdays	300	300	0
Weekdays after 3:30 p.m. & Saturday	450	450	0
Sunday and Holidays	563	563	0
Indigent (Catholic Social Services-Weekdays)	100	100	0
Cremations (burial) (In-ground):			
Weekdays	300	300	0
Weekdays after 3:30 p.m. & Saturday	450	450	0
Sunday & Holidays	563	563	0
Second Right of Interment	200	200	0
Disinterment:			
Adult	1,088	1,088	0
Infant/Child (up to 3 feet)	300	300	0
Reinterment:			
Adult	725	725	0
Infant/Child (up to 3 feet)	300	300	0
Sale of Grave Spaces:			
Sale of Grave Adult	700	700	0
Sale of Cremain Space In Ground	250	250	0
Perpetual Care Charge (one-time fee per space)	50	50	0
Amenities:			
Flower Vase Installation	50	50	0
Sale and Installation of City Vase	90	90	0
Monument Foundation Construction (per square inch)	0.65	0.65	0
Marker Installation (per square inch)	0.60	0.60	0
Transfer Burial Rights	100	100	0

Adopted FY2015 User Fees

Engineering & Property Management Fees continued			
10a. Non-Regulatory Fees: Cemetery Fees continued	FY2014	FY2015	% Change
Elmwood and Evergreen Cemeteries			
Charges for Opening and Closing Grave Spaces/Niche:			
Adult:			
Weekdays	\$ 725	\$ 725	0 %
Weekdays after 3:30 p.m. & Saturday	1,088	1,088	0
Sunday & Holidays	1,360	1,360	0
Non-Permanent Burial Container/Adult – additional cost	250	250	0
Infant/Child (up to 3 feet):			
Weekdays	300	300	0
Weekdays after 3:30 p.m. & Saturday	450	450	0
Sunday and Holidays	563	563	0
Cremations (burial):			
Weekdays	300	300	0
Weekdays after 3:30 p.m. & Saturday	450	450	0
Second Right of Interment	200	200	0
Sunday & Holidays	563	563	0
Disinterment:			
Adult	1,088	1,088	0
Infant/Child (up to 3 feet)	300	300	0
Re-interment:			
Adult	725	725	0
Infant/Child (up to 3 feet)	300	300	0
Sale of Grave Space:			
Sale of Grave Space Adult/single	900	900	0
Sale of Cremation Space - Lot	400	400	0
Sale of Cremation/Niche - Double	1,200	1,200	0
Sale of Cremation/Niche - Single	800	800	0
Perpetual Care Charge one-time upon purchase	50	50	0
Amenities:			
Lettering of Niche Cover includes two lines/Name-Date (Evergreen only)	150	150	0
Tent & Chair Setup (Evergreen only)	200	200	0
Flower Vase Installation	50	50	0
Sale and Installation of City Vase	90	90	0
Monument Foundation Construction (per square inch)	0.65	0.65	0
Marker Installation (per square inch)	0.60	0.60	0
Transfer Burial Rights	100	100	0

Adopted FY2015 User Fees

Engineering & Property Management			
10b. Non-Regulatory Fees: Land Development	FY2014	FY2015	% Change
Bond Administration Service	\$440/per surety posted, extension, reduction, renewal, replacement, or release	\$480/per surety posted, extension, reduction, renewal, replacement, or release	9.1 %
Tree Ordinance Payment in Lieu Fee	\$80,100 per acre	\$80,100 per acre	0

Engineering & Property Management			
10c. Non-Regulatory: Public and Employee Parking Fees	FY2014	FY2015	% Change
Employee Parking	\$25/Month	\$25/Month	0 %
Public Parking:			
First 1/2 hour	\$1.00	\$1.00	0
Additional time (1/2 hour increments)	\$1.00	\$1.00	0
Maximum per day	\$12.00	\$12.00	0
After Hours and Weekends:			
After Hours Weekdays Mon - Thurs 7 p.m. - 7 a.m.	\$1/hour or fraction	\$1/hour or fraction	0
Weekends Fri 7 p.m. - Mon 7 a.m.	Maximum 6 hours or \$6 After 6 hours max period, \$1 each 1/2 hour or 1/2 hour fraction	Maximum 6 hours or \$6 After 6 hours max period, \$1 each 1/2 hour or 1/2 hour fraction	0

