



Town of Cornelius

Original Budget

Fiscal Year Ending June 30, 2017

Adopted June 20, 2016

Town of Cornelius

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Manager's Message



**To: The Honorable Mayor Travis
 Members of the Board of Commissioners
 Citizens of Cornelius**

From: Anthony Roberts, Town Manager

Re: Transmittal of FY 2016 – 2017 (FY 2017) Annual Budget

Date: June 20, 2016

I am honored to present the Town of Cornelius Manager's Recommended Budget for Fiscal Year 2017. This document has been prepared in accordance with North Carolina General Statutes, and, as such, is balanced. The cooperative efforts of the Town Board, Staff, and citizens continue to work toward the common goal of effective, efficient, and responsive local government customer service. This budget is the third year of implementation of phase one of voter-approved street and park bonds in line with Town priorities set forth in the *Navigate Cornelius* Comprehensive Master Plan.

Staff proposes a 1.5-cent tax increase for the first time in 10 years. During this ten-year period, the tax rate has decreased twice and is still lower at 25.5 cents rate than the 27.5 cents rate from ten years ago. This tax increase will generate approximately \$765,000 in FY 2017, which will be dedicated for future road projects in a transportation capital reserve fund. The related schedules and detailed line items specify revenues and expenditures for the General, Electric, and 911 Funds. This annual financial plan outlines the spending plan for the year and revenue sources to meet those obligations and accomplish identified goals and objectives for each department. The General Fund Budget totals \$21,649,934 (net of reconciling items, such as debt to be issued), which represents an increase of \$140,019 (or 1%) from FY 2016 estimated year-end expenditures. This increase is due to the transfer from the general fund to the capital reserve for future road projects.

The Town continues to strive to maintain the reputation for unparalleled customer service, called "the Cornelius Way" which remains a priority in our budget efforts. Some of the items funded in FY 2017 include construction of a new Public Works facility, Bailey Road Park renovations, as well as enhancements associated with Police Department technology, which continues to illustrate our commitment to a high quality of life for Cornelius citizens.

At a tax rate of twenty-five and one-half cents (\$.255) per \$100 of assessed valuation, the Town of Cornelius tax rate remains the lowest tax rate in Mecklenburg County and is among the lowest

Manager's Message

in the state with a population greater than 20,000. A twenty-five and one-half cent tax rate is budgeted to generate approximately \$13.2 million in tax revenue, which is approximately \$510,000 of tax revenue per penny. The estimated \$13.2 million in property tax is a result of growth in the Town's assessed value of real property (estimated at \$4.7 billion), registered motor vehicles (valued at \$383 million) and other public service company and personal property (combined at \$181 million), for a combined assessed value of \$5.25 billion.

The FY 2017 spending plan is expected to decrease over the prior year by approximately 4%. Personnel expenditures are expected to increase by 2.58% as a result of converting Town Attorney to contract, police recruitment and retention efforts, an additional Parks Maintenance Technician, and a 3% merit pool budgeted for full-time staff. Operating expenditures are budgeted to increase approximately \$387,000 due to increased solid waste landfill tipping fees, increased solid waste CPI adjustment, art center contract, and sidewalk maintenance. Capital spending will decrease approximately \$937,000 due to the Town's approach of funding major sidewalk improvements every other year and decrease in funding to the DDI aesthetics. Debt service will decrease due to the payoff of the Police Station and the initial phase of Robbins Park.

Goals for FY 2017

Town spending priorities continue to follow the 2012 Comprehensive Master Plan (CMP) and its implementation of the citizen-driven goals and strategies. Goals for guiding future growth identified through the CMP *Navigate Cornelius* include:

- 1) Promotion of Economic Development and Business Recruitment
- 2) Development of Key Shopping and Activity Centers and Development Nodes
- 3) Improvement to Mobility and Increase of Transportation Options
- 4) Strengthened Citizen Engagement

Citizen stakeholders identified those goals as objectives that could be used as a measure of success in shaping the Town's future budgets and land use implementation. These objectives would fulfill the Town's vision:

"Cornelius is a vibrant and inclusive small community on Lake Norman, dedicated to promoting the highest quality of life for all residents."

Specific initiatives funded in the FY 2017 Budget related to these goals and vision include:

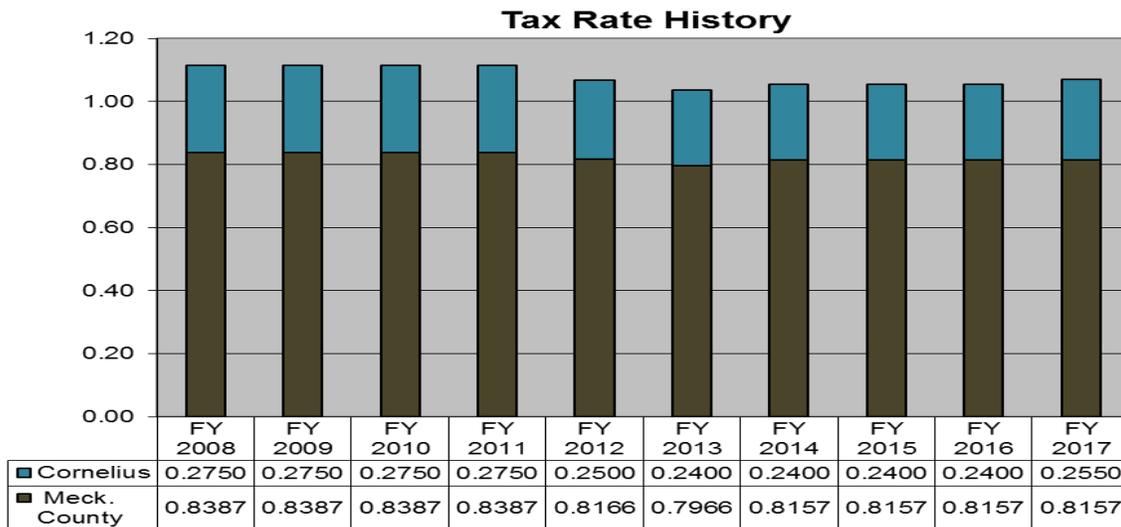
- ✓ Debt Issuance of \$1,350,000 for a new Public Works facility, which will allow us to consolidate storage for multiple town departments.
- ✓ Additional transportation and mobility initiatives funded in the upcoming fiscal year include \$700,000 road resurfacing, \$100,000 toward planning/design of Northcross Drive Extension and \$140,000 for planning/design improvements at the intersection of Highway 21/Catawba Avenue.

Manager's Message

- ✓ Continued commitment to superior customer service in public safety with the continuation of lake patrol, bailout gear and EMT equipment for fire trucks and fire boat, and continued buildout of Cornelius' police surveillance camera system.
- ✓ Upkeep of existing programs, such as \$355,000 toward renovations and major system repairs to Town parks.

General Fund Revenue Highlights

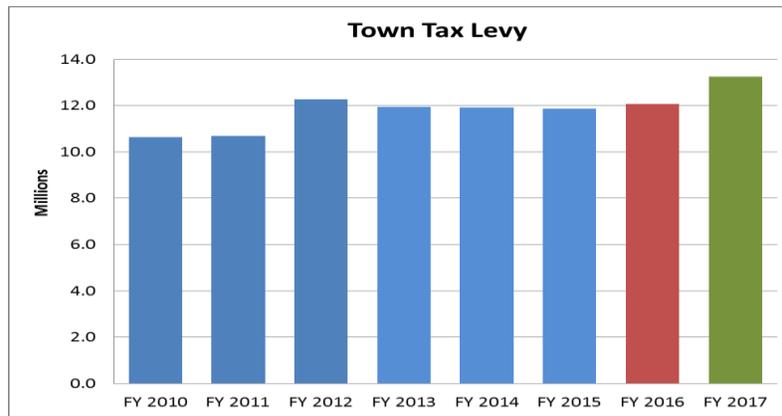
The FY 2017 Budget proposes a tax rate of \$0.255 per \$100 of assessed valuation, representing a one and a half cent increase from the prior year. Cornelius taxpayers also pay Mecklenburg County tax in addition to the Town property tax. The graph below illustrates the 10-year tax rate history of both local governments, including the Town rate proposed for FY 2017. The FY 2017 rates are not official until adopted by the respective governing body, so this chart illustrates Cornelius' proposed rate and the FY 16 rate for the County, as the Mecklenburg County Manager's recommended tax rate for FY 2017 is not available as of this date.



The annual Town Board vote that sets the property tax rate is a critical function of the budget ordinance, as it affects every taxpayer. Taxpayers receive an annual bill, which is a function of the tax rate based on the assessed value of their property; the annual tax rate is the single factor among these two that the Town Board controls, as Mecklenburg County assesses value. In addition, property taxes provide more than 60% of the Town's general fund annual revenues. Finally, setting the annual tax rate directly affects the Town tax levy, which is the current basis Mecklenburg County uses to calculate the Town's pro rata share of future sales tax distributions. For these reasons, establishing the tax rate has a lasting impact on the Town's overall fiscal health.

Manager's Message

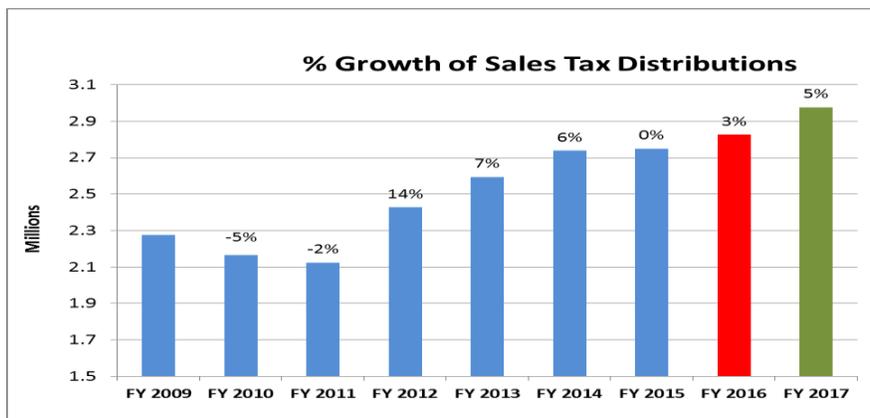
The following chart depicts an eight-year window of Cornelius' tax levy FY 2010-17 and illustrates the volatility associated with the revaluation and tax rate history.



The Mecklenburg County Assessor's Office has communicated that refund corrections to the FY 2012 revaluation will likely conclude early in FY 2017. The Town's tax levy also benefits from higher initial year vehicle tax collections due to the implementation of North Carolina's tax and tag program where vehicle taxes are billed and collected with the annual license plate renewal.

The Town's second highest revenue source is sales tax distributions, representing approximately 13% of the FY 2017 revenue budget. Sales tax distributions in North Carolina are county specific, meaning each local government within the county receives a proportionate share of sales tax generated within the county based on a distribution method. Mecklenburg County has authorized sales tax distributions based upon percentage of tax levy within the County for more than a decade. Therefore, a change in assessed values or change in tax rates of any of the six other municipalities or the County can result in consequences to Cornelius. Additionally, there are proposals before the state legislature that could have an impact (some negative, some positive) on future years' sales tax receipts. Staying attune to activity from other local governments and the state will pay dividends in the form of future Cornelius sales tax dollars.

Consumer spending also has a dramatic effect on sales tax revenue as the recent economic recession and eventual recovery depicted. Also, when the state chooses to distribute sales tax refunds to eligible entities (such as local governments and non-profit agencies like some area hospitals), it can cause unusual movements in sales tax trends. Sales tax receipts have steadily climbed since the 2008 recession, and are expected to increase an additional 5% in FY 2017. The following chart illustrates growth in sales tax receipts to Cornelius since FY 2009.



Manager's Message

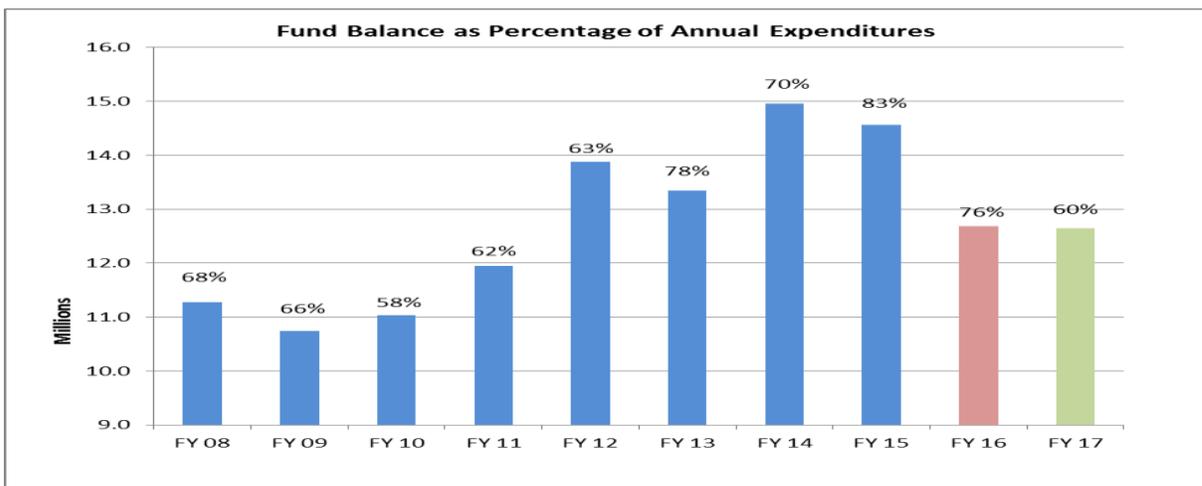
Other consumer spending dependent revenue sources include U-Drive-It tax (projected to increase 2.2%), Occupancy tax (projected to increase 2.6%), and prepared food and beverage tax (conservatively estimated to drop 1.3%). Additional Town revenue sources worthy of note include franchise tax (estimated to increase 2.8%), 911 distributions from the State 911 Board (estimated to increase 27.8%), and Powell Bill distributions (expected to increase by 2.4%).

In summary, Cornelius revenue sources are estimated to increase by 4% in FY 2017. This is largely due to Sales & Use tax, plus additional art center and park program participation fees. Additional details regarding the Town's revenue budget can be found in the Revenue Assumptions section of the Budget (beginning on page 32) and in the line item details (page 36).

Economic Outlook

For FY 2016, the trend for building permits has slightly decreased with 204 new building permits issued through the Planning Department as compared to 233 new building permits issued in FY 2015. Physical evidence of new construction can be found with the opening of the new Harris Teeter near Town Center, Dunkin Donuts opening on W. Catawba, and renovation of the former Salvation Army building space into a Planet Fitness. These new facilities are bringing new jobs and retail customers to our region and help fuel the local economy.

The recent voter-approved bond package will also serve as an economic engine. With \$9.9 million bonds issued in June 2015, significant construction is still underway on the Town's maintained streets & greenways and in Town parks. In addition to bond capital, the Town also plans to contribute to improvements at the Highway 21/Catawba Avenue intersection, continuing upgrades to roadways and opening of the new 9/11 Monument at Fire Station 1. These capital improvements are funded through use of donations, debt instruments, and fund balance. As endorsed by the Town's Fund Balance Policy, these capital uses of fund balance are depicted in the following chart showing the impact of planned capital on 10 years of the Town's Fund Balance.



The preceding chart calculates the Town's total fund balance plus capital reserve and shows the fund balance as a percentage of total annual expenditures. This graph illustrates no increase or decrease to Fund Balance and the additional one and a half cent going into a Transportation

Manager's Message

Capital Reserve Fund. Our current and projected level of fund balance continues to allow for pay-as-you-go capital funding and ongoing operations that support “the Cornelius way” customer service Cornelius residents have come to expect. Cornelius has historically maintained a higher level of fund balance than other NC municipalities with similar population size and service levels, which allow for this type of fiscal health, stability, and outlook including a AAA bond Rating (Standard & Poor’s).

General Fund Expenditure Highlights

- Personnel** Personnel expenditures are planned to increase by a net of 2.58% to fund an average 3% merit pool for full-time employees and Police Department recruitment and retention of officers. Full-time headcount will increase by one position, a Park Maintenance Technician.
- Governing Board** The Governing Board department funds the elected officials’ stipend and expenses. Such expenses include bimonthly Town Board meetings and technological expenditures. There are also expenses associated with ethics training, general travel and training, and participation in the Metro Mayor’s Coalition.
- Administration** The Administration Department consists of General Government services such as the Town Manager’s Office, Clerk, Finance, and Information Technology contract services. This department is tasked with implementing Town Board policy, managing the Town’s daily operations and financial services. The General Government department expenditure changes in FY 2017 are due primarily to the employee merit pool and the Town’s \$50,000 computer replacement program.
- General Services** General Services funds several contractual functions for the Town, such as external auditors, use of outside legal counsel, Historic Preservation Commission, Victim’s Advocate, and Ada Jenkins Center. The department’s budget is planned to increase approximately \$82,000 due to converting the Town Attorney to a contract service.
- Police** The Police Department mission is to provide honest, fair, and efficient law enforcement to all people within its jurisdiction. Since the Police Department represents the Town’s largest financial and human capital investment, changes in the department’s staffing have a significant impact including the continued responsibility for lake service. The PD plans to address retention and vacancy issues with the addition of \$80,000 to help retain officers as they progress toward completion of training certifications. The department also plans to continue its recurring motor vehicle replacement and camera capital initiatives.
- Communications and 911** The Cornelius 911 Center facilitates the courteous exchange of information between the public and Police staff with speed, accuracy and professionalism. The Center dispatches 911 calls for the Town of Cornelius and Davidson College. Expenses, mostly technological and/or capital that is deemed eligible by the NC 911 Board, are charged to state-provided 911 funds. Expenses that are not deemed eligible are paid by the General Fund.

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Fire Protection

The Town provides fire protection and prevention as well as emergency first response within the Town limits via a contract with Cornelius-Lemley Volunteer Fire Department, Inc. The Town's annual operations support of the VFD will increase by 6%, including purchase of bail out safety gear, increase in part-time pay, and EMT equipment for the fire apparatus.



Animal Control

This department is responsible for humane treatment of Cornelius animals and operations of the Cornelius Animal Shelter. Minimal decreases (1%) are planned in this department for FY 2017.

Public Works

The Public Works Department manages capital construction and maintenance of public grounds, streets, and sidewalks including right-of-way and streetlights. Year-to-year variations in capital funding have a significant impact on the annual Public Works budgets. Public Works spending is planned to increase 2.2% in FY 2017. Projects implemented in the FY 17 budget include \$140,000 for planned improvements at the intersection of Highway 21/Catawba Avenue, \$100,000 for the Northcross Drive Extension project, and \$1,350,000 for a new Public Works facility (which will be financed through the use of installment financing).

Stormwater Management

Cornelius' stormwater management program is funded through stormwater fees remitted by property owners to Charlotte Water who collects and remits stormwater receipts monthly to the Town. The department spending is budgeted to increase \$5,600 to an annual allocation of \$220,000.

Street and Sidewalk Improvements

The Town's Powell Bill department represents receipts from a portion of the state gas tax from NC Department of Transportation, which is restricted to be spent on construction, resurfacing, and maintaining Town streets and sidewalks. The Town's practice has been to accumulate a major list of projects for resurfacing every other year. FY 2017 represents a resurfacing year, with spending up 84% from FY 2016 estimated year-end levels (again, due to resurfacing).

Planning and Land Development

The Planning department handles land use, zoning, GIS, and mapping coordination. The department's spending is estimated to increase \$63,500 due to implementation of UPWP grant projects to study the intersection of Torrence Chapel Road/ West Catawba Ave. and NC 115.

Manager's Message

Tourism

The Town's Tourism function distributes funding from tourism-related taxes to various agencies, such as Visit Lake Norman, Lake Norman Economic Development Corporation, and contribution to Commerce Station, a regionally supported business park located in Huntersville. Tourism funding is also used to support Cornelius special events, such as the annual Symphony in the Park. Tourism expenditures are estimated to increase 2% as a result of statutorily required contributions to Visit Lake Norman and debt service arrangements for Commerce Station.

Art Center

Primarily through U Drive It Tax proceeds, the Town funds the operations of the Cornelius Art Center and art-related events such as 'Tawba Walk and an independent movie series. The Center seeks to promote artistic endeavors to all age groups through such outlets as drawing, photography, painting, pottery, sewing, sculpting, and art exhibits. The Art Center budget is planned to decrease largely due to reduced capital cost associated with the Art Center land purchase budgeted for FY 2016. However, professional services are planned to increase by \$80,000 from the prior year, as the Town prepares for the development of the pending new arts & cultural center.

PARC

The Parks, Arts, Recreation, and Culture Department mission is to provide great parks, natural areas, and recreational experiences. The department budget adds one full-time Park Maintenance Technician position and Bailey Rd. Park major renovations with the installation of new playground equipment. The department also plans to add additional park sidewalks for ADA compliance purposes as well as vehicle and equipment replacement.



CIP Appropriations

A detailed list of the Town's Capital Improvement Program (CIP), including FY 2017 funded capital and FY 2018 - FY 2021 capital under consideration can be found on page 80 of this document. Projects displayed in the FY 2017 column are funded in the Manager's Recommended Budget.

Additional capital needs on the horizon include street resurfacing, synthetic turf fields, Northcross Drive Extension, Highway 21/Catawba Avenue intersection improvements, widening West Catawba Ave., and issuance of the second phase of voter-approved street, park, and Town Center Redevelopment bonds. Priorities over the coming five years will certainly result in projects

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shifting from one year to another; however, this document, with the related five-year financial forecast illustrates a path the Town may take to fund future capital needs.

The list of projects currently under consideration for the next five years exceeds \$85 million. Also, some projects not currently on the list are likely to become important to the Town through implementation of the Town's Comprehensive Master Plan and staff's efforts to respond to the evolving needs of the community.

To maintain the Town's stable financial condition, we utilize a long-term view of budgeting by preparing a five-year financial forecast and related capital improvement program. Summaries of these documents occur on pages 80-82 of this budget. The spreadsheet is used during budget discussions to perform scenario analyses that illustrate the impact of tax rate changes in various fiscal years and the impact of other variables, such as assessed valuation and revaluation changes, personnel & operating expenditure changes, and many other assumptions. Maintaining the Town's current AAA bond rating (Standard & Poor's) requires a multi-year outlook rather than taking a single-year view at the Town's budget. These documents assist in planning for future years' economic environment, in each fund (General and Electric) along with their unique revenue and expenditure demands.

Debt Service

Being good stewards of the Town's financial condition requires maintaining positive relationships with bondholders and institutions who bid on the Town's debt instruments. Maintaining our sound fund balance levels, providing for annual debt service requirements, and continuing rapid amortization are key activities associated with preserving the Town's AAA bond rating. Because there is no rating higher than AAA, entities with this rating will issue debt at the lowest rates, minimizing borrowing costs.

The rapid amortization of debt we issue is also instrumental in making the Town's debt proposals attractive in the debt market. Prior to the issuance of the 2015 Series Street and Park Bonds, the Town had no debt service payments scheduled after FY 2024. Rather than taking a typical 20-year term on bond instruments, staff has recommended a 17-year term on the new bonds, saving thousands in future interest costs and leaving future taxpayers additional options to explore projects in future budget years. Finally, utilizing debt instruments today allows the Town to take advantage of historically low (less than 5%) interest rates.