Engineering & Property Management			
10d. Non-Regulatory Fees: Telecommunication Tower Lease	FY2014	FY2015	% Change
New lease:			
Application Fee	\$500	\$500	0 %
Installation/Inspection	\$5,000	\$5,000	0
Closeout Documentation	\$2,500	\$2,500	0
Lease Extension:			
Application Fee	\$500	\$500	0
Lease Extension	\$5,000	\$5,000	0
Lease Amendment/Modification:			
Application Fee	\$500	\$500	0
Amendment/Modification	\$5,000	\$5,000	0
Installation/Inspection	\$5,000	\$5,000	0
Closeout Documentation	\$2,500	\$2,500	0
Lease Termination:			
Lease Termination	\$5,000	\$5,000	0
The fees are based on industry practice and recovers the cost associated with ensuring security and operability of City towers for continued reliable public safety communications.			

Adopted FY2015 User Fees

Charlotte-Mecklenburg Police Department			
11. Non-Regulatory Fees: Animal Care and Control Fees	FY2014	FY2015	% Change
Animal Control Adoption Fees:			
Adult Dog/Cat	\$ 30	\$ 30	0 %
Adult Dog/Cat Senior Citizen 62 and older	no charge	no charge	0
Puppy/Kitten	30	30	0
Puppy/Kitten Senior Citizen 62 and older	no charge	no charge	0
Rescue Group Dog/Cat Approved Adoption	no charge	no charge	0
0 - 3 feet Snake	25	25	0
3 - 6 feet Snake	50	50	0
6 + feet Snake	75	75	0
Small Pot Belly Pig	25	25	0
Medium Pot Belly Pig	15	15	0
Large Pot Belly Pig	5	5	0
Rats	2	2	0
Mice	1	1	0
Hamster/Gerbil	3	3	0
Chinchilla	35	35	0
Guinea Pigs	5	5	0
Rabbits	5	5	0
Chickens	2	2	0
Turkeys	5	5	0
Ferrets	25	25	0
Small Iguana	25	25	0
Medium Iguana	50	50	0
Large Iguana	75	75	0
Finch	5	5	0
Parakeet /Canary	10	10	0
Parrot - Max Price	Market Rate	Market Rate	0
Gray Cockatiel	25	25	0
Lutino Cockatiel	50	50	0
Peach Faced Lovebird	25	25	0
Other Lovebird	50	50	0
Horse/Cow	Auction Starting Price	Auction Starting Price	0
Goats	15	15	0
Animal Spay/Neuter Fees:			
Canine Spay/Neuter	55	55	0
Feline Spay	45	45	0
Feline Neuter	35	35	0
Rabbit Spay	30	30	0
Rabbit Neuter	25	25	0
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	40/10/15/8	40/10/15/8	0
Feline	25/6/15/8	25/6/15/8	0
Livestock	55/12/0/0	55/12/0/0	0

Adopted FY2015 User Fees

Solid Waste Services			
12. Non-Regulatory Fees: Annual Solid Waste Disposal and Veterinary Dead Animal Collection Fee	FY2014	FY2015	% Change
Annual Solid Waste Disposal:			
Mobile Homes (Business)	\$ 47.00	\$ 47.00	0%
Mobile Homes (Individual)	47.00	47.00	0
Residential	47.00	47.00	0
Manufactured	47.00	47.00	0
Mobile Home	47.00	47.00	0
Multi-Family Business Residential	24.00	24.00	0
Multi-Family Individual Residential	24.00	24.00	0
Multi-Family Others	24.00	24.00	0
Veterinary Dead Animal Collections	\$3 per animal or \$15 minimum pickup charge	\$25 per animal or \$50 minimum pickup charge	233

Charlotte Department of Transportation			
13. Non-Regulatory Fees: Parking Permits & Off-Duty Police Officer Permit	FY2014	FY2015	% Change
Parking Permits:			
Parking Permits (4 th Ward, 3 rd Ward, etc.)	30	30	0
Replacement Permits	5	5	0
Off-Duty Police Officer Permit:			
Registration Fee	25	25	0
Permit	50	50	0
Daily Permit	5	5	0
Permit Renewal	50	50	0

Adopted FY2015 User Fees

Engineering & Property Management		
14. Other Fees: Storm Water Rates	FY2014	FY2015
Single Family:		
Tier I - <2,000 square feet of impervious area	\$ 5.36/month	\$ 5.52/month
Tier II - ≥2,000 square feet of impervious area	7.89/month	8.13/month
Commercial:		
Per acre of impervious area	131.56/month	135.56/month
FY2015 Storm Water Fee increase is 3.0%		