Electric Fund

The Town owns its own electric distribution system, provides electric services to a portion of Cornelius, and contracts with Electricities of NC to manage its daily operations. Participation in the North Carolina Municipal Power Agency #1 (NCMPA#1) for decades has provided a consistent power source for our customers. Major debt restructuring at the Power Agency level will allow for reduced wholesale cost of power to the Town in FY 2017, and thereby result in no rate increase to our customers in the coming year. This debt restructuring is also expected to produce smaller rate increases in the next three years. Reducing power costs will afford us the opportunity to allocate resources to system upgrades that will enhance reliability and aesthetics

Manager's Message

of the system, including utility line burial and substation improvements. ElectriCities indicates that after the debt restructuring, there are additional debt service savings to be derived in FY 2018 and beyond.

While Cornelius electric customers will face no Town initiated rate increase in FY 2017, there is an NC statute REPS (Renewable Energy and Energy Efficiency Portfolio Standard) rider rate change that is anticipated to result in a four-cent rate increase per month for our residential customers that will become effective July 1, 2016. This rate change will result in a minimal cost impact to the Town's 3,000+ residential customers and a small increase in REPS rider charges to commercial and industrial rate payers.

Issues in FY 2017 and beyond

Cornelius is a growing community that continues to attract new residents and businesses. With these added stakeholders comes pressure for expanded facilities and demands for exceptional customer service within existing financial resources. New transportation projects, bond funded and otherwise, will have an impact on how the public moves within our corporate limits and beyond. We continue to strive to make a positive impact on the mobility opportunities within the Lake Norman area that enhances the daily lives of our citizens. Maintaining public safety resources and expanding park & greenway facilities are additional consumers of the Town's financial resources. Economic development and expanding public art opportunities also require juggling many competing resources.

The Town has carefully positioned its financial condition to seize opportunities to enhance the quality of life for its citizens. We have created walkable communities to parks with varied amenities. As directed by the Town's Comprehensive Master Plan, we are proactively seeking state and federal resources to assist with funding improvements at key intersections, roadway improvements and connectivity, and working with developers to create a desirable sense of place. These efforts continue to help us achieve lasting positive additions to Town assets that start out as an idea and become a reality through implementation of our five-year capital improvement plan.

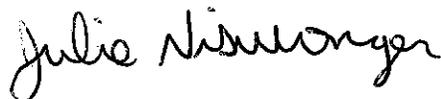
Conclusion

Cornelius enjoys the reputation of responsive customer service to its citizens at a low tax rate. Staff continues to seek efficiencies associated with better implementation of technology while controlling operating costs. We will also seek partnership opportunities with outside agencies to enhance the quality of life for our constituents. Finally, we are thankful for the volume of hours that citizens, commissioners, many volunteer boards and staff devote to working with the challenges associated with each new fiscal year to produce an annual budget document.

Respectfully submitted,



Anthony Roberts
Town Manager



Julie Niswonger
Finance Director

Town Information

Town of Cornelius Incorporated 1905



The Town of Cornelius, the second youngest of Mecklenburg County's six incorporated towns, was founded in 1893 but not incorporated until March 4, 1905. The Town's origin has been traced by many historians to a dispute over cotton weighing.

In the late 1800s, two thriving cotton farms located in Davidson disagreed on whether an official town cotton weigher should be appointed. After a heated election was held and legislation enacted, a town cotton weigher was hired and the firm which opposed the appointment decided to relocate much of its operations just south of the Davidson town limits.

Frequently after heavy rains, the road connecting Davidson and Cornelius would become impassable. The hill leading into Davidson would become so muddy that many cotton farmers found it safer and more convenient to conduct their business just south of Davidson in a small frame building. The success of the cotton purchasing business later inspired the owners to construct a cotton mill where raw cotton could be converted into cloth. The owners of the cotton firm lacked the needed money to make the idea of a cotton mill a reality but knew who could provide the financial backing. Joseph Benjamin Cornelius (1833-1914) supplied the needed investment and the mill was opened. Although the town was originally incorporated as "Liverpool", the Town's name was soon changed to Cornelius to honor J.B. Cornelius who was the principal stockholder in the cotton mill.

Perhaps even more influential as the cotton industry was to the Town's development and growth early in the century, was the damming of the Catawba River to create Lake Norman. In 1963, Duke Power created the largest man-made lake in North Carolina and provided the area with both hydroelectric power and recreational opportunities. The formation of the lake also provided Cornelius with over 70 miles of developable shoreline within the Town's planning jurisdiction.

Town Information

Today, Cornelius has approximately 70 miles of shoreline on Lake Norman and approximately 3.5 miles on Lake Cornelius.

The Town of Cornelius is a community that offers a wide variety of activities which includes ten public parks, two recreation centers, and an art center, retail and office space, and a wide diversity of housing opportunities.

The corporate limits of Cornelius currently encompass approximately 12.19 square miles with a total planning jurisdiction of 15.07 square miles. The Town government is operated under the Council-Manager form of government. The Town Manager oversees the daily operations of the Town under the policy direction of a Mayor and 5 Commissioners who are elected to serve two year terms.

Appointed citizen Boards, Commissions, and Committees such as the Planning Board, Architectural Review Board, Parks, Arts, Recreation and Culture Commission, Historical Preservation Commission, and Land Development Code Advisory Board, assist the Board of Commissioners in formulating policies for the future governance of our Town.

Budget Guide

A Citizen's Budget Guide

State law defines an annual budget as “a proposed *plan* for raising and spending money for specified programs, functions, activities or objectives during a fiscal year.”

While this definition may seem simple, budgets usually contain a considerable amount of detailed information. The fact remains, however, that a budget exists as the single most comprehensive annually updated financial guide for the services provided to the citizens of the Town.

Understanding how a budget is created and adopted and recognizing the key components of the budget document itself is paramount to a citizen's understanding of the local government's vision, guiding principles and goals as outlined in the *Town of Cornelius Comprehensive Master Plan*. The purpose of this guide is to provide you, the citizen, with that information.

MUNICIPAL BUDGETS IN NORTH CAROLINA

The Town of Cornelius, like all local governments throughout North Carolina, prepares, adopts, and administers its budget in accordance with the Local Government Budget and Fiscal Control Act (LGBFCA).

This Act establishes responsibilities in the adoption of the budget and most importantly, requires that the budget be *balanced*. In other words, the estimated revenues and financing sources must equal the proposed spending.

North Carolina local governments operate under a July 1 - June 30 fiscal year. A budget must be adopted by June 30th of each year, or interim provisions must occur.

The spending for the coming year is authorized through the Board of Commissioner's adoption of a *budget ordinance*. This action authorizes the spending, assures that the budget is balanced, and levies the property tax for that budget year. On an as needed basis, related resolutions or ordinances formally authorize changes to the Town's Board adopted fee schedule. Amendments to the budget ordinance may occur throughout the year with Town Board approval that could impact planned spending levels. Under North Carolina law, local property taxes may not be changed at any point in the year once adopted without input from the State government or extraordinary circumstances.

By law, each year, a public hearing is held by the Board of Commissioners to receive comments from citizens and taxpayers on the recommended budget. That hearing is held after the Town Manager formally presents his recommended budget to the governing body. Throughout the budget review period, copies of the recommended budget are kept on file for public review in the Town Finance Director's office and with the Town Clerk and available on the Town's website.

This document contains a wealth of information regarding the Town and its fiscal priorities for the year. The Manager's Budget Message outlines in narrative form the

Budget Guide

Town's major new initiatives for the year and how necessary funding levels have changed from the previous year. The remaining sections outline in detail the amounts of revenues and expenditures anticipated for the following year.

Town staff also maintains a five-year capital plan and a five-year financial forecast. These documents express a long-term vision of the Town's priorities and funding requirements as outlined in the Comprehensive Master Plan, *Navigate Cornelius*.

**We urge you to take the time to review this budget.
If you have questions, please call:**

**Anthony Roberts, Town Manager, Lori Harrell, Town Clerk, or
Julie Niswonger, Finance Director at (704) 892-6031**

BUDGET FORMAT

The Town of Cornelius financial system is organized utilizing governmental fund accounting where accounts are maintained separately. Government resources are allocated in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. This segregation of revenues and costs allows close monitoring of specific accounts to provide insurability that certain funds are self-supporting and that revenues which are required by law for specific purposes are identifiable. The Town of Cornelius' Operating Budget consists of three primary annually budgeted funds: General Fund, Electric Fund, and 911 Special Revenue Fund. Subcategories have been created within the General Fund to track funds required to be spent only for specific purposes. They include the following three subcategories of the General Fund: Stormwater Fund, Powell Bill Fund, and the Tourism Fund.

- **General Fund** Governing Body, General Government, General Services, Police, Communications, Animal Control, Public Works, Powell Bill, Solid Waste/Recycling, Stormwater Management, Planning and Land Development, Tourism, Art Center, Parks, Arts, Recreation and Culture, Transfers, and Debt Service, are all funded through the General Fund.
- **Electric Fund** All electric distribution system operations, maintenance, and capital improvements are funded through this fund which is also known as an "Enterprise Fund." The Fund has been managed since FY 1998 under a contract with ElectriCities including updated amendments to the original contract and in cooperation with the Town of Huntersville.
- **911 Fund** By NC Statute, the Town also uses a separate annually budgeted special revenue fund to account for state distributions of 911 fees and any expenses deemed eligible by the 911 Board to be paid from such revenues.

Budget Guide

REVENUES

Revenues are shown by sources within funds. Revenue projections can be made more accurately when revenues are segregated by source and controlled accordingly.

The major revenues by source are as follows:

- **Ad Valorem Taxes** Also known as property taxes, these include the collection of current year as well as prior year levies and potential interest and penalties on delinquent taxes. Property subject to ad valorem taxes include real property, vehicles, business personal property (equipment, lease upgrades, and fixtures), and certain personal property such as watercraft (boat and jet skis). Property owners are required to list property annually with the Mecklenburg County Tax Assessor's Office. Some nonprofit organizations, such as religious groups, charter schools, and local government owned property may not be subject to such property taxes; additional information regarding exemptions may be obtained from the Mecklenburg County Tax Assessor's Office. The Town also assesses a \$10 fee on each motor vehicle registered in the Town limits of Cornelius which appears with the annual vehicle property tax bill and annual vehicle registration.
- **Other Taxes and Licenses** This includes all other taxes and licenses (if applicable) issued and collected by the town or the town's agent including the unrestricted portion of related Gross Receipts on Rental Vehicles and occupancy tax.
- **Unrestricted Intergovernmental** NC General Statutes allow the Town to receive revenue from additional federal, state, and local agencies which may be used for any general fund expenditure including the Utility Franchise Tax or Sales Tax levied on utility bills, Beer and Wine Tax, and Local Option Sales Tax. The distribution basis for these revenues can be found in the Revenue Assumptions section of this budget document. The Town relies upon the state for these distributions which occur monthly (most Sales Taxes), quarterly (Franchise Tax), or annually (Beer and Wine Tax).
- **Restricted Intergovernmental** This revenue type consists of both taxes and fees which are collected by other federal, state, and local governmental units and passed along to Cornelius. These revenues are restricted to be spent exclusively for specific purposes. Examples of restricted intergovernmental revenues include specific federal public safety grants, specific PARTF state parks and recreation grants, Powell Bill, Prepared Food and Beverage Tax, U Drive It Tax, Stormwater Fees, asset forfeiture tax, solid waste tax, and 911 fees.
- **Permits and Fees** Permit and fee revenue is derived from charges in return for specific services rendered such as fingerprinting, subdivision

Budget Guide

consideration, false alarm billing, or participation in parks, arts, culture and recreation events. Included in this section is the fee charged to Davidson College for usage of the North Mecklenburg Communication Center and police false alarm fees. Other such permits and fees include planning and zoning fees, transit fees, and map sales.

- **Sales** Revenue received from the sale of property or other merchandise comprises this category of revenue. This revenue stream is non-cyclical and infrequent in nature. Examples include sale of surplus equipment.
- **Investment Earnings** Revenue derived from the investment of idle cash results in investment earnings. For clarity purposes, the Town segregates interest received on unrestricted revenue from certain restricted revenue sources. Additionally, Board approved loans among different funds that accrue interest will appear separately within interest earned.
- **Miscellaneous** Miscellaneous revenues include nonrecurring and minor revenue sources such as refunds affecting prior year expenses, property insurance claim proceeds, nonsufficient funds fees, and prior year electric capital credits and copier use charges.
- **Debt Issued** While separate capital project ordinances are used to account for debt issued to construct capital assets for construction periods exceeding one year, the annually budgeted general fund might also issue debt. Frequent debt issued in the general fund includes rolling stock installment financing of fire and maintenance trucks as well as police cars. Other substantial debt issues include parks and road construction.
- **Appropriated Fund Balance** Fund balance is the amount available to appropriate from the previous year-end revenues exceeding budgeted expenditures or prior year expenditures unspent. As with investment earnings, certain restricted revenues are indicated separately from the overall general fund appropriated fund balance.

EXPENDITURES

Expenditures are shown in the budget classified by funds from which they are paid, by departments spending the money, by the functions for which the expenditures are made and by the object of expenditures which provides greater detail for controlling expenditures. Funds are appropriated at adequate levels in order to maintain or improve the quality and the level of service to be provided in the coming year.

The major expenditures by function are shown as follows:

Budget Guide

- Governing Board
 - General Government (Administration)
 - General Services
 - Police
 - Communications
 - Fire Protection
 - Animal Control
 - Public Works
 - Powell Bill
 - Solid Waste / Recycling
 - Stormwater Management
 - Planning / Land Development
 - Tourism
 - Art Center
 - Parks & Recreation
 - Debt Service
-
- The Town's Enterprise operation of the Electric Distribution Fund is maintained in its own fund and department.
 - The Town also uses a separate annually budgeted special revenue fund to account for state distributions of 911 fees.

Expenditures by object are divided into five major categories - personnel services, operating expenditures, transfers to other funds, debt service, and capital outlays.

These categories are summarized below:

- **Personnel Services** Expenses which can be directly attributed to employees. These expenses include salaries, stipends, insurance benefits, retirement, 401k, and FICA. The costs of such expenditures have been budgeted within each operating department to give a more accurate cost of departmental operations.
- **Operating Expenses** Costs other than personnel and capital outlay that are required for the operations of the Town. Operational line item expenditures are directly affected by inflationary trends, increased service demands, and enforcement of government regulations. Examples of operating expenses include departmental supplies, motor fuels, utilities, and equipment or vehicle maintenance. Operating expenses also include contracts with outside agencies.
- **Transfers** The general fund budget may require that money be set aside to be used at a future date or used in conjunction with additional capital sources. The Town currently has numerous capital projects ongoing and provides for transfers into capital project funds to provide for future capital needs, such as Caldwell Station Creek Greenway, and the Diverging Diamond Interchange aesthetics capital project funds.

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- **Debt Service** North Carolina General Statutes also require that provisions be made to meet annual payments on debt issued in prior years and commitments of the current year's budget. The Town is contractually obligated to provide the annual funding to meet these obligations for future debt issuance and bond rating purposes.
- **Capital Outlay** Capital outlay includes expenditures for the purchase and/or construction of land, buildings, vehicles, equipment, fixtures, and other infrastructure (including roads, sidewalks, greenway, and public easements) which are too permanent in nature to be considered expendable at the time of purchase. The items defined as capital have a value of \$5,000 or more for equipment or \$25,000 or more for infrastructure items. Capital by definition must also have an expendable life of more than one year. Budgeting of capital equipment and capital improvements over \$50,000 will be addressed separately in accordance with the Town's Capital Improvement Program and contingent on availability of funds. Frequently, grant funded items are also budgeted within capital accounts.

THE BUDGET PROCESS

The budget is the single most important annual document presented to the Board of Commissioners. The annual budget ordinance sets the tax rate to be levied upon property for the year and describes how such taxes and other revenues will be spent. The budget is primarily intended to establish policy direction but it also serves the citizens by providing an understanding of the Town's operating fiscal programs. It reflects the Town's commitment to maintain necessary services, improving quality of service and keeping the impact of taxes to the citizens at a reasonable level.

The Town operates with the guidance of an annual budget ordinance adopted in accordance with the provisions of the Local Government Budget and Fiscal Control Act (LGBFCA). The budget ordinance is the legal basis of the budgetary accounting system and the standard by which proposed expenditures are measured. The balanced budget ordinance is adopted annually prior to the beginning of the fiscal year. The ordinance is subjected to public inspection and a public hearing prior to adoption. The budget is considered balanced when estimated net revenues equal appropriations. Changes to the budget ordinance (increases or decreases) occur only by formal Board action and cannot affect the tax rate once adopted except in very rare instances.

The State also requires that local governments experience at a minimum once every eight years a property revaluation ensuring that property within the unit is valued at market rates. Additional conditions (value changes – increases or decreases—of more than fifteen percent) could result in the requirement that revaluations occur more frequently. Such requirements ensure that property owners contribute fairly to the cost of operating the government for the year. Mecklenburg County's most recent revaluation occurred in FY 2012. The appeals process and related corrections to the FY 2012 revaluation continue to impact FY 2017. Many refunds have occurred in previous fiscal years, and are expected to conclude in early FY 2017.

Budget Guide

Government-wide financial statements are produced at year-end using the economic resources measurement focus and reported using the accrual basis of accounting. However, the annual budget is adopted on a departmental basis and is prepared using the modified accrual method of accounting for all funds. This accounting approach recognizes revenues when they become measurable and expenditures at the time the liability is incurred. All monies received and expended must be included in the budget ordinance. Departmental appropriations that have not been expended by the end of the fiscal year lapse.

The Town adheres to generally accepted accounting principles (GAAP) including all applicable Governmental Accounting Standard Board adopted guidelines. Under GAAP, the Town's annual financial statements present three components: government-wide financial statements, fund financial statements, and notes to the financial statements.

A thorough understanding of the financial condition of the Town requires consideration of not only the annual budget, but also the annual financial statements, which describe the actual results of the year, including budget verses actual data within those financial statements and substantial financial trend information. The Town Finance Department prepares a Comprehensive Annual Financial Report (CAFR) that represents a more detailed look at the Town's financial results of operations for the year and provides extensive trend analysis. Such document is audited and available shortly after June 30 fiscal year end.

The Town Manager is authorized to transfer budgeted amounts within the departments. However, General Statutes require Board notification and record in minutes to transfer from one department to another. Also, any revisions that alter total expenditures must be approved by the Board of Commissioners through legislative action. All budget amendments must be reported in a public meeting of the Board of Commissioners and made a matter of record in the minutes as required by North Carolina General Statutes.

The preparation of the budget not only requires structured guidelines but also the participation and cooperation of many staff and Board members, and a carefully scheduled series of events. The following summarized budget cycle is followed by the Town in the formulation of the budget.

- **Formulate Historical Data** During the first phase of the budget process the accumulation of past financial information is prepared by staff. The data concerning expenditures is used by department heads and management for performance evaluation and projection of resources required to meet departmental objectives. Significant departmental historical and interim financial information is presented at the Board's annual budget workshop.
- **Preparation of Departmental Request** Estimating departmental expenditures is the primary responsibility of the department head. When budgeting expenditures, the basic requirements are to request sufficient funding to adequately operate the department and to request funding at the lowest reasonable level in order to achieve the departmental goals and objectives at desired service levels. Town Staff is also directed to request funding of new initiatives to be considered by Town Management and the Town Board for inclusion in the upcoming budget cycle if such initiatives are consistent with the vision, guiding principles and goals of the Town's Comprehensive Master Plan.

Budget Guide

- **Consolidate Preliminary Budget** The departmental requests are submitted to the Finance Director in order to consolidate the individual departmental requests and the revenue projections into an overall budget. At this point, the focus of attention shifts from the departmental basis to the fund basis. Departmental requests are analyzed, and the formal budget review begins.
- **Evaluate Service Priorities and Objectives** The evaluation of service priorities and objectives is an important step in developing a fiscal plan which will achieve the Town's program of service for the ensuing year. The budget document aligns the service priorities of the citizens of Cornelius through the Board of Commissioners and guiding principles identified by citizens. The service needs of the community are determined through public hearings and feedback through the Board of Commissioners, staff, and Comprehensive Master Plan. A comprehensive review of service needs compared to departmental goals and objectives is analyzed by the Town Manager and departmental staff annually in the budget preparation process.
- **Balanced Proposed Budget** After the Town's program of service priorities have been established, a funding plan must be formulated which ultimately must balance revenue sources and expenditure objectives. Through careful assessment of funding requirements and financing elements, a proposed budget document is organized into final format and submitted to the Board of Commissioners in the form of the Manager's Recommended Budget for the year. In compliance with North Carolina General Statutes, such presentation occurs prior to June 1.
- **Legislative Review** The Board of Commissioners reviews the budget thoroughly with the Town Manager and staff during budget work sessions. Departmental requests and proposed revenue sources are reviewed by the Board of Commissioners at this time to ensure their adherence to the Board and citizens' goals and objectives and for consistency with the Comprehensive Master Plan. A copy of the proposed budget with recommended legislative changes is filed with the Town Clerk and electronically via internet for public inspection and a public hearing is scheduled prior to the formal adoption of the budget.
- **Budget Adoption** The adoption of the annual operating budget is the culmination of exhaustive reviews of budget proposals by Department Heads, Administration, and the Board of Commissioners. Adoption of the budget by the Board of Commissioners establishes the legal authority to incur expenditures in the ensuing fiscal year. The budget adoption process typically spans a seven to eight month process, and must be adopted by June 30 unless interim provisions are made.

Financial Policies

The Town of Cornelius' budgetary and financial policies set forth basic guidance for the fiscal management of the Town. Most of the policies represent long standing principles and practices, many formally adopted by the Town Board and with legal framework outlined in both the General Statutes of N.C. and the Town Code of Ordinances. These policies, though general in statement, are the controlling element in the Town's consistent financial stability and accountability. Summarized below are the Town's major financial policy strategies.

Operating Budget Policies

Pursuant to Section § 159-11 of the North Carolina General Statutes, the Town will adopt a balanced budget which provides guiding principles, goals, work programs, and an operational plan for the upcoming year. The Town will maintain a program of budgetary controls to ensure adherence to the budget. Financial statements are available for department heads on demand and quarterly statements will be forwarded to the Board of Commissioners to assist in the monitoring of actual revenues, expenditures, and comparisons with budgeted amounts. Additionally, weekly financial position reports are reviewed by management throughout the year. Comprehensive financial data will be compiled to include user rate studies, capital improvement programs for future years, multi-year financial forecast modeling scenarios, and salary band comparison studies. These reports are imperative for long-term financial planning and maintaining the Town's fiscal health and efficient use of resources.

The Board will also be provided historical trend data and comparative information with population peer groups at their annual budget workshop. Finance staff will provide annual financial dashboard comparisons and additional financial ratio comparisons with other municipalities to ensure that the Town pursues best practices of financial governance. The Town will pursue performance measurement statistics noting specific workload areas as appropriate. Routine examination will occur of internal control structures to ensure financial data is reliable, accurate, fair, and cost effective. Finally, at Board request, staff will participate in citizen driven performance audits of specific departments on a rotating basis to address efficiency and effective operating standards and service levels.

The Town will retain an independent accounting firm to perform an annual financial and compliance audit in accordance with general accepted accounting principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB). The Town's comprehensive annual financial report (CAFR) will also be submitted annually to the Government Finance Officers Association (GFOA) for consideration of the annual Certificate of Excellence in Financial Reporting program for disclosure completeness. In conjunction with the independent audit, periodic internal audits are conducted to determine if the Town is managing and utilizing its resources in an economical and efficient manner. The internal audit review and monitoring will also assure compliance with internal control standards and their influence on the Town's financial accounting systems and operations.

Significant effort will be devoted to bidding processes to ensure lowest responsible costs are achieved in the procurement of goods and services when informal bidding applies; formal bid procedures as outlined in NC General Statutes will also be applied. Bid processes are sensitive to lowest total owning costs including future maintenance, upkeep and resale considerations. The Town's annual budget process will also advance in the direction of multi-year focused

Financial Policies

budgeting in an effort to address the Town's ability to provide desired service levels and new initiatives outlined in the public budget process and the Town's Comprehensive Master Plan without spikes in the Town tax rate.

Revenue Policy

The Town will maintain a reasonably diversified and stable revenue program to protect from short-term fluctuations of any one revenue source. As part of the normal budget process, the Town will review and estimate revenues in a conservative, objective, attainable, and realistic manner. Attempts will be made to secure additional revenue sources to minimize the impact of changes in federal, state, or local funding, including pursuit of outside grant revenues. The Town will re-evaluate periodically user charges to establish that user fees cover the cost of providing the desired level of services.

The Electric Fund will adhere to the full utility concept which allows each user to contribute revenues proportional to the level of service received. The Electric Enterprise fund will also operate with a philosophy of covering the costs associated with electric service delivery. This concept requires that income be sufficient to maintain a self-supporting status within the Electric Fund and comply with increasing environment of federal and state energy program reporting. The electric fund will also provide capital necessary to maintain continuity of service to its growing customer base. The concept of cost recovery will be calculated and allocated to each fund generating service charges.

The PARC department user fees will distinguish in Town and non-resident users with a graduated user fee scale. The Town will closely monitor economic conditions, and when warranted, adjust budgets mid-year to meet revenue estimates and minimize unplanned uses of fund balance. The Town will also monitor the impact of federal and state budget decisions on the Town's financial outlook.

Investment Policy

The Town will monitor cash flow of all funds on a regular basis to ensure investment of idle cash while adhering to safety, liquidity, and yield in that specific order. Staff will monitor central depository accounts to assure safety of Town assets at minimal fee levels. Staff will explore enhanced yield options while achieving optimal liquidity in compliance with the Board adopted investment policy.

The criteria for selecting an investment will include safety, liquidity, and yield as outlined in NC General Statute 159-30 within the confines of anticipated capital funding needs. The Town will invest only in quality issues which comply with the North Carolina Budget and Fiscal Control Act, the Board adopted Investment Policy, and any other applicable special legislation. Finally, staff will explore short-term investment opportunities at prevailing market rates on investments with in-town financial institutions such as money market accounts and certificates of deposit.

Financial Policies

Fund Balance Policy

The Town will maintain adequate, but not excessive, operating reserves categorized as fund balance. The fund balance is established to provide for any unforeseen revenue losses and to take advantage of unanticipated opportunities. The fund balance is infrequently appropriated as part of the annual budget except to fund capital improvements or meet grant matching requirements. To shield against times of economic distress, the Town will preserve cash reserves. The Town will utilize both pay-as-you go capital financing and use fund balance as a saving mechanism to provide for capital projects.

The Town will adhere to the Board adopted Fund Balance Policy. The Town shall ensure that the General Fund fund balance is maintained at adequate levels as a percentage of the General Fund Budgeted expenditures and that we compare favorably to other municipalities within our state population group both in total fund balance and available fund balance. The Town will seek to preserve, when possible, General Fund balance. Finally, the Town will effectively and purposefully manage all types of fund balance to maximize flexibility with remaining fund balance.

Debt Policy

The Town takes a purposeful approach to the management of its long-term outstanding debt and makes an effort toward funding from internally generated sources, when appropriate. The Town will consider the use of long-term debt financing only when it meets the following criteria:

- ✓ The financing period exceeds one year, but is no longer than the estimated life of the improvement.
- ✓ A stable revenue sources will be identified to pay the debt.
- ✓ The improvement will benefit both current and future citizens.
- ✓ Debt terms, such as length of time outstanding and interest rate are cost effective.
- ✓ Anticipated interest costs and costs of issuance are reasonable based upon economic environment.

As required by General Statutes, the Town will limit the total of all general fund debt issued to no more than eight percent (8%) of the total assessed valuation (current levels are less than one tenth of one percent). Town Staff will monitor current debt expenditures as a percentage of total expenditures to less than 20%. The Town will follow a policy of full disclosure on every financial report and bond prospectus.

The Town may utilize the authority granted within the General Statutes to examine a variety of financial alternatives including long-term debt, pay-as-you-go, joint financing, reserve funds, installment-purchase, authorities and special districts, special assessments, state and federal aid, certificates of participation, bonded debt, borrowing from other funds, and any temporary borrowing instruments as authorized by federal and state authorities.

Financial Policies

Staff is also instructed to annually review debt positions and make formal recommendations to the Board regarding the advisability of prepayment of any existing long-term debt should current economic conditions warrant. In volatile interest rate environments, staff is also instructed to recommend opportunities to take advantage of historically low rates for capital financing should such be deemed appropriate. Likewise, as rate environments rise, staff may recommend changes to budget such that items previously considered to be financed may be purchased with fund balance rather than through use of debt instruments.

The Town of Cornelius will seek to maintain its current bond rating of AAA with Standard & Poors so its borrowing costs are minimized and its access to credit is preserved. Staff is also charged with recommending debt instruments as favorable market conditions arise given capital needs listed in the Town's Capital Improvement Program.

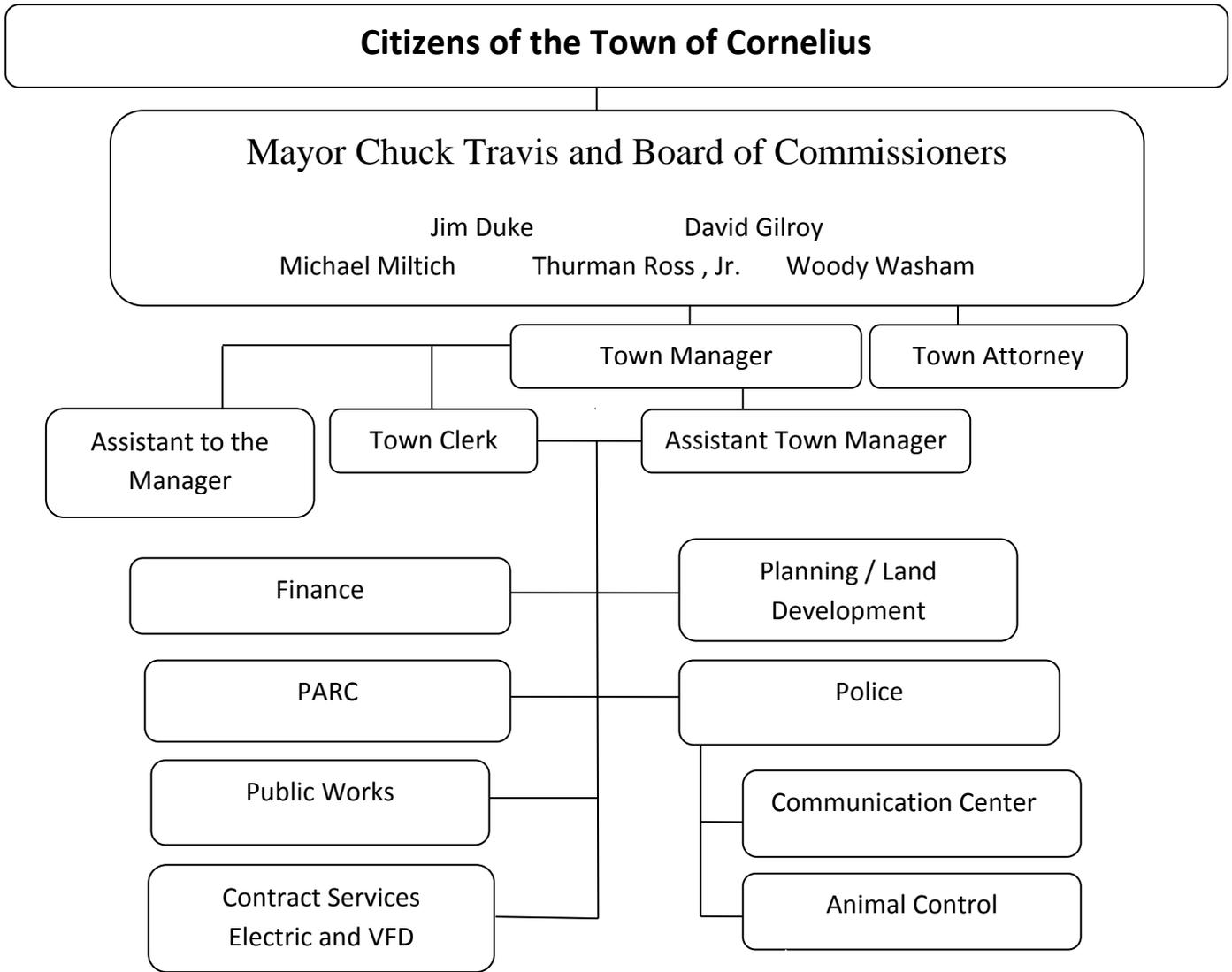
Capital Improvement Policy

The Town will continue to accumulate a list of committed projects and staff recommended capital improvements to be presented to the Board which will be reviewed and updated at least annually with the budget process. Since capital improvements involve large sums of capital and long-term commitments, each capital project will be carefully analyzed before it becomes a funded component of the program. The Town takes a systematic approach to capital improvement programming to ensure that any personnel services or operating costs affected by capital spending decisions are included in the appropriate operating budget. The Town will protect and maintain its capital investments in order to minimize replacement cost. A summary of CIP future requests is presented on page 80 of this document.

The Town Board has established a capital project fund to accumulate funding for future road infrastructure, particularly along the West Catawba Avenue/Exit 28/Catawba Avenue Corridor, some funding of which is planned to be used in the FY 2017 budget.

Finally, as recommended by the Town's Comprehensive Master Plan, this budget document includes a five-year financial forecast which documents how funding the CIP could be accomplished. While items are specifically funded only in the upcoming budget year, this spreadsheet provides a forward looking view over the next five years. There will usually be differences between the forecasted and actual results because events and circumstances rarely occur as expected over a five-year horizon, and such differences could be material.

Town of Cornelius, North Carolina Organizational Chart





***Town of Cornelius
Budget Calendar
For Fiscal Year 2016-2017***

| Date | Description |
|-----------------------------------|---|
| December 21, 2015 | Town Board adopts Budget calendar |
| December 22, 2015 | Finance distributes CIP update materials |
| January 8, 2016 | Staff submits progress on FY 2016 Goals to Finance Director |
| January 15, 2016 | Department heads submit CIP requests and proposed FY 2017 goals |
| January 23, 2016 | Planning session |
| February 16, 2016 | Manager finalizes Recommended CIP |
| February 19, 2016 | Departments submit line item budget requests to Finance Director |
| February 26, 2016 | Finance Director submits revenue estimates and anticipated tax rate |
| March 15-16, 2016 | Board, Manager, and Staff workshop to discuss FY 2017 Budget and CIP |
| April 4 and April 18, 2016 | Hold workshops with Board on FY 2017 Budget |
| May 16, 2016 | Manager submits recommended FY 2017 Budget to Board and Citizens |
| June 6, 2016 | Town Board holds public hearing and adopts budget prior to June 30 |

Bold = Board Action

Town of Cornelius
FY 2016 Budget
Total General Fund Revenue

| Revenue Type | 2014 Actual | 2015 Original Budget | 2015 Actual | 2016 Original Budget | 2016 Estimated Year End | 2017 Mgr Rec | FY 16 EYE vs 17 Budget | Percent Difference |
|------------------------------|-------------------|----------------------------|-------------------|----------------------------|-------------------------------|-------------------|------------------------------|-----------------------|
| Ad valorem taxes | 11,914,458 | 11,997,551 | 12,286,050 | 12,329,702 | 12,602,459 | 13,569,495 | 967,036 | 7.7% |
| Other taxes | 478,396 | 412,773 | 525,403 | 470,828 | 539,886 | 552,200 | 12,314 | 2.3% |
| Interest earnings | 32,609 | 26,400 | 38,483 | 37,650 | 43,223 | 45,500 | 2,276 | 5.3% |
| Miscellaneous revenues | 247,537 | 135,700 | 270,414 | 530,100 | 546,947 | 522,100 | (24,847) | -4.5% |
| Shared restricted revenues | 1,348,736 | 707,337 | 1,155,505 | 924,059 | 1,212,192 | 983,500 | (228,692) | -18.9% |
| Shared unrestricted revenues | 4,989,045 | 4,640,572 | 5,613,271 | 5,187,506 | 5,592,879 | 5,732,671 | 139,791 | 2.5% |
| Charges for svcs and fees | 680,321 | 752,500 | 732,922 | 843,500 | 878,270 | 848,288 | (29,982) | -3.4% |
| Debt Issued | 135,000 | 950,000 | 509,651 | 970,000 | 995,000 | 442,600 | (552,400) | -55.5% |
| Transfers from other funds | 5,528 | - | - | - | - | - | - | 0.0% |
| Net use of fund balance | - | 509,119 | - | 213,685 | - | 29,500 | 29,500 | 100.0% |
| Total Revenues | 19,831,630 | 20,131,952 | 21,131,699 | 21,507,031 | 22,410,857 | 22,725,853 | 314,996 | 1.4% |

Town of Cornelius
FY 2017 Budget
Total General Fund Expenditures

| Department | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|---------------------------------|--------------------|--------------------|-----------------------------|--------------------------|-----------------------------|-------------------------------------|---------------------------|
| Governing Board | 68,860 | 68,984 | 77,492 | 78,373 | 80,702 | 2,329 | 3.0% |
| General Government | 1,543,105 | 1,538,422 | 1,553,287 | 1,759,520 | 1,524,073 | (235,447) | -13.4% |
| General Services | 45,607 | 286,753 | 60,613 | 289,283 | 372,030 | 82,747 | 28.6% |
| Police | 4,956,611 | 5,447,650 | 5,795,370 | 5,903,302 | 6,222,376 | 319,074 | 5.4% |
| Communications | 570,115 | 573,922 | 822,533 | 779,505 | 590,324 | (189,181) | -24.3% |
| Fire Protection | 1,357,544 | 1,790,466 | 2,301,455 | 2,302,895 | 1,500,559 | (802,336) | -34.8% |
| Animal Control | 172,434 | 166,543 | 177,514 | 249,358 | 173,361 | (75,997) | -30.5% |
| Public Works | 1,155,857 | 1,608,461 | 1,727,644 | 1,669,842 | 1,706,935 | 37,093 | 2.2% |
| LNTC | 86,558 | 85,985 | 90,000 | 86,209 | - | (86,209) | -100.0% |
| Powell Bill | 434,000 | 961,277 | 479,500 | 502,208 | 924,000 | 421,792 | 84.0% |
| Solid Waste | 1,931,146 | 1,908,421 | 1,904,822 | 1,940,082 | 2,034,404 | 94,322 | 4.9% |
| Stormwater | 209,609 | 157,339 | 209,400 | 214,401 | 220,000 | 5,599 | 2.6% |
| Planning & Land Dev. | 530,414 | 605,268 | 544,942 | 557,359 | 620,857 | 63,498 | 11.4% |
| Tourism | 549,452 | 520,090 | 571,719 | 548,904 | 558,601 | 9,697 | 1.8% |
| Art Center | 141,416 | 260,935 | 251,754 | 1,469,009 | 352,980 | (1,116,030) | -76.0% |
| PARC | 1,424,313 | 1,548,096 | 1,510,748 | 1,660,079 | 2,075,222 | 415,143 | 25.0% |
| Transfers | 516,899 | 57,571 | - | - | 765,000 | 765,000 | 100.0% |
| Debt Service | 2,538,822 | 2,602,255 | 3,428,240 | 3,272,174 | 3,004,429 | (267,745) | -8.2% |
| Totals | 18,232,762 | 20,188,438 | 21,507,031 | 23,282,503 | 22,725,853 | (556,650) | -2.4% |

GENERAL FUND EXPENDITURE SUMMARY

| Governing Body | | | | | | | |
|----------------|----------------|----------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 54,981 | 53,966 | 56,992 | 56,992 | 58,702 | 1,710 | 3.0% |
| Operating | 13,879 | 15,018 | 20,500 | 21,381 | 22,000 | 619 | 2.9% |
| Total | 68,860 | 68,984 | 77,492 | 78,373 | 80,702 | 2,329 | 3.0% |

| General Government | | | | | | | |
|--------------------|------------------|------------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 1,030,852 | 1,015,208 | 1,036,358 | 1,094,196 | 957,167 | (137,029) | -12.5% |
| Operating | 512,253 | 495,214 | 491,930 | 516,752 | 506,906 | (9,846) | -1.9% |
| Capital | - | 28,000 | 25,000 | 148,572 | 60,000 | (88,572) | -59.6% |
| Total | 1,543,105 | 1,538,422 | 1,553,287 | 1,759,520 | 1,524,073 | (235,447) | -13.4% |

| General Services | | | | | | | |
|------------------|----------------|----------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Operating | 45,607 | 286,753 | 60,613 | 289,283 | 372,030 | 82,747 | 28.6% |
| Transfer/Reserve | - | 57,571 | - | - | - | - | 0.0% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total | 45,607 | 344,324 | 60,613 | 289,283 | 372,030 | 82,747 | 28.6% |

| Police | | | | | | | |
|--------------|------------------|------------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 3,713,085 | 3,854,930 | 4,443,199 | 4,424,865 | 4,648,757 | 223,892 | 5.1% |
| Operating | 1,068,683 | 1,257,706 | 1,065,671 | 1,090,288 | 1,092,020 | 1,732 | 0.2% |
| Capital | 174,843 | 335,014 | 286,500 | 388,149 | 481,600 | 93,451 | 24.1% |
| Total | 4,956,611 | 5,447,650 | 5,795,370 | 5,903,302 | 6,222,376 | 319,074 | 5.4% |

| Communications | | | | | | | |
|----------------|----------------|----------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 536,816 | 530,848 | 581,045 | 540,339 | 552,295 | 11,957 | 2.2% |
| Operating | 33,299 | 43,074 | 41,488 | 39,166 | 38,029 | (1,137) | -2.9% |
| Capital | - | - | 200,000 | 200,000 | - | (200,000) | -100.0% |
| Total | 570,115 | 573,922 | 822,533 | 779,505 | 590,324 | (189,181) | -24.3% |

| Fire Protection | | | | | | | |
|-----------------|------------------|------------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Operating | 1,328,768 | 1,390,812 | 1,441,455 | 1,442,895 | 1,467,659 | 24,764 | 1.7% |
| Capital | 28,776 | 399,654 | 860,000 | 860,000 | 32,900 | (827,100) | -96.2% |
| Total | 1,357,544 | 1,790,466 | 2,301,455 | 2,302,895 | 1,500,559 | (802,336) | -34.8% |

GENERAL FUND EXPENDITURE SUMMARY

| Animal Control | | | | | | | |
|---------------------------------------|------------------|------------------|----------------------|-------------------|----------------------|--|--------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 113,553 | 118,295 | 122,897 | 123,961 | 127,371 | 3,410 | 2.8% |
| Operating | 58,881 | 48,248 | 54,617 | 50,397 | 45,990 | (4,407) | -8.7% |
| Capital | - | - | - | 75,000 | - | (75,000) | -100.0% |
| Total | 172,434 | 166,543 | 177,514 | 249,358 | 173,361 | (75,997) | -30.5% |
| Public Works | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 381,570 | 398,795 | 422,520 | 435,156 | 441,695 | 6,539 | 1.5% |
| Operating | 699,667 | 705,811 | 723,006 | 665,968 | 639,200 | (26,768) | -4.0% |
| Capital | 74,620 | 503,855 | 582,118 | 568,718 | 626,040 | 57,322 | 10.1% |
| Total | 1,155,857 | 1,608,461 | 1,727,644 | 1,669,842 | 1,706,935 | 37,093 | 2.2% |
| Lake Norman Transportation Commission | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | - | - | - | - | - | - | 100.0% |
| Operating | 86,558 | 85,985 | 90,000 | 86,209 | - | (86,209) | -100.0% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total | 86,558 | 85,985 | 90,000 | 86,209 | - | (86,209) | -100.0% |
| Powell Bill | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Operating | 118,078 | 130,967 | 129,500 | 173,536 | 224,000 | 50,464 | 29.1% |
| Capital | 315,922 | 830,310 | 350,000 | 328,672 | 700,000 | 371,328 | 113.0% |
| Total | 434,000 | 961,277 | 479,500 | 502,208 | 924,000 | 421,792 | 84.0% |
| Solid Waste | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | - | - | - | - | - | - | 100.0% |
| Operating | 1,931,146 | 1,908,421 | 1,904,822 | 1,940,082 | 2,034,404 | 94,322 | 4.9% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total | 1,931,146 | 1,908,421 | 1,904,822 | 1,940,082 | 2,034,404 | 94,322 | 4.9% |
| Stormwater | | | | | | | |
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Operating | 208,169 | 157,339 | 209,400 | 214,401 | 220,000 | 5,599 | 2.6% |
| Capital | 1,440 | - | - | - | - | - | 0.0% |
| Total | 209,609 | 157,339 | 209,400 | 214,401 | 220,000 | 5,599 | 2.6% |

GENERAL FUND EXPENDITURE SUMMARY

| Planning & Land Development | | | | | | | |
|-----------------------------|----------------|----------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 406,671 | 433,511 | 445,981 | 447,542 | 474,427 | 26,885 | 6.0% |
| Operating | 123,743 | 171,757 | 98,961 | 109,817 | 146,430 | 36,613 | 33.3% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total | 530,414 | 605,268 | 544,942 | 557,359 | 620,857 | 63,498 | 11.4% |

| Tourism | | | | | | | |
|---------------|----------------|----------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | - | - | - | - | - | - | 0.0% |
| Operating | 186,502 | 119,043 | 129,800 | 129,800 | 136,700 | 6,900 | 5.3% |
| Contributions | 362,950 | 374,347 | 441,919 | 419,104 | 421,901 | 2,797 | 0.7% |
| Capital | - | 26,700 | - | - | - | - | 0.0% |
| Total | 549,452 | 520,090 | 571,719 | 548,904 | 558,601 | 9,697 | 1.8% |

| Art Center | | | | | | | |
|--------------|----------------|----------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 27,396 | 90,280 | 97,349 | 96,713 | 100,768 | 4,055 | 4.2% |
| Operating | 114,020 | 157,145 | 154,405 | 172,297 | 252,212 | 79,915 | 46.4% |
| Capital | - | 13,510 | - | 1,200,000 | - | (1,200,000) | 0.0% |
| Total | 141,416 | 260,935 | 251,754 | 1,469,009 | 352,980 | (1,116,030) | -76.0% |

| Parks, Arts, Recreation and Culture | | | | | | | |
|-------------------------------------|------------------|------------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 671,255 | 628,610 | 706,370 | 711,610 | 771,718 | 60,108 | 8.4% |
| Operating | 665,058 | 818,762 | 804,378 | 798,470 | 865,504 | 67,034 | 8.4% |
| Capital | 88,000 | 100,724 | - | 150,000 | 438,000 | 288,000 | 192.0% |
| Total | 1,424,313 | 1,548,096 | 1,510,748 | 1,660,079 | 2,075,222 | 415,143 | 25.0% |

| Debt Service | | | | | | | |
|--------------|------------------|------------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Debt Service | 2,538,822 | 2,602,255 | 3,428,240 | 3,272,174 | 3,004,429 | (267,745) | -8.2% |
| Total | 2,538,822 | 2,602,255 | 3,428,240 | 3,272,174 | 3,004,429 | (267,745) | -8.2% |

| TOWNWIDE TOTALS | | | | | | | |
|------------------|-------------------|-------------------|----------------------------|-------------------------|----------------------------|--|-----------------------|
| | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Year End | 2017 Original Budget | 2016 Est Yr End 2017 Budget Difference | Percent Difference |
| Personnel | 6,936,179 | 7,124,443 | 7,912,710 | 7,931,373 | 8,132,900 | 201,527 | 2.5% |
| Operating | 7,194,311 | 7,792,055 | 7,420,545 | 7,740,741 | 8,063,084 | 322,343 | 4.2% |
| Contributions | 362,950 | 374,347 | 441,919 | 419,104 | 421,901 | 2,797 | 0.7% |
| Transfer/Reserve | 516,899 | 57,571 | - | - | 765,000 | 765,000 | 0.0% |
| Capital | 683,601 | 2,237,767 | 2,303,618 | 3,919,111 | 2,338,540 | (1,580,571) | -40.3% |
| Debt | 2,538,822 | 2,602,255 | 3,428,240 | 3,272,174 | 3,004,429 | (267,745) | -8.2% |
| Total | 18,232,762 | 20,188,438 | 21,507,031 | 23,282,503 | 22,725,853 | (556,650) | -2.4% |

Revenue Assumptions

Certain methods, techniques, and approaches have been used to aid the Town in estimating future revenues. By analyzing current trends and the forces that underlie them, the Town can make realistic projections of revenue.