Charlotte-Mecklenburg Utility Department		
15. Other Fees: Water & Sewer Rates	FY2014	FY2015
Water Rates:		
Fixed:		
Administrative Charge	\$ 2.46	\$ 2.50
Availability Fee	2.47	2.47
Volume Rate:		
Tier I - (0-4 ccf*)	1.20	1.33
Tier II - (5-8 ccf)	2.40	2.66
Tier III - (9-16 ccf)	4.30	4.71
Tier IV - (16+ ccf)	6.76	8.91
Non Residential (ccf)	2.46	2.61
Sewer Rates:		
Fixed:		
Administrative Charge	2.46	2.50
Availability Fee	4.56	4.56
Volumetric - residential, commercial, others (ccf)**:	4.46	4.51
Industrial Waste	0.24	0.24
Capacity/Connection:		
Common residential water	2,230	2,235
Common residential sewer	4,018	4,291
The typical monthly water and sewer bill for residential customers is estimated to be \$56.90, an increase of \$1.73 per month (3.1%). The typical bill assumes 5,236 gallons or 7 ccf used each month.		

* 748 gallons = 1 Ccf

**Up to 16 ccf for residential customers

Adopted FY2015 User Fees

User Fee Appendix

The City's User Fee Ordinance (City Ordinance 844, Chapter 2, Section 2-4) requires the City Manager to notify City Council of any new or increased fees through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee. □

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

Regulatory User Fee Cost Recovery Example:

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

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

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

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

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

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

Note: Fees rounded to the nearest five dollars

Financial Policies and Practices

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

Revenue Policies and Practices

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

Inter-fund Policies and Practices

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

Financial Policies and Practices

Capital Investment Policies and Practices

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

Accounting Policies and Practices

1. The City will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Finance Director and audited annually.
4. The Finance Department's Procedures Manual will be maintained as a central reference source and handbook for all procedures which have a fiscal impact within the City. It will serve as the City's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The City's comprehensive annual financial report will be prepared in compliance with the necessary criteria established to obtain the GFOA'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.
3. Outstanding long-term maturity variable rate bonds not to exceed a sum equal to the debt service fund equity requirement plus 15% of total long-term fixed rate debt.

Financial Policies and Practices

4. Continue the dedication of multiple revenues to a pay-as-you-go fund established to provide a material portion of the non-enterprise, general government capital needs. The revenue sources include a dedicated portion of the property tax rate, sales tax, and motor vehicle fees.
5. The debt issuance method will be periodically re-evaluated as City conditions change or new or changed financial market methods emerge. The review and change of issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the City. Accordingly, the following issuance method(s) will be currently utilized:
 - New money fixed rate bond issues may be placed on a competitive or negotiated basis
 - New money variable rate bond issues will be placed on a negotiated basis
 - Refunding bond issues may be placed on a competitive or negotiated basis
 - Issuance methods will be continuously reviewed and changes made to various offerings methods as appropriate and cost efficient for the City.
6. The City will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

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

Financial Policies and Practices

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

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:
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Financial Policies and Practices

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 - e. Approve and execute engineering contracts under \$100,000.
 - f. Approve and execute professional service contracts in amounts under \$100,000.
 - g. Approve and execute change orders to all approved contracts not to exceed \$100,000 in the total amount of change order unless previous authority is authorized by City Council action for the specific contract.
 - h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed \$100,000, as authorized by the 1977 North Carolina General Assembly Session Law S.L. 1197-184.
2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).
3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed \$100,000.

Key Terms

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

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

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

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

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

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

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

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

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

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

Key Terms

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

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

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

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

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

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

Department: City's operating departments.

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

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

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

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

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

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

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

Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

Key Terms

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

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

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

Support Department: The City's support departments include the City Attorney's Office, City Clerk's Office, City Manager's Office, Budget & Evaluation Office, Shared Services, Finance Department, and Human Resources.

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

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

Common Acronyms

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

Common Acronyms

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

Common Acronyms

Acronym

STIG

STS

SWS

TAP

TBA

UCR

UDAG

UPWP

VMT

WIA

Definition

Synthetic Tax Increment Grants

Special Transportation Service

Solid Waste Services

Transportation Action Plan

To Be Authorized

Uniform Crime Reporting

Urban Development Action Grant

Unified Planning Work Program

Vehicles Miles Traveled

Workforce Investment Act