The following are some assumptions concerning revenues which are forecasted in the Town of Cornelius FY 2017 Budget.

REVENUE TYPE

FORECAST RATIONALE

PROPERTY TAXES

Mecklenburg County performs all calculations of assessed property valuations. The total property tax is calculated based upon a compilation of projected assessed value from the Mecklenburg County Tax Assessor's Office and current year levy from the County Collector's office. The total property tax is impacted by prior years' collections. The property tax rate is set at twenty-five and 1/2 cents (\$.255) per one hundred dollars (\$100) of assessed valuation of \$4,875,127,265. The total assessed value referenced above includes real, personal, vehicle, and public service company values. A collection rate of 98.7% is estimated based upon the Finance department estimate of FY 2017 collections, which are slightly higher based on improved vehicle collections associated with bills occurring on tag renewal notices. Mecklenburg County estimates that growth in the property tax base of approximately 1.45% will occur. This conservative growth rate is net of tax refunds that have significantly impacted each year since the FY 2012 revaluation.

Automobile Tax and Fee

The Automobile Tax is actually comprised of two revenue accounts, both the ad valorem tax on vehicles and the \$10 auto fee. Automobile tax is calculated based on an average local fair market value as set by Mecklenburg County at the Board adopted property tax rate which is proposed at twenty-five and 1/2 cents (\$.255) per one hundred dollars (\$100) of assessed valuation. Vehicle assessed valuations of \$383,311,292 are 4% higher than prior year values coupled with a higher collection rate due to the NC DMV new collection method. Automobile tax and fees continue to recover from recession levels based on low interest rates and new car purchases with higher values.

Penalties & Interest

The revenue generated by penalties and interest is estimated with the use of trend analysis. This revenue source has experienced significant volatility since the revaluation and Cornelius' obligation to refund with interest tax associated with property value corrections. Penalties are assessed on current year tax payments made after January 5. For the period from January 6 to February 1, interest accrues at the rate of 2%. Thereafter, interest accrues at the rate of 3/4% per month until outstanding balances are paid in full. Interest and penalty revenue are estimated at \$31,620 for FY 2017.

Revenue Assumptions

OTHER TAXES AND LICENSES

Tourism Related Revenues The Town levies Occupancy tax, Prepared Food and Beverage Tax, and U Drive It tax as discussed in the Tourism Related Revenues section on page 35. These revenues are generally restricted to be spent in support of tourism activities. These revenues are particularly subject to fluctuations in consumer spending. The trend in these tourism driven revenues are slightly upward for FY 17, these revenues are estimated to increase 3% aggregately in the coming fiscal year.

UNRESTRICTED INTERGOVERNMENTAL REVENUES

Utility Franchise Tax The State of NC operates as a collection agent on utility franchise taxes levied on the actual annual receipts from electric, local telephone (including cellular), and natural gas service within the Town limits. This revenue is highly sensitive to weather; cool summers and mild winters can dramatically affect these receipts. Franchise tax grew by nearly 15% and is expected to increase an additional 3% in FY 2017.

Beer and Wine Tax Cities share tax on sales of beer and wine based upon municipal population levels. The State of NC typically distributes this revenue source late in May. FY 2017 budgeted revenue is anticipated to increase over \$130,000 or 3% over FY 2016 levels.

Local Sales Tax The State collects and distributes the proceeds from locally levied tax on retail sales. The receipts of sales tax have recovered well into the \$2.8 million range since the 2008 recession. This revenue source can vary widely due to difficulty in forecasting factors such as the reduction of new construction activity, consumer spending, and the State's delayed sales tax refunds to non-profit agencies.

This revenue source is subject to further significant swings related to changes in the tax levy of other Mecklenburg County local governments. Any significant change (increase or decrease) in other governments assessed value or tax rates can result in significant swings to the Town's share of local sales tax distributions. Changes to the Town's own assessed value or tax rate also has an impact. Proposed legislation at the state level could also impact sales tax revenue in future fiscal years.

ABC Revenues The Town of Cornelius participates in revenue sharing in the profits from Mecklenburg County's Alcoholic Beverage Control Board. Distributions are expected in the \$80,000 - \$90,000 range, which is an increase over the prior 3 fiscal years.

Revenue Assumptions

TOURISM RELATED REVENUES

Occupancy Tax The Town of Cornelius receives monthly distributions of hotel/motel tax receipts from Mecklenburg County based on receipts collected from Cornelius hoteliers. This revenue source is volatile, based upon consumer travel trends, and varies year to year within a range of \$220,000 to \$270,000. By Statute, 28% of this revenue source must be paid to Visit Lake Norman.

Prepared Food Tax The Town of Cornelius has received distributions from the City of Charlotte since FY 2002 based upon prepared food and beverage taxes collected from Cornelius prepared food retail outlets. An interlocal agreement between Mecklenburg County and its municipalities has resulted in a percentage of the prepared food and beverage tax generated within the municipality to be returned to the Town for its Tourism promoting use. This revenue source varies within a range from \$350,000 to \$400,000.

U Drive It Tax The Town began receiving tax levied on the gross receipts of rental vehicles as a replacement for the property tax on rental vehicles in FY 2007. These proceeds have been used to support local arts initiatives. This revenue source is expected to generate \$200,000 in FY 2017.

DEPT FEES

Various departments, such as Police, Planning, and PARC charge various fees, such as building permit fees, sponsorship fees, and program participation fees. The Town has pet adoption related fees, false alarm fees, and reimbursements from CMS for resource officers. A fee schedule is updated annually near the timing of budget adoption for items such as changing electric charges for services. Another relatively new revenue source in among the Town's fees generated in FY 2017 is the County's distribution of lake patrol revenue in support of the Town's police lake operations.

OTHER EARNINGS

Investment Earnings Interest earnings on idle funds continue to suffer in rate environments paying under half of 1%. Therefore, this revenue source is not expected to generate more than \$40,000 in FY 2017.

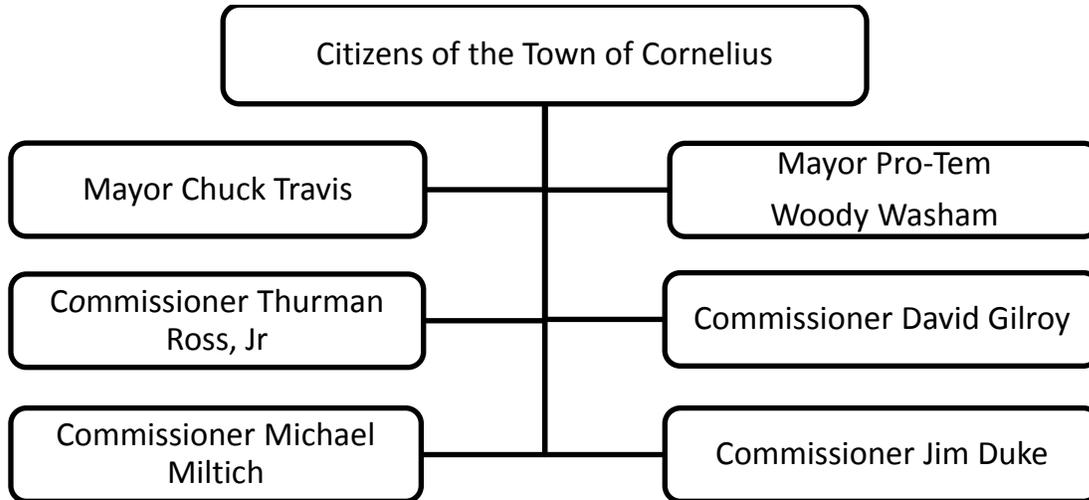
Miscellaneous The Town has historically received minimal amounts of miscellaneous revenue budgeted at \$10,000 annually. Examples of miscellaneous revenues include donations, town hall rental fees, insurance proceeds, and sale of used equipment.

Town of Cornelius
FY 2017 Budget
General Fund Revenue Line Item Detail

| Org | Obj | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Estimated Year End | 2017 Original Budget | FY 16 EYE vs 17 Budget | Percent Difference |
|------------|------|--------------------------------|-------------------|-------------------|----------------------|-------------------------|----------------------|------------------------|--------------------|
| 10003100-7 | 3110 | Prior Year Taxes | (362,981) | 113,497 | 60,000 | 65,000 | 55,000 | (10,000) | -15.4% |
| 10003108 | 3110 | Current year taxes | 10,941,165 | 11,109,517 | 11,179,217 | 11,420,000 | 12,324,254 | 904,254 | 7.9% |
| 10003110 | 3120 | Motor Vehicle Tax | 1,015,678 | 820,800 | 840,755 | 860,000 | 927,632 | 67,632 | 7.9% |
| 10003280 | 3280 | Vehicle Fee | 272,386 | 230,870 | 209,730 | 226,460 | 230,989 | 4,529 | 2.0% |
| 10003170 | 3180 | Interest & Penalties | 48,210 | 11,366 | 40,000 | 31,000 | 31,620 | 620 | 2.0% |
| 10003231-4 | 3220 | Local Sales Tax | 2,739,189 | 2,926,603 | 2,826,819 | 2,890,000 | 2,976,700 | 86,700 | 3.0% |
| 10003324 | 3220 | Utility Franchise Tax | 1,364,730 | 1,673,776 | 1,443,392 | 1,700,000 | 1,747,600 | 47,600 | 2.8% |
| 10213316 | 3300 | Powell Bill Allocation | 705,337 | 727,471 | 716,559 | 741,996 | 760,000 | 18,004 | 2.4% |
| 10003272 | 3120 | Vehicle Rental Gross Recpts | 59,783 | 71,295 | 64,018 | 71,200 | 72,200 | 1,000 | 1.4% |
| 10003272 | 3121 | U Drive It Tax | 166,844 | 183,646 | 155,402 | 195,786 | 200,000 | 4,214 | 2.2% |
| 10003265 | 3220 | Prepared Food & Bev Tax | 349,721 | 398,004 | 364,174 | 390,240 | 385,000 | (5,240) | -1.3% |
| 10003270 | 3220 | Occupancy Tax | 251,769 | 270,462 | 251,409 | 272,900 | 280,000 | 7,100 | 2.6% |
| 10003322 | 3220 | Beer & Wine Tax | 116,575 | 131,897 | 117,500 | 130,000 | 132,600 | 2,600 | 2.0% |
| 10003837 | 3220 | ABC Revenues | 52,548 | 77,948 | 64,000 | 89,639 | 90,000 | 361 | 0.4% |
| 10213831 | 3300 | Int Earnings Streets | 957 | 1,765 | 650 | 1,924 | 2,300 | 375 | 19.5% |
| 10303473 | 3301 | Stormwater Fees | 351,389 | 387,555 | 356,622 | 375,000 | 382,500 | 7,500 | 2.0% |
| 10303471 | 3410 | Solid waste disposal tax | 14,893 | 17,488 | 15,000 | 18,000 | 18,270 | 270 | 1.5% |
| 10803330 | 3330 | Arts & Science Grant | | 4,998 | 5,000 | 5,000 | 5,000 | - | 0.0% |
| 10003318 | 3315 | Electricities Grants | 5,500 | | 5,500 | 1,500 | 1,500 | - | 0.0% |
| 10103300 | 3315 | Public Safety grants | 10,461 | 12,600 | - | 200,000 | 100,000 | (100,000) | -50.0% |
| 10103300 | 3330 | Local Grant | 29,253 | 241,732 | 200,000 | 200,000 | 120,000 | (80,000) | -40.0% |
| 10403300 | 3722 | Habitat/CDBG pass through | | 171,026 | - | - | - | - | 0.0% |
| 10103431 | 3315 | Police Revenue | 108,077 | 141,914 | 474,500 | 475,000 | 475,000 | - | 0.0% |
| 10103220 | 3151 | False Alarm Registrations | 69,503 | 39,684 | 36,500 | 34,159 | 33,000 | (1,159) | -3.4% |
| 10103841 | 3410 | Civil Penalties | 410 | 224 | 100 | 100 | 100 | - | 0.0% |
| 10403343 | 3410 | Planning / Zoning Fees | 52,449 | 55,349 | 47,500 | 34,200 | 35,000 | 800 | 2.3% |
| 10403330 | 3330 | MUMPO Grant | | - | 20,000 | 12,000 | 12,000 | - | 0.0% |
| 10803612 | 3411 | PARC Program Fees | 381,782 | 370,652 | 448,000 | 525,000 | 550,000 | 25,000 | 4.8% |
| 10803619 | 3410 | Art Center Revenues | 37,451 | 130,353 | 100,000 | 140,000 | 150,000 | 10,000 | 7.1% |
| 10003831 | 3491 | Int Earnings (General) | 29,390 | 33,944 | 35,000 | 38,160 | 40,000 | 1,840 | 4.8% |
| 10403831 | 3492 | Int Earnings (Tourism) | 2,262 | 2,774 | 2,000 | 3,139 | 3,200 | 61 | 1.9% |
| 10003834 | 3860 | Town Hall Rental Fees | 7,913 | 5,696 | 7,500 | 8,125 | 8,288 | 163 | 2.0% |
| 10003412 | 3890 | Electricities Admin Fees | - | - | 70,000 | - | - | - | 0.0% |
| 10103216 | 3150 | Animal Tag Fees | 10,585 | 11,110 | 9,000 | 11,786 | 12,000 | 215 | 1.8% |
| 10003836 | 3810 | Sale of Property | 3,273 | 14,216 | - | - | - | - | 0.0% |
| 10003839 | 3894 | Insurance Proceeds | | 11,714 | - | 24,500 | - | (24,500) | -100.0% |
| 10003839 | 3890 | Miscellaneous Revenues | 55,739 | 12,164 | 10,000 | 10,000 | 10,000 | - | 0.0% |
| 10103439 | 3890 | Dispatch Center Fees | 55,000 | 55,000 | 60,000 | 60,000 | 60,000 | - | 0.0% |
| 12103317 | 3890 | Controlled Substance Tax | 598,185 | 2,676 | 2,000 | 68,696 | 2,000 | (66,696) | -97.1% |
| 10003935 | 3910 | IRS BABS Fed Int Rate | 3,112 | 1,727 | 500 | 347 | - | (347) | -100.0% |
| | | Transfer from other funds | 5,528 | | - | - | - | - | 0.0% |
| 3833 | 3840 | Donations | 76,926 | 83,457 | 20,000 | 20,000 | 20,000 | - | 0.0% |
| 10203439 | 3890 | Transportation Fee Towns Share | 65,638 | 65,078 | 65,000 | 65,000 | - | (65,000) | -100.0% |
| 10103920 | 3910 | Debt Issued | 135,000 | 509,651 | 970,000 | 995,000 | 442,600 | (552,400) | -55.5% |
| | | Net use of Fund Balance | - | - | 213,685 | - | 29,500 | 29,500 | 100.0% |
| | | Totals | 19,831,630 | 21,131,699 | 21,507,031 | 22,410,857 | 22,725,853 | 314,996 | 1.4% |

General Fund

Governing Board



Description

The Board of Commissioners serves as the board of directors for the Town of Cornelius and adopts ordinances, rules, and regulations as may be necessary or appropriate to protect the health, life, or property, or to preserve or promote the comfort, convenience, security, better government, or general welfare of the Town and its residents and merchants.

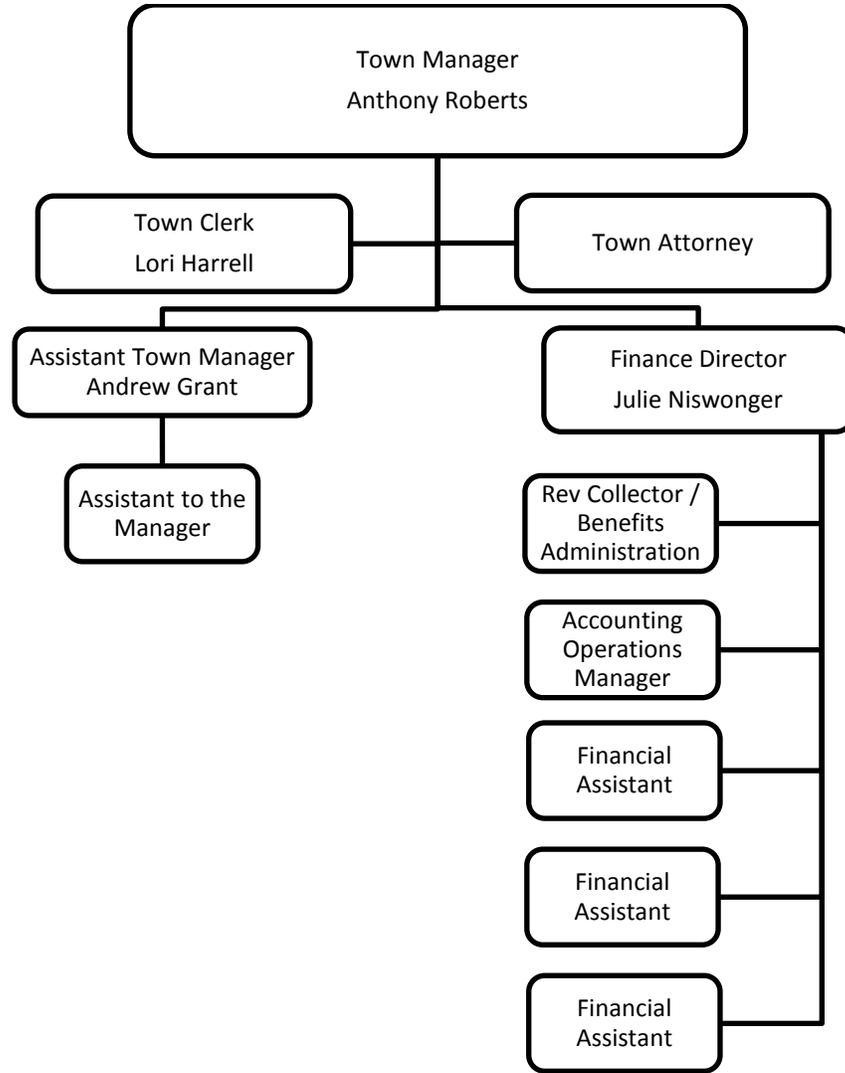
Governing Board Members

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|----------|----------|----------|----------|----------|
| Mayor | 1 | 1 | 1 | 1 | 1 |
| Commissioner | 5 | 5 | 5 | 5 | 5 |
| Total Authorized Positions | 6 | 6 | 6 | 6 | 6 |

**Governing Board
1004110**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|------------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4125 | Elected Officials Fees | 51,074 | 50,021 | 52,942 | 52,942 | 54,530 | 1,588 | 3.0% |
| 4181 | FICA | 3,907 | 3,945 | 4,050 | 4,050 | 4,172 | 122 | 3.0% |
| 4311 | Travel & Training | 3,866 | 9,579 | 13,400 | 10,951 | 11,500 | 549 | 5.0% |
| 4454 | Insurance & Bond | 229 | 185 | 300 | 1,130 | 1,200 | 70 | 6.2% |
| 4499 | Misc. Expenses | 9,784 | 5,254 | 6,800 | 9,300 | 9,300 | - | 0.0% |
| | Totals | 68,860 | 68,984 | 77,492 | 78,373 | 80,702 | 2,329 | 3.0% |

General Government



Description

The administrative operations of the Town of Cornelius are handled by the Town Manager who serves as the Chief Administrative Officer for the Town. The Town Manager directs the implementation of policy directives by the Board of Commissioners and oversees all other departments and functions. Administration functions include budgeting and finance, tax collections, contract administration, information technology, project management, legal services, custodial services, human resources, and customer service. The Town seeks to guarantee long-term financial stability while maintaining an organizational environment that fosters professionalism, efficiency, and a strong commitment to customer service.

General Fund

Authorized Positions (in Full Time Equivalents-FTE)

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---|--------------|--------------|--------------|--------------|--------------|
| Town Manager | 1 | 1 | 1 | 1 | 1 |
| Assistant Town Manager | 1 | 1 | 1 | 1 | 1 |
| Assistant to the Manager | 0 | 0 | 0 | 0 | 1 |
| Project Manager | 1 | 1 | 1 | 1 | 0 |
| Finance Director | 1 | 1 | 1 | 1 | 1 |
| Finance Assistant | 3 | 3 | 3 | 3 | 2.5 |
| Town Clerk | 1 | 1 | 1 | 1 | 1 |
| Revenue Collector/ Benefits Administration | 1 | 1 | 1 | 1 | 1 |
| Town Attorney | 1 | 1 | 1 | 1 | 0 |
| IT Director/Support | 1 | 1 | 0 | 0 | 0 |
| Accounting Operations Manager | 0 | 0 | 0 | 0 | 0 |
| Accountant | 1 | 1 | 1 | 1 | 1 |
| Total Authorized Positions | 12 | 12 | 11 | 11 | 9.5 |

FY 2017 Goals and Objectives

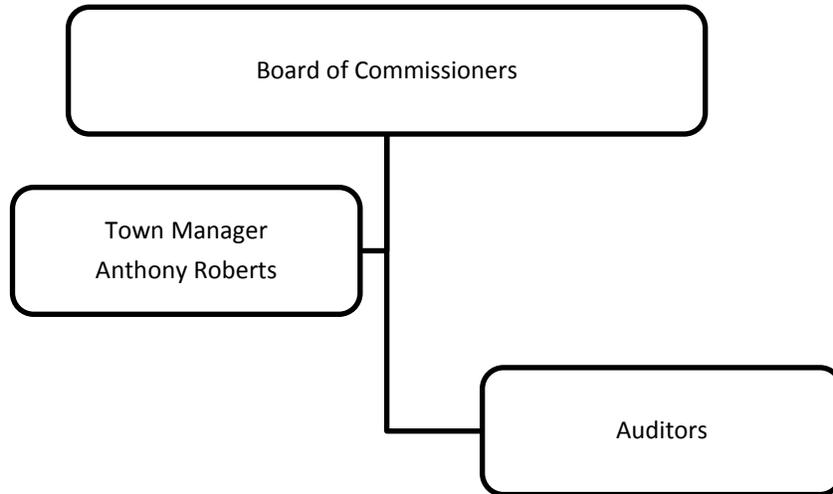
- ✓ Manage compliance with new open records statute (\$0)
- ✓ Coordinate an update to the personnel policy and employee evaluation system (\$0)
- ✓ Prepare comparison of Cornelius pay ranges to market (\$0)

**General Government
1004130**

| Acct | Description | 2014 Actual | 2015 Original Budget | 2015 Est Year End | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|------|----------------------------|------------------|----------------------|-------------------|------------------|----------------------|------------------|----------------------|------------------------------|--------------------|
| 4121 | Salaries | 782,325 | 856,955 | 760,809 | 774,439 | 794,058 | 838,197 | 713,343 | (124,854) | -14.9% |
| 4122 | Overtime | 588 | | 3,280 | 660 | 1,000 | 800 | 1,200 | 400 | 50.0% |
| 4126 | Salaries Part-Time | 839 | 600 | 1,836 | 1,224 | 2,500 | 8,152 | 13,390 | 5,238 | 64.3% |
| 4134 | Retirement 401K | 40,761 | 42,848 | 38,204 | 41,674 | 39,753 | 41,950 | 35,727 | (6,223) | -14.8% |
| 4181 | FICA | 59,399 | 65,603 | 58,593 | 56,696 | 61,013 | 64,807 | 55,687 | (9,120) | -14.1% |
| 4182 | Retirement | 61,515 | 62,129 | 55,014 | 59,738 | 53,269 | 55,961 | 51,804 | (4,157) | -7.4% |
| 4183 | Insurance Benefits | 81,414 | 84,277 | 81,623 | 80,184 | 84,765 | 84,329 | 86,015 | 1,687 | 2.0% |
| 4185 | State Unemployment | 4,011 | 4,505 | 682 | 593 | - | - | - | - | 0.0% |
| 4189 | Employee Recognition | 12,086 | 9,200 | 9,800 | 12,448 | 9,800 | 10,000 | 10,200 | 200 | 2.0% |
| 4190 | Prof Serv: Payroll | 11,183 | 13,000 | 11,143 | 11,654 | 11,143 | 12,278 | 12,578 | 300 | 2.4% |
| 4197 | Tax Collection Fees | 49,490 | | 52,000 | 57,343 | 54,000 | 58,500 | 60,000 | 1,500 | 2.6% |
| 4199 | Prof Serv: Misc. | 23,532 | 96,000 | 24,000 | 53,493 | 24,000 | 40,000 | 35,000 | (5,000) | -12.5% |
| 4251 | Motor Fuels | 3,966 | 4,300 | 4,255 | 2,840 | 4,255 | 2,974 | 3,200 | 226 | 7.6% |
| 4290 | Departmental Supplies | 15,206 | 14,000 | 10,474 | 12,111 | 12,000 | 12,400 | 12,400 | - | 0.0% |
| 4311 | Travel and Training | 23,750 | 20,800 | 23,750 | 16,021 | 23,750 | 24,243 | 24,000 | (243) | -1.0% |
| 4321 | Telecommunication | 29,441 | 28,800 | 34,743 | 28,051 | 35,000 | 29,267 | 28,200 | (1,067) | -3.6% |
| 4325 | Postage/Shipping | 3,267 | 1,850 | 5,986 | 4,951 | 6,000 | 3,612 | 3,600 | (12) | -0.3% |
| 4331 | Utilities | 30,188 | 30,000 | 37,174 | 32,023 | 38,600 | 30,953 | 32,000 | 1,047 | 3.4% |
| 4334 | Water | 3,086 | 3,000 | | 2,748 | - | 3,016 | 3,000 | (16) | -0.5% |
| 4335 | Sewer | 1,802 | 2,000 | | 3,893 | - | 4,046 | 4,000 | (46) | -1.1% |
| 4336 | Stormwater | 585 | 1,000 | | 1,225 | - | 1,044 | 1,000 | (44) | -4.2% |
| 4341 | Printing | 5,494 | 2,500 | 300 | 112 | 1,000 | 1,000 | 1,000 | - | 0.0% |
| 4351 | Building Maintenance | 128,451 | 62,400 | 91,717 | 80,133 | 85,000 | 79,927 | 75,000 | (4,927) | -6.2% |
| 4353 | Vehicle Maintenance | 1,269 | 812 | 768 | 2,854 | 1,000 | 3,000 | 3,000 | - | 0.0% |
| 4391 | Advertising | 3,164 | 2,500 | 3,003 | 2,063 | 3,000 | 2,500 | 2,500 | - | 0.0% |
| 4431 | Copier Lease | 5,282 | 5,500 | 5,739 | 6,485 | 6,000 | 7,000 | 7,000 | - | 0.0% |
| 4432 | Postage Lease | 1,003 | 1,050 | 840 | 909 | 1,000 | 1,000 | 1,000 | - | 0.0% |
| 4441 | Software Maintenance | 49,868 | 66,650 | 50,800 | 39,935 | 52,832 | 54,800 | 54,800 | - | 0.0% |
| 4442 | Network Maintenance | 30,537 | 47,000 | 35,093 | 37,605 | 35,000 | 38,726 | 39,000 | 274 | 0.7% |
| 4444 | Contract Serv/ Landscpg-TH | 5,433 | 4,400 | 8,253 | 10,168 | 7,500 | 8,704 | 8,700 | (4) | 0.0% |
| 4451 | Insurance and Bonds | 15,031 | 19,017 | 17,228 | 17,228 | 17,250 | 17,228 | 17,228 | - | 0.0% |
| 4491 | Dues and Subscriptions | 43,805 | 36,100 | 47,905 | 45,034 | 48,000 | 54,920 | 53,000 | (1,920) | -3.5% |
| 4498 | Bank Account Expense | 3,812 | 3,038 | 5,388 | 5,434 | 5,800 | 4,761 | 5,000 | 239 | 5.0% |
| 4499 | Miscellaneous Expense | 11,522 | 11,000 | 10,070 | 8,453 | 10,000 | 10,853 | 10,500 | (353) | -3.3% |
| 4540 | Motor Vehicles | | - | - | 28,000 | - | 1,072 | - | (1,072) | -100.0% |
| 4550 | Other Equipment | | - | - | - | - | 25,000 | 30,000 | 5,000 | 20.0% |
| 4580 | Capital Outlay | | - | - | - | 25,000 | 122,500 | 30,000 | (92,500) | -75.5% |
| | Totals | 1,543,105 | 1,602,834 | 1,490,469 | 1,538,422 | 1,553,287 | 1,759,520 | 1,524,073 | (235,447) | -13.4% |

General Fund

General Services



Description

The General Services operations of the Town of Cornelius include many of the Town's professional services provided by outside contractors (such as auditors) and related auxiliary services funded in whole or in part by the Town (Historic Preservation, Affordable Housing, miscellaneous legal fees and others). The Town auditor is appointed by the Town Board.

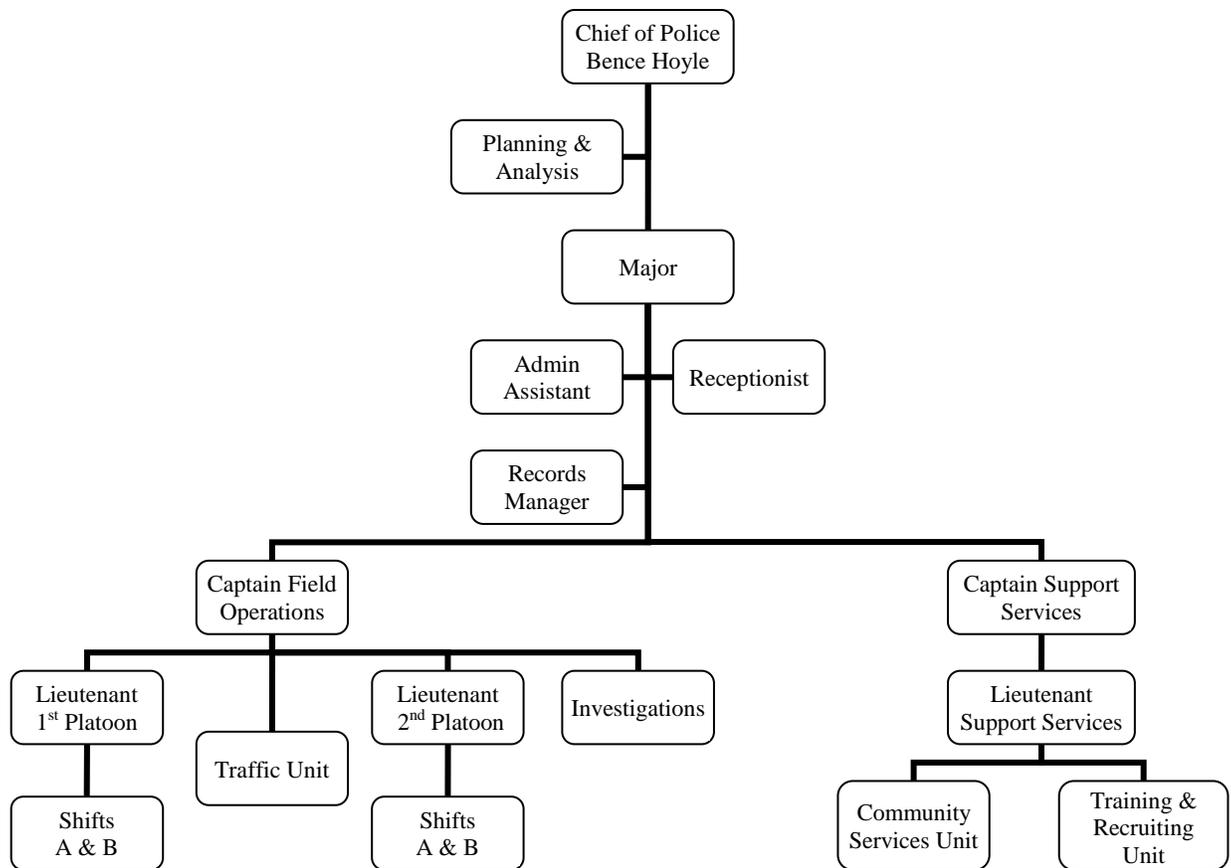
FY 2017 Goals and Objectives

- ✓ Seek seventh year of GFOA award for excellence in financial reporting

**General Services
1004190**

| Acct | Description | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|--|------------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4191 | Professional Svcs: Audit | 23,838 | 20,063 | 19,687 | 21,813 | 24,250 | 25,250 | 1,000 | 4.1% |
| 4192 | Professional Svcs: Legal | - | 13,933 | 20,942 | 12,000 | 118,983 | 165,280 | 46,297 | 38.9% |
| 4199 | Professional Svcs: Misc | - | - | 34,379 | - | 119,550 | 150,000 | 30,450 | 25.5% |
| 4695 | Contrib to Historical Comm | 567 | 1,611 | 719 | 1,800 | 1,500 | 1,500 | - | 0.0% |
| 4696 | Contrib to Affordable Housing | - | - | 171,026 | - | - | - | - | 0.0% |
| 4696 | Contrib to Ada Jenkins | 28,098 | 10,000 | 10,000 | 10,000 | 10,000 | 15,000 | 5,000 | 50.0% |
| 4697 | Contrib to Crime Stoppers / Vic Advocate | 15,000 | - | 30,000 | 15,000 | 15,000 | 15,000 | - | 0.0% |
| 4698 | Contr Gilead Fire/Ad | 10,000 | - | - | - | - | - | - | 0.0% |
| 4990 | Transfer to Greenway C | 735,000 | - | - | - | - | - | - | 0.0% |
| 4992 | Transfer to 911 Fund | - | 16,899 | 7,571 | - | - | - | - | 0.0% |
| 4994 | Transfer to Robbins | 100,000 | - | 50,000 | - | - | - | - | 0.0% |
| 4995 | Transfers to various Capital Proj Funds | - | - | - | - | - | 765,000 | 765,000 | 100.0% |
| 4998 | Transfer to DDI CPO | 200,000 | 500,000 | - | - | - | - | - | 0.0% |
| | Totals | 1,112,503 | 562,506 | 344,324 | 60,613 | 289,283 | 1,137,030 | 847,747 | 293.1% |

Police Department



Mission Statement

The mission of the Cornelius Police department shall be to provide a safe environment in which residents and non-residents can live and work. This mission shall be accomplished by the prompt but fair enforcement of local and state laws. It is, therefore, the policy of the Cornelius Police Department to provide honest, fair and, efficient law enforcement to all people within its jurisdiction.

Core Values:

- ✓ Present a professional public image.
- ✓ Unbiased fair and honest behavior.
- ✓ Quality decisions that improve conditions.
- ✓ Ethical conduct beyond reproach.
- ✓ Customer service that is exemplary.
- ✓ Listen.

General Fund

Authorized Positions (in Full Time Equivalents-FTE)

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Chief of Police | 1 | 1 | 1 | 1 | 1 |
| Major | 1 | 1 | 1 | 1 | 1 |
| Captain | 2 | 2 | 2 | 2 | 2 |
| Lieutenant | 4 | 4 | 4 | 4 | 4 |
| Sergeant | 8 | 8 | 8 | 8 | 8 |
| Investigator | 6 | 6 | 6 | 6 | 6 |
| Digital Specialist | 1 | 1 | 1 | 1 | 1 |
| Patrol Officer | 29 | 29 | 29 | 29 | 31 |
| Lake Patrol | 0 | 0 | 0 | 8* | 8* |
| Code Enforcement Officer | 0 | 0 | 0 | 0 | 0 |
| Clerk/Receptionist | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 2 | 2 | 2 | 2 | 2 |
| School Resource Officer | 2* | 2* | 2* | 2* | 2* |
| Accreditation Manager/Planner | 1 | 1 | 1 | 1 | 1 |
| Records Manager | 1 | 1 | 1 | 1 | 1 |
| Total Authorized Positions | 59 | 59 | 59 | 67 | 69 |

* Partially funded by Mecklenburg County

FY 2017 Goals and Objectives

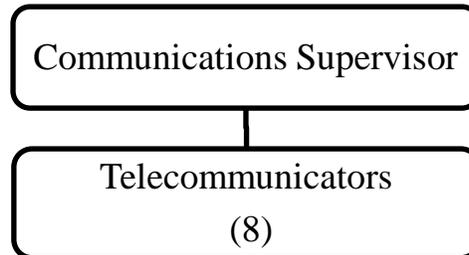
- ✓ Address retention issue (\$80,000)
- ✓ Create data connection between LINX and Town RMS (\$20,000)

**Police Department
1014310**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|------|---------------------------|------------------|------------------|----------------------|------------------|----------------------|------------------------------|--------------------|
| 1212 | Controlled Substance Exps | 196,914 | 354,397 | 2,000 | 41,400 | 2,000 | (39,400) | -95.2% |
| 4121 | Salaries | 2,674,708 | 2,770,275 | 3,177,535 | 3,201,277 | 3,363,633 | 162,356 | 5.1% |
| 4122 | Overtime | 12,516 | 27,000 | 21,237 | 36,492 | 30,000 | (6,492) | -17.8% |
| 4126 | Salaries Part-Time | 21,379 | 19,407 | 20,350 | 22,275 | 23,000 | 725 | 3.3% |
| 4131 | LEO SSA | 22,447 | 22,447 | 22,700 | 22,447 | 22,447 | - | 0.0% |
| 4133 | Retirement 401K | 122,930 | 137,858 | 175,821 | 161,888 | 169,682 | 7,793 | 4.8% |
| 4134 | 401K Non-Sworn | 9,468 | - | - | - | - | - | 0.0% |
| 4181 | FICA | 197,106 | 204,809 | 263,175 | 249,393 | 261,372 | 11,979 | 4.8% |
| 4182 | Retirement | 197,618 | 207,401 | 248,382 | 231,500 | 271,491 | 39,990 | 17.3% |
| 4183 | Insurance Benefits | 439,103 | 463,542 | 514,000 | 499,592 | 507,131 | 7,540 | 1.5% |
| 4185 | State Unemployment | 15,810 | 2,191 | - | - | - | - | 0.0% |
| 4199 | Professional Services | 75,151 | 54,446 | 95,000 | 98,800 | 130,000 | 31,200 | 31.6% |
| 4212 | Uniforms | 14,885 | 35,123 | 36,000 | 46,394 | 36,000 | (10,394) | -22.4% |
| 4251 | Motor Fuels | 154,513 | 133,118 | 246,000 | 213,477 | 225,000 | 11,523 | 5.4% |
| 4260 | Office Supplies | 5,872 | 8,191 | 9,565 | 8,870 | 9,000 | 130 | 1.5% |
| 4290 | Departmental Supplies | 73,738 | 122,648 | 80,000 | 99,200 | 99,200 | - | 0.0% |
| 4311 | Travel and Training | 33,123 | 25,621 | 36,000 | 34,254 | 34,254 | - | 0.0% |
| 4321 | Telecommunications | 33,734 | 45,269 | 40,000 | 44,750 | 44,750 | - | 0.0% |
| 4325 | Postage/Shipping | 1,491 | 1,135 | 1,000 | 919 | 1,000 | 81 | 8.8% |
| 4331 | Electricity | 41,108 | 40,373 | 41,500 | 40,839 | 41,500 | 661 | 1.6% |
| 4334 | Water | 3,779 | 2,911 | 3,200 | 3,218 | 3,250 | 32 | 1.0% |
| 4335 | Sewer | 960 | 1,031 | 1,006 | 1,200 | 1,150 | (50) | -4.2% |
| 4336 | Stormwater | 718 | 694 | 750 | 702 | 750 | 48 | 6.8% |
| 4351 | Building Maintenance | 32,959 | 44,548 | 34,800 | 37,092 | 37,500 | 408 | 1.1% |
| 4352 | Equipment Maintenance | 4,337 | 4,957 | 6,500 | 4,975 | 5,000 | 25 | 0.5% |
| 4353 | Vehicle Maintenance | 58,199 | 65,024 | 67,474 | 70,456 | 72,000 | 1,544 | 2.2% |
| 4354 | Radio Trunking Fees | 68,821 | 63,032 | 72,820 | 66,500 | 71,666 | 5,166 | 7.8% |
| 4375 | Crime Prevention | 3,835 | 3,489 | 4,500 | 6,348 | 8,500 | 2,152 | 33.9% |
| 4431 | Copier Lease | 22,547 | 24,415 | 26,316 | 26,800 | 27,000 | 200 | 0.7% |
| 4440 | Contract Services | 39,654 | 44,616 | 43,500 | 28,244 | 28,000 | (244) | -0.9% |
| 4444 | Landscaping | 5,593 | 4,586 | 5,400 | 4,405 | 4,500 | 95 | 2.2% |
| 4451 | Insurance and Bonds | 166,898 | 150,205 | 179,400 | 181,389 | 180,000 | (1,389) | -0.8% |
| 4491 | Dues and Subscriptions | 10,841 | 8,308 | 10,740 | 10,169 | 10,000 | (169) | -1.7% |
| 4498 | Bank Charges | 4,642 | 4,311 | 4,700 | 4,388 | 4,500 | 112 | 2.6% |
| 4499 | Miscellaneous Expense | 14,371 | 15,258 | 17,500 | 15,500 | 15,500 | - | 0.0% |
| 4540 | Capital Outlay | 174,843 | 183,685 | 225,500 | 330,349 | 416,600 | 86,251 | 26.1% |
| 4550 | Other Equipment | | 151,329 | 61,000 | 57,800 | 65,000 | 7,200 | 12.5% |
| | Totals | 4,956,611 | 5,447,650 | 5,795,370 | 5,903,302 | 6,222,376 | 319,074 | 6.2% |

General Fund

Communications Department



Description

The mission of the Communications Center shall be to provide efficient, equitable, and professional emergency communications services to the residents and visitors of Cornelius and Davidson College. These services include public safety requests, animal control services, and emergency calls for ElectriCities. This mission shall be accomplished by staffing the Center with well-trained, professional, customer service oriented employees.

Authorized Positions (in Full Time Equivalent-FTE)

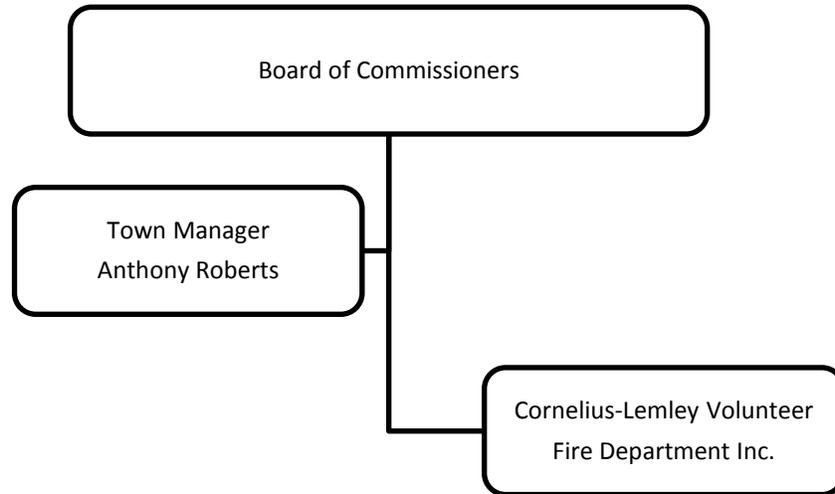
| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Supervisor | 1 | 1 | 1 | 1 | 1 |
| Telecommunicator | 8 | 8 | 8 | 8 | 8 |
| Communication Center Director | 0 | 0 | 0 | 0 | 0 |
| Information Technology Administrator | 1 | 1 | 1 | 1 | 1 |
| Total Authorized Positions | 10 | 10 | 10 | 10 | 10 |

**Communications Department
1014325**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|-----------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4121 | Salaries | 347,931 | 339,850 | 383,873 | 355,396 | 366,058 | 10,662 | 3.0% |
| 4122 | Overtime | 4,220 | 8,781 | 6,900 | 8,642 | 9,000 | 358 | 4.1% |
| 4126 | Salaries Part-Time | 39,855 | 33,325 | 34,000 | 39,210 | 34,000 | (5,210) | -13.3% |
| 4134 | Retirement 401K | 18,707 | 18,999 | 19,539 | 18,202 | 18,753 | 551 | 3.0% |
| 4181 | FICA | 30,133 | 30,258 | 31,520 | 30,848 | 31,293 | 444 | 1.4% |
| 4182 | Retirement | 27,266 | 26,721 | 26,182 | 24,281 | 27,192 | 2,910 | 12.0% |
| 4183 | Insurance Benefits | 66,473 | 72,721 | 79,031 | 63,759 | 66,000 | 2,241 | 3.5% |
| 4185 | State Unemployment | 2,231 | 193 | - | - | - | - | 0.0% |
| 4199 | Professional Services | 14,110 | 15,289 | 14,000 | 16,479 | 16,479 | - | 0.0% |
| 4212 | Uniforms | 464 | 398 | 1,000 | 995 | 1,000 | 5 | 0.5% |
| 4260 | Office Supplies | 3,138 | 3,789 | 3,350 | 3,868 | 3,900 | 32 | 0.8% |
| 4290 | Department Supplies | 2,638 | 4,274 | 2,600 | 1,920 | 2,000 | 80 | 4.2% |
| 4311 | Travel and Training | 463 | 917 | 1,408 | 5,010 | 2,500 | (2,510) | -50.1% |
| 4321 | Telephone | 8,620 | 8,846 | 9,264 | 9,244 | 10,000 | 756 | 8.2% |
| 4332 | Generator Fuel Oil | 250 | 273 | 400 | 500 | 500 | - | 0.0% |
| 4352 | Equipment Maintenance | 535 | - | - | - | - | - | 0.0% |
| 4451 | Insurance and Bonds | 2,809 | 9,263 | 9,266 | 1,000 | 1,500 | 500 | 50.0% |
| 4499 | Miscellaneous | 272 | 25 | 200 | 150 | 150 | - | 0.0% |
| 4520 | Capital Outlay | | - | 200,000 | 200,000 | - | (200,000) | -100.0% |
| | Totals | 570,115 | 573,922 | 822,533 | 779,505 | 590,324 | (189,181) | -24.3% |

General Fund

Fire Protection



Description

The Fire Protection operations of the Town of Cornelius accounts for the service contract the Town maintains with Cornelius-Lemley Volunteer Fire Department Inc (VFD). The Town supports the VFD with annual financial contributions in exchange for which the VFD provides fire protection, first responder, and fire prevention educational services.

FY 2017 Goals and Objectives

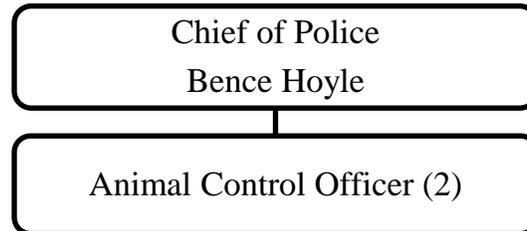
- ✓ Increase firefighter pay \$1 per hour (\$65,000)
- ✓ Address aging fleet/ new emissions impact on truck maintenance (\$10,000)

**Fire
1014340**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|----------------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4199 | Professional Services | 11,568 | | - | - | - | - | 0.0% |
| 4321 | Telecommunications | 3,680 | 2,613 | 3,216 | 3,000 | 3,120 | 120 | 4.0% |
| 4251 | Motor Fuels | 33,346 | 25,597 | 35,000 | 21,200 | 25,000 | 3,800 | 17.9% |
| 4290 | Departmental Supplies | - | 6,678 | 9,000 | 9,000 | 10,000 | 1,000 | 11.1% |
| 4336 | Fire Utilities | 29,117 | 28,871 | 32,000 | 30,666 | 31,400 | 734 | 2.4% |
| 4351 | Building Maintenance | 30,707 | 43,710 | 82,000 | 98,080 | 42,000 | (56,080) | -57.2% |
| 4353 | Vehicle Maintenance | 6 | - | - | - | - | - | 0.0% |
| 4444 | Fire Stations landscaping | 7,426 | 7,490 | 6,500 | 7,184 | 7,200 | 16 | 0.2% |
| 4451 | Insurance and Bonds | 5,099 | 4,238 | 4,800 | 4,826 | 5,000 | 174 | 3.6% |
| 4540 | Fire Motor Vehicle Capital | 28,776 | 399,654 | 860,000 | 860,000 | 32,900 | (827,100) | -96.2% |
| 4699 | Contribution to Fire Dept | 1,207,819 | 1,271,615 | 1,268,939 | 1,268,939 | 1,343,939 | 75,000 | 5.9% |
| | Total | 1,357,544 | 1,790,466 | 2,301,455 | 2,302,895 | 1,500,559 | (802,336) | -34.8% |

General Fund

Animal Control



Description

The mission of the Cornelius Police Department Animal Control is to provide the highest quality of animal control services to all people in the Town of Cornelius. Officers will be compassionate toward the needs of all animals and provide fair and efficient enforcement of animal control laws within our jurisdiction.

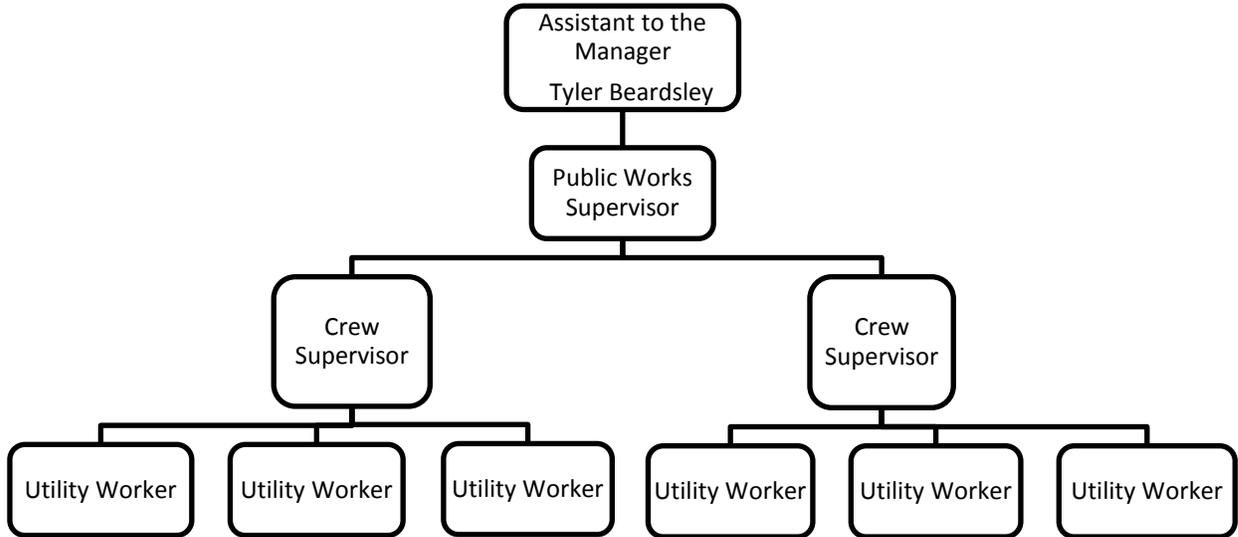
Authorized Positions (in Full Time Equivalents-FTE)

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|----------|----------|----------|----------|----------|
| Animal Control Officer | 2 | 2 | 2 | 2 | 2 |
| Part-time Animal Control Officer | 0 | 0 | 0 | 0 | 0 |
| Total Authorized Positions | 2 | 2 | 2 | 2 | 2 |

**Animal Control
1014380**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|----------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4121 | Salaries | 71,262 | 73,970 | 76,250 | 76,353 | 78,643 | 2,291 | 3.0% |
| 4122 | Overtime | 9,796 | 10,961 | 12,000 | 12,227 | 12,200 | (27) | -0.2% |
| 4134 | Retirement (401K) | 4,008 | 4,200 | 4,413 | 4,429 | 4,542 | 113 | 2.6% |
| 4181 | FICA | 5,730 | 5,939 | 6,751 | 6,776 | 6,950 | 173 | 2.6% |
| 4182 | Retirement | 5,735 | 6,005 | 5,913 | 5,908 | 6,586 | 678 | 11.5% |
| 4183 | Insurance Benefits | 16,609 | 17,175 | 17,570 | 18,267 | 18,450 | 183 | 1.0% |
| 4185 | State Unemployment | 413 | 45 | - | - | - | - | 0.0% |
| 4199 | Prof Svcs | 18,655 | 12,212 | 19,000 | 12,495 | 12,500 | 5 | 0.0% |
| 4212 | Uniforms | - | - | - | 200 | 200 | - | 0.0% |
| 4251 | Motor Fuels | 3,947 | 3,299 | 4,192 | 2,754 | 2,800 | 46 | 1.7% |
| 4290 | Department Supplies | 8,373 | 5,995 | 6,804 | 10,725 | 6,500 | (4,225) | -39.4% |
| 4311 | Travel and Training | - | 516 | 200 | 200 | 200 | - | 0.0% |
| 4321 | Telecommunications | 773 | 844 | 885 | 827 | 850 | 24 | 2.8% |
| 4331 | Electricity | 7,520 | 6,793 | 8,000 | 6,911 | 7,000 | 89 | 1.3% |
| 4334 | Water | 532 | 518 | 560 | 636 | 650 | 14 | 2.2% |
| 4335 | Sewer | 950 | 827 | 1,012 | 1,020 | 1,050 | 30 | 2.9% |
| 4336 | Stormwater | 176 | 195 | 208 | 240 | 240 | - | 0.0% |
| 4351 | Building Maintenance | 15,090 | 12,846 | 8,500 | 8,998 | 8,500 | (498) | -5.5% |
| 4353 | Vehicle Maintenance | - | - | 200 | 100 | 100 | - | 0.0% |
| 4440 | Contract svcs | 457 | 604 | 1,240 | 1,000 | 900 | (100) | -10.0% |
| 4451 | Insurance and Bonds | 2,408 | 3,599 | 3,816 | 4,291 | 4,500 | 209 | 4.9% |
| 4540 | Capital outlay | | | - | 75,000 | - | (75,000) | -100.0% |
| | Totals | 172,434 | 166,543 | 177,514 | 249,358 | 173,361 | (75,997) | -30.5% |

Public Works



Description

The mission of the Cornelius Public Works Department is to maintain the public property of the Town, including street rights-of-way, public easements, and other public property in a manner that is aesthetically pleasing and functional for all of our citizens.

General Fund

Authorized Positions (in Full Time Equivalents-FTE)

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Public Works Supervisor | 1 | 1 | 1 | 1 | 1 |
| Crew Supervisor | 2 | 2 | 2 | 2 | 2 |
| Administrative Assistant | 1 | 0 | 0 | 0 | 0 |
| Utility Worker | 6 | 5 | 5 | 5 | 5 |
| Total Authorized Positions | 10 | 8 | 8 | 8 | 8 |

FY 2017 Goals and Objectives

- ✓ Investigate reinstating bulk item pick up
- ✓ Manage and design construction of new Public Works facility

**Public Works
1024510**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|------|----------------------------|------------------|------------------|----------------------|------------------|----------------------|------------------------------|--------------------|
| 4121 | Salaries | 257,558 | 237,795 | 285,964 | 283,994 | 292,514 | 8,520 | 3.0% |
| 4122 | Overtime | 10,569 | 11,513 | 6,479 | 19,381 | 15,000 | (4,381) | -22.6% |
| 4126 | Salaries - PT | 5,733 | 42,963 | 10,000 | 11,689 | 13,500 | 1,811 | 15.5% |
| 4134 | Retirement 401K | 13,243 | 12,297 | 14,622 | 15,169 | 15,376 | 207 | 1.4% |
| 4181 | FICA | 19,848 | 21,651 | 23,137 | 24,102 | 24,558 | 455 | 1.9% |
| 4182 | Retirement | 19,083 | 17,642 | 19,594 | 20,235 | 22,295 | 2,060 | 10.2% |
| 4183 | Insurance Benefits | 52,732 | 49,277 | 57,036 | 57,875 | 58,454 | 579 | 1.0% |
| 4185 | State Unemployment | 2,804 | 5,657 | 5,688 | 2,711 | - | (2,711) | -100.0% |
| 4199 | Professional services | 38,723 | 29,966 | 20,200 | 26,355 | 20,000 | (6,355) | -24.1% |
| 4194 | Design fees | 84,839 | 17,639 | 125,000 | 28,790 | 25,000 | (3,790) | -13.2% |
| 4212 | Uniforms | 3,842 | 4,222 | 6,240 | 6,578 | 6,500 | (78) | -1.2% |
| 4241 | Small Tools/ Equipment | 2,457 | 2,699 | 2,470 | 2,429 | 2,500 | 71 | 2.9% |
| 4251 | Motor Fuels | 18,369 | 16,793 | 19,100 | 14,381 | 16,000 | 1,619 | 11.3% |
| 4290 | Departmental Supplies | 15,140 | 14,714 | 18,000 | 14,839 | 15,000 | 161 | 1.1% |
| 4311 | Travel and Training | 1,040 | 1,305 | 2,760 | 2,500 | 1,600 | (900) | -36.0% |
| 4321 | Telecommunications | 4,180 | 8,151 | 3,600 | 2,716 | 2,800 | 84 | 3.1% |
| 4331 | Utilities | 5,466 | 7,279 | 7,000 | 6,708 | 6,800 | 92 | 1.4% |
| 4337 | Street Lights | 300,670 | 311,185 | 312,000 | 304,899 | 308,000 | 3,101 | 1.0% |
| 4351 | Building Maintenance | 4,208 | 2,754 | 3,100 | 4,114 | 4,000 | (114) | -2.8% |
| 4352 | Equipment Maintenance | 11,049 | 29,782 | 16,378 | 27,733 | 27,000 | (733) | -2.6% |
| 4353 | Vehicle Maintenance | 15,178 | 14,294 | 14,000 | 15,734 | 16,000 | 266 | 1.7% |
| 4440 | Contract Services | 51,765 | 62,804 | 30,000 | 50,181 | 32,000 | (18,181) | -36.2% |
| 4444 | Contract Serv/ Landscaping | 114,432 | 143,647 | 106,000 | 116,446 | 116,000 | (446) | -0.4% |
| 4449 | Landfill Fees | 360 | 340 | 500 | 250 | 250 | - | 0.0% |
| 4451 | Insurance and Bonds | 26,936 | 37,212 | 35,808 | 39,562 | 38,000 | (1,562) | -3.9% |
| 4491 | Dues and Subscriptions | 597 | 624 | 700 | 700 | 750 | 50 | 7.1% |
| 4499 | Miscellaneous | 416 | 401 | 150 | 1,053 | 1,000 | (53) | -5.0% |
| 4540 | Motor Vehicles | 13,075 | 62,557 | 60,000 | 46,600 | 80,000 | 33,400 | 71.7% |
| 4590 | Oth cap improv | 61,545 | 204,183 | 372,118 | 372,118 | - | (372,118) | -100.0% |
| 4591 | Capital Roads | - | 237,115 | 150,000 | 150,000 | 546,040 | 396,040 | 264.0% |
| | Totals | 1,155,857 | 1,608,461 | 1,727,644 | 1,669,842 | 1,706,935 | 37,093 | 2.2% |

Powell Bill Fund

Street Improvements

Description

Street improvements for the Town of Cornelius are funded primarily through a state-shared gasoline tax known as “Powell Bill” funds. The Town utilizes these funds to maintain our ~98 miles of streets, repair ~131 miles of existing sidewalks, and improve existing streets with bike paths and sidewalks (\$700,000).

FY 2017 Goals and Objectives

- ✓ Continue street/sidewalk repair and maintenance program as on file with the Town Public Works Supervisor and Assistant to the Manager.

**Powell Bill
1024515**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|-------------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4199 | Professional Services | 24,900 | 28,001 | 25,000 | 11,738 | 12,000 | 262 | 2.2% |
| 4290 | Departmental supplies | 1,648 | 7,462 | 9,500 | 11,798 | 12,000 | 202 | 1.7% |
| 4440 | Contract services | 91,530 | 95,504 | 95,000 | 150,000 | 200,000 | 50,000 | 33.3% |
| 4590 | Capital - Sidewalks | 315,922 | 382,673 | 350,000 | 295,457 | - | (295,457) | -100.0% |
| 4591 | Capital - Street Improv | | 447,637 | - | 33,215 | 700,000 | 666,785 | 2007.5% |
| | Totals | 434,000 | 961,277 | 479,500 | 502,208 | 924,000 | 421,792 | 84.0% |

General Fund

Solid Waste/Recycling

Description

Garbage, yard waste, and recycling collection for Cornelius residents are administered via contract with outside waste collectors. The Town has contracted with Republic Waste for collection in fiscal years 2010 – 2016. Dumpster accounts for individual condominium complexes are contracted separately.

The Town provides curbside collection of residential and small business solid waste, recycling, and yard debris at approximately 9,800 collection points.

FY 2017 Goals and Objectives

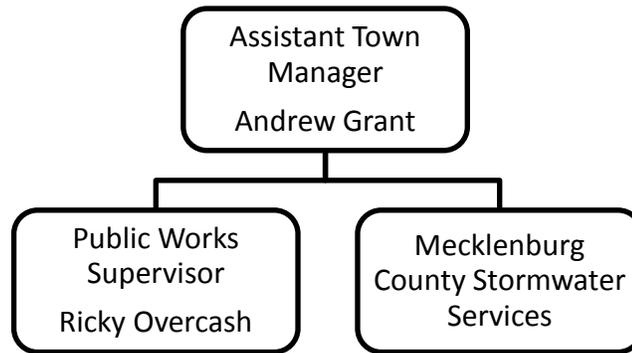
- ✓ Maintain current residential service levels for the increasing population, including once a week curbside garbage pickup and biweekly curbside recycling pickup.

Solid Waste / Recycling
1034710

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|-----------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4439 | Dumpsters | 116,189 | 115,044 | 112,480 | 133,771 | 137,517 | 3,746 | 2.8% |
| 4445 | Hauling (Residential) | 903,347 | 890,669 | 884,802 | 840,521 | 904,055 | 63,535 | 7.6% |
| 4446 | Yard Debris | 521,568 | 516,905 | 518,140 | 482,131 | 495,631 | 13,500 | 2.8% |
| 4448 | Recycling | 390,042 | 385,803 | 389,400 | 483,659 | 497,201 | 13,542 | 2.8% |
| | Totals | 1,931,146 | 1,908,421 | 1,904,822 | 1,940,082 | 2,034,404 | 94,322 | 4.9% |

Stormwater Fund

Stormwater Management



Description

The mission of the Stormwater Management Fund of the Cornelius Public Works Department is to maintain the stormwater drainage system for the Town to prevent flooding, property damage, or other safety hazards in a knowledgeable and professional manner as expediently as practical.

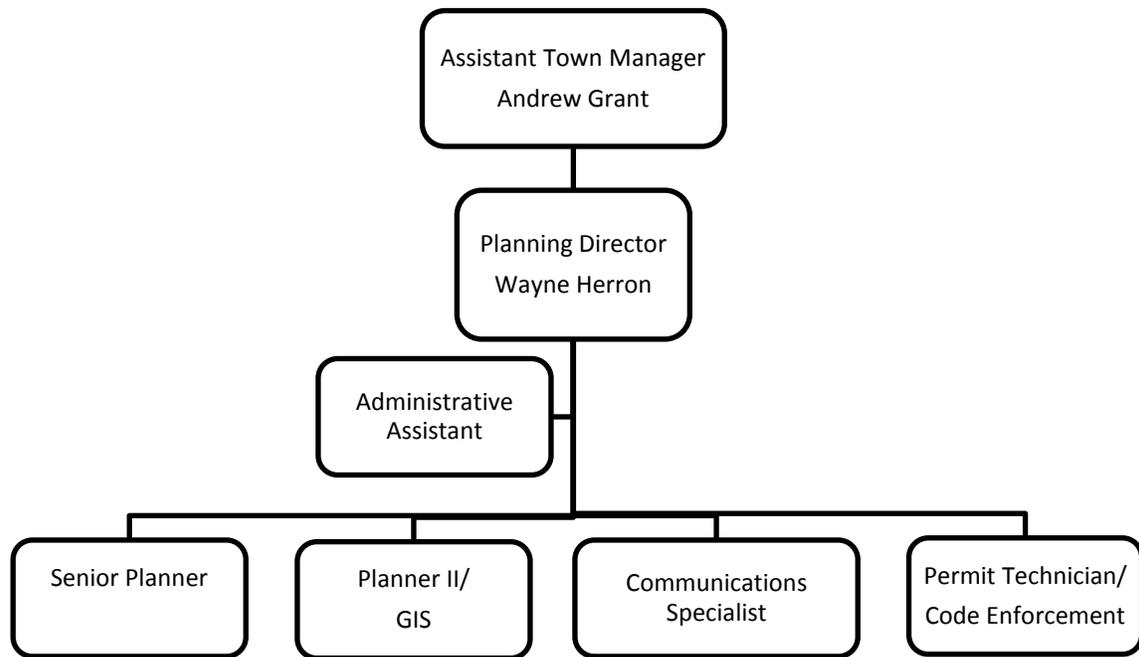
FY 2017 Goals and Objectives

- ✓ Continue Stormwater System maintenance and capital projects as on file with the Town Public Works Supervisor.

**Stormwater
1034730**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|-------------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4199 | Professional Services | 7,308 | 8,984 | 1,000 | 10,000 | 10,000 | - | 0.0% |
| 4290 | Departmental Supplies | 2,494 | 6,243 | 8,000 | 3,317 | 5,000 | 1,683 | 50.7% |
| 4430 | Equipment Rental | 95 | 934 | - | - | - | - | 0.0% |
| 4440 | Contract Services | 198,272 | 141,178 | 200,400 | 201,084 | 205,000 | 3,916 | 1.9% |
| 4580 | Capital - Other Improvs | 1,440 | - | - | - | - | - | 0.0% |
| | Totals | 209,609 | 157,339 | 209,400 | 214,401 | 220,000 | 5,599 | 2.6% |

Planning and Land Development Department



Mission Statement

Utilize state of the art planning techniques for effectively communicating with peers, citizens, developers, and the general public thereby making Cornelius a great place to live, work, and play.

General Fund

Authorized Positions (in Full Time Equivalents-FTE)

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|--|--------------|--------------|--------------|--------------|--------------|
| Planning Director | 1 | 1 | 1 | 1 | 1 |
| Senior Planner | 1 | 1 | 1 | 1 | 1 |
| Planner II/ GIS | 1 | 1 | 1 | 1 | 1 |
| Communications Specialist | 1 | 1 | 1 | 1 | 1 |
| Permit Technician / Code Enforcement Officer | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Transportation Planner | 0 | 0 | 0 | 0 | 0 |
| Total Authorized Positions | 6 | 6 | 6 | 6 | 6 |

Planning and Land Development Services

Development Plan Review and Processing
 Geographic Information Systems
 Land Development Code Maintenance

Planning Board Support Staff
 Special Planning Projects

FY 2017 Goals and Objectives

- ✓ Update the Land Development Code (\$0)
- ✓ Implementation of UPWP Grants (Torrence Chapel and NC 115) (\$43,680)
- ✓ Modernize GIS System (\$10,000)

**Planning / Land Development
1044910**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|------|--------------------------|----------------|----------------|----------------------|-----------------|----------------------|------------------------------|--------------------|
| 4121 | Salaries | 300,489 | 308,782 | 316,249 | 328,391 | 344,811 | 16,420 | 5.0% |
| 4122 | Overtime | - | 137 | - | 348 | 500 | 152 | 43.7% |
| 4126 | Salaries Part-Time | 347 | 16,778 | 19,508 | 5,038 | 9,289 | 4,252 | 84.4% |
| 4134 | Retirement 401K | 14,846 | 15,290 | 15,812 | 16,437 | 17,266 | 829 | 5.0% |
| 4181 | FICA | 21,702 | 23,688 | 25,685 | 25,534 | 27,127 | 1,593 | 6.2% |
| 4182 | Retirement | 22,341 | 21,842 | 21,189 | 21,927 | 25,035 | 3,108 | 14.2% |
| 4183 | Insurance Benefits | 45,410 | 46,794 | 47,539 | 49,868 | 50,400 | 533 | 1.1% |
| 4185 | State Unemployment | 1,536 | 200 | - | - | - | - | 0.0% |
| 4194 | Prof Serv: Design fees | 66,211 | 74,771 | 16,000 | 31,200 | 21,200 | (10,000) | -32.1% |
| 4195 | Prof Serv: GIS / Mapping | - | 3,945 | 1,300 | 1,500 | 1,700 | 200 | 13.3% |
| 4199 | Prof Serv: Misc | 25 | 35,488 | 16,000 | 26,104 | 68,680 | 42,576 | 163.1% |
| 4251 | Motor Fuels | 907 | 756 | 900 | 692 | 750 | 58 | 8.4% |
| 4290 | Departmental Supplies | 14,463 | 15,372 | 13,500 | 10,886 | 10,500 | (386) | -3.5% |
| 4311 | Travel and Training | 3,829 | 6,473 | 6,400 | 6,684 | 6,700 | 16 | 0.2% |
| 4321 | Telecommunications | 1,616 | 1,498 | 1,600 | 1,784 | 1,800 | 17 | 0.9% |
| 4325 | Postage | 4,052 | 3,130 | 4,300 | 4,286 | 4,300 | 14 | 0.3% |
| 4341 | Printing | 726 | - | - | - | - | - | 0.0% |
| 4353 | Vehicle Maintenance | 1,088 | 2,546 | 1,005 | 1,600 | 1,000 | (600) | -37.5% |
| 4391 | Legal Advertising | 7,224 | 996 | 6,400 | 3,514 | 4,000 | 486 | 13.8% |
| 4431 | Copier Lease | 9,081 | 10,538 | 10,000 | 10,983 | 10,500 | (483) | -4.4% |
| 4440 | Contract Services | 8,086 | 7,830 | 12,000 | 4,025 | 8,500 | 4,475 | 111.2% |
| 4451 | Insurance and Bonds | 2,972 | 6,170 | 6,170 | 2,000 | 2,200 | 200 | 10.0% |
| 4491 | Dues and Subscriptions | 1,679 | 1,023 | 1,956 | 3,038 | 3,000 | (38) | -1.3% |
| 4498 | Bank Charges | 902 | 737 | 750 | 784 | 850 | 66 | 8.4% |
| 4499 | Miscellaneous Expense | 882 | 484 | 680 | 737 | 750 | 13 | 1.8% |
| | Totals | 530,414 | 605,268 | 544,942 | 557,359 | 620,857 | 63,498 | 10.7% |

Tourism Fund

Tourism and Community Promotion

Description

Tourism and Community Promotion are funded exclusively from proceeds generated by the Mecklenburg County Hotel/Motel Occupancy Tax, the Prepared Food and Beverage Tax, and special event revenues are funded from these revenue sources. Occupancy Tax funds have been accounted for in this fund since inception in 1992; Prepared Food and Beverage Tax has been accounted for in this fund since receipt by the town in FY 2003.

Significant portions of annual proceeds from this fund are distributed to the North Mecklenburg Visitor's Center and Lake Norman Convention and Visitor's Bureau. Additional initiatives funded from these tourism funds include the funding to the Economic Development Commission, the North Mecklenburg Regional Industrial Park, and sailing center contribution. The remaining proceeds fund various community enhancement and promotion projects including annual festivals and special events such as the annual symphony and holiday celebrations.

FY 2017 Goals and Objectives

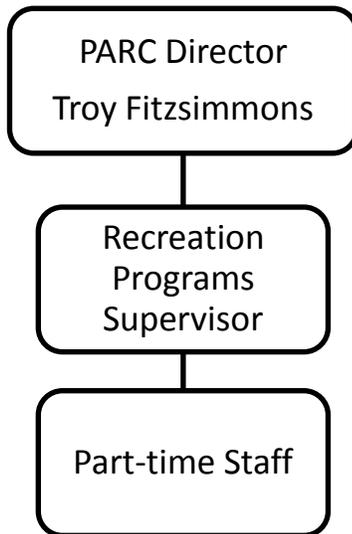
- ✓ Continue existing affiliated organizations funding and agreements, adhering to interlocal funding agreements and/or new directives as approved by the Town of Cornelius Board of Commissioners.

**Tourism
1044920**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|--------------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4199 | Prof svcs | 59,772 | 10,000 | - | - | - | - | 0.0% |
| 4290 | Departmental Supplies | 12,767 | 720 | 12,000 | - | 10,000 | 10,000 | 100.0% |
| 4311 | Travel/Training | 1,627 | 126 | - | - | - | - | 0.0% |
| 4376 | Promotions | 104,336 | 80,097 | 109,800 | 109,800 | 118,700 | 8,900 | 8.1% |
| 4440 | Contract Service | 8,000 | 28,100 | 8,000 | 20,000 | 8,000 | (12,000) | -60.0% |
| 4550 | Capital Outlay | - | 26,700 | - | - | - | - | 0.0% |
| 4690 | Brookwood pmt to H'ville | 149,248 | 145,866 | 169,963 | 169,524 | 168,001 | (1,523) | -0.9% |
| 4691 | VLN | 58,092 | 66,626 | 80,564 | 76,164 | 76,412 | 248 | 0.3% |
| 4692 | VLN | 79,760 | 86,005 | 111,441 | 93,466 | 97,538 | 4,072 | 4.4% |
| 4694 | Economic Development | 75,850 | 75,850 | 79,950 | 79,950 | 79,950 | - | 0.0% |
| | Totals | 549,452 | 520,090 | 571,719 | 548,904 | 558,601 | 9,697 | 1.8% |

General Fund

Cornelius Arts Center



Description

The Cornelius Arts Center division of the Parks, Art, Recreation and Culture Department is a newly created division that facilitates the Town's ongoing endeavor in the arts. The Cornelius Arts Center lease was extended through April, 2018. The Cornelius Arts Center is funded through the use of U Drive It tax that is restricted to be spent in support of local arts or other restricted purposes.

FY 2017 Goals and Objectives

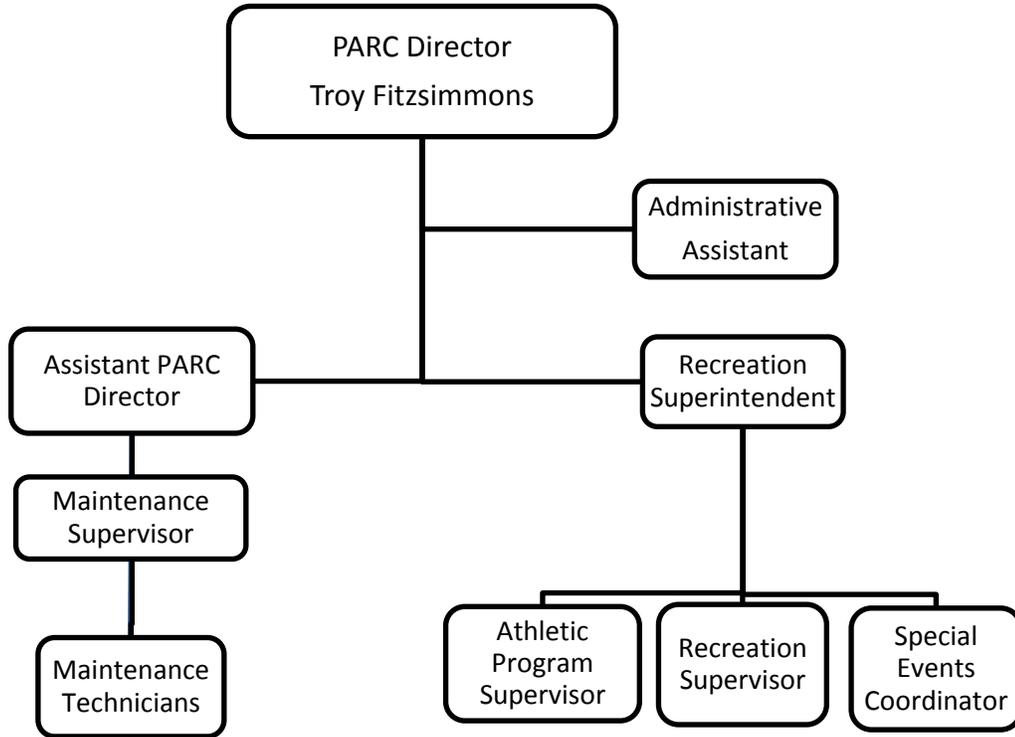
- ✓ Improve/expand indie & docs movie program

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|-----------------------------------|----------|----------|----------|----------|----------|
| Recreation Programs Supervisor | 0 | 0 | 1 | 1 | 1 |
| Total Authorized Positions | 0 | 0 | 1 | 1 | 1 |

**Art Center
10406123**

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|-----------------------|------------------------|------------------------|-------------------------------------|----------------------------|-------------------------------------|---|-------------------------------|
| 4121 | Salaries Full-time | | 43,485 | 45,773 | 44,464 | 45,798 | 1,334 | 3.0% |
| 4126 | Salaries Part-Time | 25,350 | 30,686 | 33,500 | 33,654 | 35,454 | 1,800 | 5.3% |
| 4134 | Retirement 401k | | 2,176 | 2,289 | 2,223 | 2,290 | 67 | 3.0% |
| 4181 | FICA | 1,911 | 5,530 | 6,064 | 5,976 | 6,216 | 240 | 4.0% |
| 4182 | Retirement | | 2,954 | 4,267 | 2,966 | 3,320 | 355 | 12.0% |
| 4183 | Insurance Benefits | | 5,435 | 5,456 | 7,430 | 7,690 | 260 | 3.5% |
| 4185 | State Unemployment | 135 | 14 | - | - | - | - | 0.0% |
| 4199 | Professional Services | 30,025 | 57,572 | 47,500 | 4,858 | 84,000 | 79,142 | 1629.1% |
| 4231 | Program Supplies | 10,787 | 15,622 | 7,700 | 16,190 | 16,500 | 310 | 1.9% |
| 4321 | Telephones | - | 1,542 | 1,200 | 1,107 | 1,200 | 93 | 8.4% |
| 4331 | Utilities | 9,159 | 8,259 | 8,500 | 7,846 | 7,800 | (46) | -0.6% |
| 4351 | Building Maintenance | 5,492 | 5,865 | 5,170 | 5,574 | 5,500 | (74) | -1.3% |
| 4375 | Promotions/ Publicity | 11,149 | 8,037 | 10,510 | 7,028 | 7,000 | (28) | -0.4% |
| 4376 | Task Force | - | - | - | 1,407 | 800 | (607) | -43.2% |
| 4433 | Building Rent | 46,294 | 47,244 | 48,225 | 48,202 | 49,412 | 1,210 | 2.5% |
| 4440 | Contract Services | 1,114 | 13,004 | 25,600 | 80,084 | 80,000 | (84) | -0.1% |
| 4580 | Capital other improv | | 13,510 | - | 1,200,000 | - | (1,200,000) | -100.0% |
| | Totals | 141,416 | 260,935 | 251,754 | 1,469,009 | 352,980 | (1,116,030) | -790.1% |

Parks, Arts, Recreation and Culture Department



Description

The Parks and Recreation department mission is to provide great parks, natural areas, and recreational experiences.

General Fund

Authorized Positions (in Full Time Equivalents-FTE)

| Position | FY 13 | FY 14 | FY 15 | FY 16 | FY 17 |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|
| PARC Director | 1 | 1 | 1 | 1 | 1 |
| Assistant PARC Director | 0 | 0 | 0 | 1 | 1 |
| Superintendent | 1 | 1 | 1 | 0 | 0 |
| Recreation Programs Supervisor | 1 | 1 | 0 | 0 | 0 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Special Events/ Marketing Coordinator | 1 | 1 | 1 | 1 | 1 |
| Athletic Programs Supervisor | 1 | 1 | 1 | 1 | 1 |
| Parks Maintenance Technician | 2 | 2 | 2 | 2 | 3 |
| Parks Maintenance Supervisor | 1 | 1 | 1 | 1 | 1 |
| Recreation Center Coordinator | 1 | 1 | 1 | 1 | 1 |
| Recreation Superintendent | 0 | 0 | 0 | 1 | 1 |
| Total Authorized Positions | 10 | 10 | 9 | 10 | 11 |

FY 2017 Goals and Objectives

- ✓ Add maintenance staff and operation impact to support new facilities (\$100,000)
- ✓ Increase program participation at annual special events (\$8,900)

Parks, Arts, Recreation and Culture
1086121

| Acct | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------|------------------------|--------------------|--------------------|-----------------------------|------------------------|-----------------------------|-------------------------------------|---------------------------|
| 4121 | Salaries | 426,856 | 392,627 | 459,059 | 456,057 | 497,227 | 41,171 | 9.0% |
| 4126 | Salaries Part-Time | 91,395 | 93,174 | 93,446 | 99,938 | 100,000 | 62 | 0.1% |
| 4134 | Retirement 401K | 21,171 | 19,507 | 22,953 | 22,803 | 24,861 | 2,059 | 9.0% |
| 4181 | FICA | 38,942 | 36,638 | 42,267 | 42,534 | 45,688 | 3,154 | 7.4% |
| 4182 | Retirement | 31,688 | 29,200 | 30,757 | 30,419 | 36,049 | 5,630 | 18.5% |
| 4183 | Insurance Benefits | 57,660 | 57,136 | 57,888 | 59,860 | 67,892 | 8,032 | 13.4% |
| 4185 | State Unemployment | 3,543 | 328 | - | - | - | - | 0.0% |
| 4199 | Professional Services | 2,099 | 22,576 | 1,000 | 2,073 | 2,000 | (73) | -3.5% |
| 4212 | Uniforms | 1,125 | 1,416 | 1,143 | 1,547 | 1,500 | (47) | -3.0% |
| 4231 | Program Supplies | 106,870 | 101,696 | 107,000 | 107,239 | 106,000 | (1,239) | -1.2% |
| 4240 | Building Supplies | 6,002 | 4,725 | 6,500 | 6,422 | 66,422 | 60,000 | 934.4% |
| 4251 | Motor Fuels | 6,502 | 5,476 | 6,000 | 4,230 | 4,800 | 570 | 13.5% |
| 4290 | Departmental Supplies | 6,422 | 5,793 | 6,500 | 5,338 | 5,500 | 162 | 3.0% |
| 4311 | Travel and Training | 1,833 | 2,722 | 1,900 | 3,200 | 3,200 | 1 | 0.0% |
| 4321 | Telecommunications | 5,633 | 6,027 | 6,500 | 6,282 | 6,282 | - | 0.0% |
| 4325 | Postage | 422 | 339 | 350 | 270 | 300 | 30 | 11.0% |
| 4331 | Utilities | 95,498 | 126,801 | 111,000 | 130,488 | 128,000 | (2,488) | -1.9% |
| 4351 | Building Maintenance | - | 113,156 | 134,000 | 110,000 | 125,000 | 15,000 | 13.6% |
| 4352 | Equipment Maintenance | 2,437 | 4,607 | 5,230 | 4,800 | 4,000 | (800) | -16.7% |
| 4353 | Vehicle Maintenance | 2,712 | 3,912 | 3,850 | 3,346 | 2,800 | (546) | -16.3% |
| 4375 | Promotions / Publicity | 651 | | 700 | 700 | 700 | - | 0.0% |
| 4379 | Teen Council | 844 | 2,070 | 1,500 | 3,200 | 2,000 | (1,200) | -37.5% |
| 4431 | Copier Lease | 2,434 | 3,543 | 3,000 | 3,497 | 3,500 | 3 | 0.1% |
| 4440 | Contract Services | 255,952 | 243,715 | 241,507 | 235,399 | 235,000 | (399) | -0.2% |
| 4444 | Landscaping | 133,818 | 139,143 | 133,432 | 133,049 | 132,000 | (1,049) | -0.8% |
| 4451 | Insurance and Bonds | 24,978 | 26,788 | 29,000 | 32,901 | 32,000 | (901) | -2.7% |
| 4491 | Dues and Subscriptions | 1,560 | 1,581 | 1,516 | 1,500 | 1,500 | - | 0.0% |
| 4498 | Bank Charges | 4,445 | 869 | 1,000 | 1,000 | 1,000 | - | 0.0% |
| 4499 | Miscellaneous Expense | 2,821 | 1,807 | 1,750 | 1,989 | 2,000 | 11 | 0.6% |
| 4570 | Capital Outlay | 88,000 | 100,724 | - | 150,000 | 438,000 | 288,000 | 100.0% |
| | Totals | 1,424,313 | 1,548,096 | 1,510,748 | 1,660,079 | 2,075,222 | 415,143 | 26.6% |

General Fund

Debt Service

Description

Debt Service expenditures serve to make payments on the principal and interest on various financing instruments the Town utilizes to purchase capital assets including land and equipment, and construct capital improvements such as new buildings or facilities.

Long-Term Debt Payment Summary

- ✓ Principal payment 6 of 8 for general obligation parks bonds refunded in June, 2010 from original issue September, 2000 \$2,075,000 (annual payments beginning at \$100,000) plus interest at 2.32% fixed
- ✓ Principal payment 1 of 17 for Series 2015 general obligation bonds \$9,685,000 (annual payments beginning at \$495,000) plus interest between 2- 3%
- ✓ Payments 16 & 17 of 20 for Police Facility Installment Financing (\$1,750,000, 2.87% fixed, 10 yr, semi-annual payments)
- ✓ Payments 25 & 26 of 30 for road infrastructure improvements (\$4,700,000, 2.91% fixed, 15 yr, semi-annual payments)
- ✓ Payments 20 & 21 of 30 for parks improvements (\$829,500, 3.95% fixed, 15 yr, semi-annual payments)
- ✓ Payments 17 & 18 of 30 for fire station #1 improvements (\$3,000,000, 3.7% fixed, 15 yr, semi-annual payments)
- ✓ Payments 13 & 14 of 30 for Robbins Park Phase #1 improvements (\$1,300,000, 2.79% fixed, 15 yr, semi-annual payments)
- ✓ Payment 10 of 10 for Robbins Park Phase #2 improvements and Police Vehicles (\$910,000, 1.51% fixed, 5 yr, semi-annual payments)
- ✓ Additional issues are outstanding for various rolling stock and leases on Police, Fire, Public Works, Parks and Administrative vehicles
- ✓ Payments 9 & 10 of 20 for Westmoreland Athletic Complex (\$1,650,000, 2.625% fixed, 10 yr, semi-annual payments)
- ✓ Payments 5 & 6 of 14 for Synthetic turf fields (\$1,000,000, 2.02% fixed, 7 yr, semi-annual payments)
- ✓ Payments 5 & 6 of 20 for Robbins Park (\$700,000, 2.6% fixed, 10 year semi-annual payments)
- ✓ Payments 4 & 5 of 10 for Fire air packs (\$399,651, 1.417% fixed, 5 year semi-annual payments)
- ✓ New Debt Service:

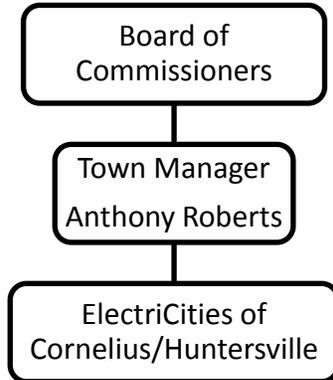
| | <u>Principal</u> | <u>Interest</u> |
|---|-------------------|------------------|
| Police vehicles (full year) | \$ 137,358 | \$ 3,449 |
| Fire ladder truck (full year) | \$ 861,006 | \$ 85,024 |
| Utility bucket truck (full year) | \$ 128,636 | \$ 5,511 |

Debt Service

| Org | Object | Description | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Est Yr End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|----------|--------|--------------------------------|------------------|------------------|----------------------|------------------|----------------------|------------------------------|--------------------|
| 10009109 | 4700 | Car lease | 5,162 | 4,540 | 5,200 | 4,900 | 10,200 | 5,300 | 108.2% |
| 10109106 | 4700 | Lease Police Cars | 61,989 | 107,364 | 78,957 | 116,506 | 145,587 | 29,081 | 25.0% |
| 10109106 | 4701 | Interest on Police Patrol Cars | 3,766 | 5,525 | 4,885 | 5,634 | 7,640 | 2,006 | 35.6% |
| 10109107 | 4700 | Police Facility | 437,500 | 218,750 | 220,750 | 218,750 | - | (218,750) | -100.0% |
| 10109107 | 4701 | Interest on Police Facility | 19,802 | 10,987 | 10,570 | 6,735 | - | (6,735) | -100.0% |
| 10209113 | 4710 | Street bonds principal | - | - | - | 280,338 | 134,327 | (146,012) | -52.1% |
| 10209113 | 4720 | Street bonds interest | - | - | - | 135,442 | 280,000 | 144,558 | 106.7% |
| 10109114 | 4700 | Fire Equipment | 104,197 | 153,349 | 197,883 | 197,483 | 192,998 | (4,485) | -2.3% |
| 10109114 | 4701 | Interest on Fire Equipment | 5,999 | 7,715 | 9,321 | 8,521 | 31,779 | 23,258 | 272.9% |
| 10109115 | 4700 | Fire Station #1 | 200,000 | 200,000 | 201,200 | 200,000 | 201,200 | 1,200 | 0.6% |
| 10109115 | 4701 | Interest on Fire Station #1 | 65,110 | 57,350 | 49,950 | 49,950 | 45,950 | (4,000) | -8.0% |
| 10209108 | 4700 | Street Improvements | 527,620 | 527,620 | 533,220 | 531,220 | 426,077 | (105,143) | -19.8% |
| 10209108 | 4701 | Interest on Street Improvmnts | 74,587 | 55,215 | 45,078 | 42,478 | 25,325 | (17,153) | -40.4% |
| 10209103 | 4700 | St Sweeper | 15,601 | 15,863 | 17,330 | 16,530 | 17,200 | 670 | 4.1% |
| 10209103 | 4701 | Interest on St Sweeper | 1,142 | 881 | 1,015 | 715 | 645 | (70) | -9.8% |
| 10809104 | 4710 | Park Bonds | 405,000 | 405,000 | 404,000 | 614,662 | 610,000 | (4,662) | -0.8% |
| 10809104 | 4720 | Interest on Park Bonds | 58,150 | 41,950 | 29,150 | 131,661 | 123,652 | (8,009) | -6.1% |
| 10809105 | 4700 | Parks Truck | 4,163 | 12,445 | 14,116 | 13,526 | 12,256 | (1,270) | -9.4% |
| 10809105 | 4701 | Interest on Parks Truck | 240 | 819 | 750 | 500 | 491 | (9) | -1.8% |
| 10809112 | 4700 | All Park Projects | 55,300 | 195,411 | 196,912 | 194,112 | 197,477 | 3,365 | 1.7% |
| 10809112 | 4701 | Interest on Park Projects | 14,594 | 25,367 | 29,938 | 29,014 | 24,559 | (4,455) | -15.4% |
| 10809116 | 4700 | WAC Robbins Park | 411,667 | 481,667 | 409,067 | 407,267 | 326,167 | (81,100) | -19.9% |
| 10809116 | 4701 | Interest on WAC Robbins Park | 67,233 | 74,437 | 67,731 | 66,230 | 55,098 | (11,132) | -16.8% |
| | | CIP | | | 901,217 | - | 135,801 | 135,801 | 100.0% |
| | | Totals | 2,538,822 | 2,602,255 | 3,428,240 | 3,272,174 | 3,004,429 | (267,745) | -8.2% |

Electric Fund

Electric Fund



Description

Beginning in July 1997, the management and operations of the Cornelius and Huntersville Electric Systems has been under contract to ElectriCities. This landmark effort by the two towns created a true regional power utility which will be better able to compete in the marketplace in the coming years.

There are no retail rate increases proposed in the FY 2017 budget. By NC Statute, there are minimal (less than twenty-five cents per year) REPS rider residential rate changes that will apply and be adopted in the Town's fee schedule.

FY 2017 Goals and Objectives

- ✓ Zero vehicle accidents and personal injuries.
- ✓ Maintain continuity of service 99.988%.
- ✓ Implementation of bill print outsourcing.
- ✓ Main Street Utility Line Burial Phase 2.
- ✓ Investigate electric system study for fuse coordination.

Electric Fund

| Revenues | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Estimated Year End | 2017 Original Budget | Diff 2016 Est Yr End 2017 Budget | Percent Difference |
|------------------------------------|------------------|------------------|----------------------------|-------------------------------|----------------------------|---|-----------------------|
| Charges for Electric | 5,263,484 | 5,834,940 | 5,720,853 | 5,720,853 | 5,609,764 | (111,089) | -2% |
| Renewable Energy Charge | 30,622 | 32,956 | 34,224 | 34,224 | 34,475 | 251 | 1% |
| Street Lights | 208,304 | 196,942 | 184,000 | 184,000 | 184,000 | - | 0% |
| Reconnect Fees | 22,700 | 17,760 | 20,000 | 20,000 | 20,000 | - | 0% |
| Fees for New Services | 32,475 | 32,400 | 28,000 | 28,000 | 28,000 | - | 0% |
| Late Payment Charges | 59,114 | 59,268 | 52,000 | 52,000 | 52,000 | - | 0% |
| Interest Earned | 2 | 454 | - | 452 | - | (452) | -100% |
| Rents | 5,431 | 1,380 | - | - | - | - | 0% |
| Sales - capital reimb & fix assets | - | 92,192 | - | 49,479 | - | (49,479) | -100% |
| Miscellaneous | 38,999 | 22,741 | 10,000 | 17,453 | 10,000 | (7,453) | -43% |
| Insurance Proceeds | 29,213 | 3,117 | - | 8,535 | - | (8,535) | -100% |
| Fund Balance Appropriated | - | - | 378,639 | - | 467,657 | 467,657 | 0% |
| Totals | 5,690,344 | 6,294,150 | 6,427,716 | 6,114,996 | 6,405,896 | 290,900 | 5% |

| Expenses | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Estimated Year End | 2017 Original Budget | Diff 2016 Est Yr End 2017 Budget | Percent Difference |
|-------------------------|------------------|------------------|----------------------------|-------------------------------|----------------------------|---|-----------------------|
| Admin Fee | 74,378 | - | 68,000 | 68,000 | 68,000 | - | 0% |
| Other Expenses | 855,187 | - | 1,213,583 | 1,228,879 | 1,275,092 | 46,213 | 4% |
| Purchase for Resale | 4,125,667 | 4,406,885 | 4,224,416 | 4,224,416 | 4,221,087 | (3,329) | 0% |
| Capital Outlay | 36,459 | - | 135,000 | 135,000 | 90,000 | (45,000) | -33% |
| Capital Expansion | 140,476 | 581,293 | 765,000 | 758,029 | 730,000 | (28,029) | -4% |
| Building Payment | 54,380 | 41,052 | 21,717 | 21,717 | 21,717 | - | 0% |
| Debt Service | 1,000 | - | - | - | - | - | 0% |
| Reserve for future exps | - | - | - | - | - | - | 0% |
| Totals | 5,287,547 | 5,029,230 | 6,427,716 | 6,436,041 | 6,405,896 | (30,145) | -0.5% |

911 Fund

Communication Center

Description

This fund is used to account for 911 fees distributed by the State of North Carolina for wired and wireless telecommunications. The expenditures budgeted in this fund must adhere to a specific list of eligible expenditures as controlled by the State 911 Board. These funds are used to provide the necessary equipment for the receipt and handling of 911 calls for service in Cornelius and the campus of Davidson College.

FY 2017 Goals and Objectives

- ✓ Manage communications of 911 calls and public safety radio traffic

911 Fund

| Revenues | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Estimated Year End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|---------------------------|----------------|----------------|----------------------|-------------------------|----------------------|------------------------------|--------------------|
| 911 Revenues | 202,619 | 161,747 | 106,011 | 104,496 | 141,796 | 37,300 | 35.7% |
| Interest Earned | 1,131 | 1,285 | 1,200 | 2,000 | 1,200 | (800) | -40.0% |
| Transfer from General | 16,899 | 7,571 | - | 1,388 | - | (1,388) | -100.0% |
| Appropriated Fund Balance | - | - | 66,231 | - | 51,489 | 51,489 | 0.0% |
| Totals | 220,649 | 170,603 | 173,442 | 107,884 | 194,485 | 86,601 | 80.3% |

| Expenses | 2014 Actual | 2015 Actual | 2016 Original Budget | 2016 Estimated Year End | 2017 Original Budget | 2016 Est Yr End vs 17 Budget | Percent Difference |
|-------------------------|---------------|---------------|----------------------|-------------------------|----------------------|------------------------------|--------------------|
| Salaries | 28,148 | 28,148 | 30,442 | 30,442 | 31,200 | 758 | 2.5% |
| Misc Services | 47,871 | 45,320 | 65,000 | 64,085 | 150,285 | 86,200 | 134.5% |
| Dept Supplies | 17,955 | 12,522 | 16,000 | 4,000 | 5,000 | 1,000 | 25.0% |
| Communications | 4,130 | 7,519 | 6,000 | 7,700 | 8,000 | 300 | 3.9% |
| Capital | - | - | 56,000 | 396,349 | - | (396,349) | -100.0% |
| Reserve for future exps | - | - | - | - | - | - | 0.0% |
| Totals | 98,104 | 93,509 | 173,442 | 502,576 | 194,485 | (308,091) | -61.3% |

**Town of Cornelius
Reconciling Items
For Various Fiscal Years**

| | 2014 Actual | 2015 Actual | 2016 Orig Bud | 2016 EYE | 2017 budget |
|--------------------------------------|----------------|----------------|------------------|------------------|------------------|
| Expenditures | | | | | |
| Personnel | | | | | |
| Electric reimbursements | - | - | - | - | - |
| Art Center / PARC revenue offset | | | 44,760 | | |
| PD DNC/lake patrol | | | 367,000 | 367,000 | 367,000 |
| CMS reimb for DARE & grant officers | 105,000 | 105,000 | 105,000 | 192,956 | 204,319 |
| Operating | | | | | |
| LN Trans Reimbursements | | 65,078 | 65,000 | 65,000 | - |
| Drug expenditures | | | | | |
| False alarm fees | | 48,927 | 43,500 | 32,632 | 32,500 |
| transfer to habitat | | 171,026 | | | |
| Capital | | | | | |
| Police Cars | 109,826 | | 130,000 | 135,000 | 305,600 |
| Fire trucks & equip | | 399,650 | 860,000 | 860,000 | |
| Fire truck repairs | | | | | |
| Public Works / PARC Truck | 25,174 | | | | 136,500 |
| CDBG sidewalks | | | | | |
| Donation for capital | | | | 120,000 | 30,000 |
| Total Expenditure Adjustments | 240,000 | 789,681 | 1,615,260 | 1,772,588 | 1,075,919 |
| Revenues | | | | | |
| Other Financing Sources | | | | | |
| Debt Issued | 135,000 | 399,650 | 990,000 | 995,000 | 442,600 |
| Other Revenues: | | | | | |
| Animal Control Donations | | | | | |
| Co lake patrol | | | 367,000 | 367,000 | 367,000 |
| Reimbursements from Electric | | | | | |
| Parc/art center revenue offset | | | 44,760 | | |
| Donated capital | | | 10,000 | 120,000 | |
| CDBG sidewalks | | 171,026 | | | |
| Grant PD cars/ officers | | | | | 99,319 |
| False alarm revenue | | 48,927 | 43,500 | 32,632 | 32,500 |
| Drug grant revenue | | | | | |
| CMS DARE officer | 105,000 | 105,000 | 105,000 | 192,956 | 105,000 |
| LN Trans Reimbursements | | 65,078 | 65,000 | 65,000 | - |
| Total Revenue Adjustments | 240,000 | 789,681 | 1,625,260 | 1,772,588 | 1,046,419 |
| Net Adjustments | - | - | 10,000 | - | (29,500) |

Town of Cornelius
Net Actual, Budget and Projected Expenditures and Revenues
For Various Fiscal Years

| | 2014 | 2015 | 2016 | 2016 | 2017 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Actual | Org Budget | Est Yr End | Budget |
| Expenditures | | | | | |
| Personnel | 6,831,179 | 7,019,443 | 7,395,950 | 7,371,417 | 7,561,581 |
| Operating | 7,194,311 | 7,507,024 | 7,312,045 | 7,643,110 | 8,030,584 |
| Contributions Tourism | 362,950 | 374,347 | 441,919 | 419,104 | 421,901 |
| Other transfers | 516,899 | 57,571 | - | - | 765,000 |
| Capital | 548,601 | 1,838,117 | 1,313,618 | 2,804,111 | 1,866,440 |
| Debt | 2,538,822 | 2,602,255 | 3,428,240 | 3,272,174 | 3,004,429 |
| Total expenditures | 17,992,762 | 19,398,757 | 19,891,771 | 21,509,915 | 21,649,934 |
| Revenues | | | | | |
| Ad valorem taxes | 11,593,863 | 11,930,317 | 12,079,972 | 12,280,000 | 13,251,886 |
| Other revenue | 7,997,767 | 8,411,704 | 7,598,114 | 8,358,269 | 8,398,048 |
| Total revenue | 19,591,630 | 20,342,021 | 19,678,086 | 20,638,269 | 21,649,934 |
| Reconciling items | - | - | 10,000 | - | (29,500) |
| Contrib/(Use) of fund balance * | 1,598,868 | 943,264 | (213,685) | (871,646) | (0) |
| General Fund balance | 12,608,483 | 13,551,747 | 13,348,062 | 12,680,101 | 12,650,601 |
| Capital Reserve | 2,345,547 | 2,352,445 | 2,352,445 | 1,792,978 | 1,794,478 |
| Total available funds | 14,954,030 | 15,904,192 | 15,700,507 | 14,473,079 | 14,445,079 |

| | | | | |
|------------------|--|-----------|--|-----------|
| General Fund | | (263,408) | | 207,381 |
| Tourism | | (50,487) | | (43,380) |
| Powell Bill | | 237,709 | | (164,000) |
| Asset Forfeiture | | (137,500) | | 0 |

There will usually be differences between the forecasted and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material.

Town of Cornelius
2017-2021 Capital Improvement Plan Summary
June 20, 2016

| DEPT | DESCRIPTION | Funds Source | Full yr debt pmt | 2017 | 2018 | 2019 | 2020 | 2021 | Future | Total |
|------|---|--------------|------------------|-----------|-----------|------------|-----------|-----------|------------|------------|
| PW | Public Works Facility | debt | 153,000 | 1,350,000 | - | - | - | - | - | 1,350,000 |
| PW | Road Resurfacing | FB Powell | | 700,000 | | 700,000 | | 700,000 | | 2,100,000 |
| PW | DDI Aesthetic Improvement | Fund Bal | | 306,039 | 1,093,334 | | | | | 1,399,373 |
| PARC | ADA compliance (Bailey, Smithville, Legion) | Fund Bal | | 100,000 | | | | | | 100,000 |
| PARC | Bailey Road Park Major Renovations | Fund Bal | | 255,000 | 255,000 | 255,000 | 255,000 | 255,000 | 455,000 | 1,730,000 |
| PD | Vehicle Replacement Program | | 50,867 | 231,000 | 236,500 | 242,500 | 248,500 | 254,500 | 260,863 | 1,473,863 |
| PW | Northcross Dr. Extension | Fund Bal | | 100,000 | 1,318,289 | 1,093,288 | | | | 2,511,577 |
| PW | Hwy 21/Catawba Ave Intersection Improvements | Fund Bal | | 100,000 | 200,000 | 202,000 | | | | 502,000 |
| PW | Public Works Equipment | debt | 18,400 | 80,000 | 162,000 | 150,000 | 150,000 | | | 542,000 |
| PD | Video Surveillance Program | Fund Bal | | 65,000 | 50,000 | 50,000 | 50,000 | 50,000 | | 265,000 |
| PARC | Maintenance Truck, Trailer, & Utility Vehicle | both | 10,355 | 55,000 | | | | | | 55,000 |
| IT | Computer Replacement Program | Fund Bal | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 300,000 |
| Fire | Bailout Gear | Fund Bal | | 24,500 | | | | | | 24,500 |
| PW | Hwy 21 Roundabout Aesthetics/Utility Burial | Fund Bal | | 40,000 | | 710,000 | | | | 750,000 |
| PARC | Maintenance Truck | debt | 10,355 | 28,000 | | | | | | 28,000 |
| Fire | EMT Equipment for Boat/Fire trucks | Fund Bal | | 8,400 | | | | | | 8,400 |
| PARC | Synthetic Turf Football Field- Bailey Road Park | Debt | | | 760,000 | | | | | 760,000 |
| PARC | Bailey Road Park- Tennis & Pickleball Complex | debt | | | 555,000 | | | | | 555,000 |
| PW | Sidewalks | FB Powell | | | 400,000 | | 400,000 | | | 800,000 |
| PARC | South Bailey Road Greenway Phase II | debt | | | 300,000 | | | | | 300,000 |
| PW | Stream Restoration: Willow Pond & Coachmans Wood | debt | | | 30,000 | | 570,000 | | | 600,000 |
| PARC | Community/Art Center | Bonds Ph-2 | | | | 4,000,000 | | | | 4,000,000 |
| PW | Bailey Road Extension | Bonds Ph-2 | | | | 3,300,000 | | | | 3,300,000 |
| PW | West Catawba, Phase II STI/Local Funding Contrib. | Bonds Ph-2 | | | | 1,200,000 | | | | 1,200,000 |
| PW | Torrence Chapel Rd/W. Catawba Ave Intersection Imp | Bonds Ph-2 | | | | 1,000,000 | | | | 1,000,000 |
| PARC | Smithville Park to JV Washam ES Greenway | Bonds Ph-2 | | | | 560,000 | | | 1,680,000 | 2,240,000 |
| PARC | Stratford Forest Greenway | Bonds Ph-2 | | | | 500,000 | | | | 500,000 |
| PARC | Nantz Road Connect Greenway | Bonds Ph-2 | | | | 360,000 | | | | 360,000 |
| PARC | Jetton Neighborhood Park Major Renovations | debt | | | | 325,000 | | | | 325,000 |
| PARC | Legion Park Major Renovations | debt | | | | 200,000 | | | | 200,000 |
| Fire | Emergency Traffic Signal | Fund Bal | | | | 30,000 | | | | 30,000 |
| PW | Hwy 21 Widening (A) Aesthetics | FB/F Bond | | | | | 1,341,818 | | | 1,341,818 |
| PW | Live Work Unit Streetscape | debt | | | | | 1,000,000 | | | 1,000,000 |
| PARC | South Bailey Road Greenway Phase III (land acquisition) | debt | | | | | 750,000 | | 950,000 | 1,700,000 |
| Fire | Engine #3 replacement | debt | | | | | 625,000 | | | 625,000 |
| PARC | Caldwell Station Creek Greenway Phase II | debt | | | | | 250,000 | | 850,000 | 1,100,000 |
| PW | Utility Burial West Catawba Ave Phase IIA | FB/F Bond | | | | | | | 7,081,656 | 7,081,656 |
| PW | West Catawba Ave Phase IIB | FB/F Bond | | | | | | 1,400,000 | | 1,400,000 |
| PW | West Catawba Ave Phase IIA | FB/F Bond | | | | | | 1,230,000 | | 1,230,000 |
| PARC | Old Cornelius to Statesville Greenway | debt | | | | | | 385,000 | 935,000 | 1,320,000 |
| PARC | Glen Oak Green Park Connector | debt | | | | | | 300,000 | | 300,000 |
| PARC | Torrence Chapel Park Major Renovations | debt | | | | | | 300,000 | 250,000 | 550,000 |
| PW | Utility Burial West Catawba Ave Phase IIB | FB/F Bond | | | | | | | 8,050,088 | 8,050,088 |
| PARC | Robbins Park | debt | | | | | | | 4,807,000 | 4,807,000 |
| PARC | Bailey Road North Neighborhood Park | debt | | | | | | | 2,800,000 | 2,800,000 |
| PARC | Mayes Road Park | debt | | | | | | | 2,800,000 | 2,800,000 |
| PARC | Waterfront Park | debt | | | | | | | 2,500,000 | 2,500,000 |
| PARC | Westmoreland/McDowell Creek Neighborhood Park | debt | | | | | | | 2,400,000 | 2,400,000 |
| Fire | Station #3 | debt | | | | | | | 2,000,000 | 2,000,000 |
| PARC | North Bailey Road Greenway | debt | | | | | | | 1,800,000 | 1,800,000 |
| PARC | Village Center Neighborhood Park | debt | | | | | | | 1,800,000 | 1,800,000 |
| PARC | Victoria Bay Greenway | debt | | | | | | | 1,700,000 | 1,700,000 |
| PARC | Mini Park Land Acquisition & Development | debt | | | | | | | 1,500,000 | 1,500,000 |
| PW | Hwy 115 (Washam Potts/Potts St) Aesthetics | FB/F Bond | | | | | | | 1,400,000 | 1,400,000 |
| Fire | Training Center/Land & Tower | debt | | | | | | | 1,000,000 | 1,000,000 |
| PARC | Eco/Washam Park | debt | | | | | | | 1,000,000 | 1,000,000 |
| PARC | Synthetic Turf Multi-Purpose Field- Smithville Park | debt | | | | | | | 850,000 | 850,000 |
| PARC | Westmoreland Park Greenway | debt | | | | | | | 850,000 | 850,000 |
| PARC | North Bailey Road to Bailey Road Greenway | debt | | | | | | | 600,000 | 600,000 |
| PARC | Northeast Park | debt | | | | | | | 500,000 | 500,000 |
| PARC | Spray Park | debt | | | | | | | 450,000 | 450,000 |
| PW | Stream Restoration: Upper McDowell Creek | debt | | | | | | | 176,000 | 176,000 |
| | | | 242,977 | 3,492,939 | 5,410,123 | 14,927,788 | 5,690,318 | 4,924,500 | 51,495,607 | 85,941,275 |

No Collateral Projects (must use fund balance or consider future bonds) - \$24,000,000

Potential Projects for Phase II bond issuance

**TOWN OF CORNELIUS, NORTH CAROLINA
GENERAL FUND LONG-TERM FINANCIAL PLAN
AS OF JUNE 20, 2016**

| | <u>FY 2015 Actual</u> | <u>FY 2016 EYE</u> | <u>FY 2017</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> |
|------------------------------|-----------------------|--------------------|-------------------|-------------------|--------------------|-------------------|--------------------|
| Beginning Fund Balance | 14,954,029 | 15,904,191 | 14,473,078 | 14,445,078 | 13,528,883 | 11,506,431 | 11,854,302 |
| Revenues: | | | | | | | |
| Property tax | 11,930,317 | 12,280,000 | 13,251,886 | 13,511,455 | 13,776,214 | 15,828,631 | 16,139,735 |
| Sales tax | 2,926,603 | 2,890,000 | 2,976,700 | 3,066,001 | 3,157,981 | 3,252,720 | 3,350,302 |
| Franchise tax | 1,673,776 | 1,700,000 | 1,747,600 | 1,796,533 | 1,846,836 | 1,898,547 | 1,951,706 |
| Powell Bill allocation | 727,471 | 741,996 | 760,000 | 778,240 | 796,918 | 816,044 | 835,629 |
| All others | 3,090,752 | 3,028,273 | 2,885,748 | 3,429,034 | 2,980,470 | 3,025,177 | 3,070,554 |
| Total Revenues | <u>20,348,919</u> | <u>20,640,269</u> | <u>21,621,934</u> | <u>22,581,263</u> | <u>22,558,418</u> | <u>24,821,119</u> | <u>25,347,926</u> |
| Expenditures: | | | | | | | |
| Personnel | 7,019,443 | 7,371,417 | 7,561,581 | 7,788,428 | 8,022,081 | 8,262,744 | 8,510,626 |
| Operating | 7,881,371 | 8,062,213 | 8,452,485 | 8,748,322 | 9,054,513 | 9,416,694 | 9,793,362 |
| Art Center (land, operating) | | 1,200,000 | | | | 85,000 | 86,700 |
| Debt service | 2,602,255 | 3,272,174 | 3,004,429 | 2,627,793 | 2,282,794 | 2,034,900 | 1,918,246 |
| Capital (prev & Pub V | 1,000,000 | 328,672 | 700,000 | 430,000 | 700,000 | 400,000 | 700,000 |
| Capital fund balance | 895,688 | 1,836,906 | 1,166,439 | 3,060,623 | 2,487,788 | 1,797,818 | 3,089,500 |
| New debt svc | - | - | - | 842,292 | 2,033,694 | 2,476,093 | 2,555,925 |
| Transfers | - | - | 765,000 | - | - | - | - |
| Other | - | - | - | - | - | - | - |
| Total Expenditures | <u>19,398,757</u> | <u>22,071,382</u> | <u>21,649,934</u> | <u>23,497,458</u> | <u>24,580,871</u> | <u>24,473,249</u> | <u>26,654,358</u> |
| Net | <u>950,162</u> | <u>(1,431,113)</u> | <u>(28,000)</u> | <u>(916,195)</u> | <u>(2,022,452)</u> | <u>347,871</u> | <u>(1,306,432)</u> |
| Ending Fund Bal | 15,904,191 | 14,473,078 | 14,445,078 | 13,528,883 | 11,506,431 | 11,854,302 | 10,547,870 |
| Capital Reserve | - | - | - | - | - | - | - |
| Total Balances | <u>15,904,191</u> | <u>14,473,078</u> | <u>14,445,078</u> | <u>13,528,883</u> | <u>11,506,431</u> | <u>11,854,302</u> | <u>10,547,870</u> |
| End Bal as % of Exps | 82% | 66% | 67% | 58% | 47% | 48% | 40% |

TOWN OF CORNELIUS, NORTH CAROLINA
GENERAL FUND LONG-TERM FINANCIAL PLAN
AS OF JUNE 20, 2016

| | <u>FY 2015 Actual</u> | <u>FY 2016 EYE</u> | <u>FY 2017</u> | <u>FY 2018</u> | <u>FY 2019</u> | <u>FY 2020</u> | <u>FY 2021</u> |
|-------------------------|-----------------------|--------------------|----------------|----------------|----------------|----------------|----------------|
| Tax Assumptions: | | | | | | | |
| Value | 5,000,082,500 | 5,000,082,500 | 5,050,083,325 | 5,140,984,825 | 5,243,804,521 | 5,348,680,612 | 6,546,785,069 |
| % increase growth | 0% | 1% | 1.8% | 2.0% | 2.0% | 2.0% | 2.0% |
| % Change reval | 0% | 0% | 0% | 0% | 0% | 20% | 0% |
| New Value | 5,000,082,500 | 5,050,083,325 | 5,140,984,825 | 5,243,804,521 | 5,348,680,612 | 6,546,785,069 | 6,677,720,770 |
| Collection rate | 97.8% | 97.8% | 99.0% | 99.0% | 99.0% | 99.0% | 99.0% |
| Rate | 0.24 | 0.24 | 0.255 | 0.255 | 0.255 | 0.24 | 0.24 |
| Tax produced | 11,736,194 | 11,853,556 | 12,978,416 | 13,237,985 | 13,502,744 | 15,555,161 | 15,866,265 |
| Revenue assumptions: | | | | | | | |
| Sales tax | | | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Franchise tax | | | 2.8% | 2.8% | 2.8% | 2.8% | 2.8% |
| Powell Bill | | | 2.4% | 2.4% | 2.4% | 2.4% | 2.4% |
| Other | | | 1.8% | 1.5% | 1.5% | 1.5% | 1.5% |
| Expense assumptions: | | | | | | | |
| Personnel | | | 2.84% | 3.00% | 3.00% | 3.00% | 3.00% |
| Operating | | | 3.49% | 3.50% | 3.50% | 4.00% | 4.00% |
| Debt issuance variable: | | | | | | | |
| Beginning Debt O/S | 10,258,549 | 18,147,488 | 16,881,057 | 16,682,506 | 16,637,737 | 26,205,238 | 26,793,366 |
| Principal retired | (2,356,061) | (2,261,431) | (1,767,818) | (1,499,536) | (1,053,433) | (1,452,186) | (768,601) |
| Principal issued | 10,245,000 | 995,000 | 1,792,600 | 1,919,500 | 11,740,000 | 3,492,500 | 1,135,000 |
| Princ on new debt | - | - | (223,333) | (464,733) | (1,119,066) | (1,452,186) | (1,503,186) |
| Ending Debt O/S | 18,147,488 | 16,881,057 | 16,682,506 | 16,637,737 | 26,205,238 | 26,793,366 | 25,656,579 |

There will usually be differences between the forecasted and actual results, because events and circumstances frequently do not occur as expected,