



FY2024
PROPOSED
BUDGET

FY2024 - 2028
Capital Investment Plan



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**City of Charlotte
North Carolina**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director



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This reader's guide is designed to promote the public's overall understanding of the annual budget document. This proposed budget is structured into two plans: the annual FY 2024 Budget and the five-year FY 2024 – FY 2028 Capital Investment Plan.

These plans provide detailed information on the proposed budget of each department and fund. If any changes are made after the City Manager's presentation of the proposed budget to the City Council, the changes will be reflected within the FY 2024 approved amounts.

This document provides a detailed record of the spending plan for FY 2024 organized in the following elements:

Section	Description
Executive Summary	An overview of the proposed budget, which highlights the priorities reflected in the budget, total budget and funding allocations, and fund summaries.
Overview	An overview of the budget process, funds, and organizational structure.
Strategic Priorities	An overview of the Council's Strategic Priorities and related performance measures. Each Strategic Priority contains policy initiatives driven by the needs of the community and the organization. The budget process is used to assess and allocate resources to achieve optimal service delivery and advance progress in achievement of the Strategic Priorities.
Department Budgets	<p>Each city department begins with a section that outlines the <i>mission</i> and a high-level summary of the department's <i>core services</i>. This is followed by the department's <i>organizational chart</i>.</p> <p>The <i>budget overview</i> section presents the department's revenues and expenditures. Actuals for the most recent fiscal years, the current year's adopted budget, and the proposed budget for the upcoming fiscal year are provided.</p> <p>The <i>adjustments</i> pages explain increases and decreases in the current year's adopted budget to arrive at the proposed budget for the upcoming fiscal year.</p> <p>The <i>performance measure highlights</i> section provides an overview of select performance measures for the department, including prior year actuals and targets for the current year and upcoming year.</p> <p>The <i>full-time equivalent (FTE) summary</i> pages provide historical data on the numbers of positions authorized within the departments along with proposed positions for the upcoming fiscal year.</p> <p>Budget details are provided for enterprise funds, internal services funds, and special revenues funds in the nongeneral funds section.</p>
Capital Investment Plan	The Capital Investment Plan (CIP) is a five-year plan matching the city's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, storm water, transit, water and sewer, aviation, and government facilities. The plan reflects both general and enterprise funds.
Summary Statistics and Policies	A summary of the city profile and statistics along with budget principles and financial policies.
User Fees	A listing of city regulatory and non-regulatory fees organized by department.
Key Terms and Acronyms	A list of references and definitions used throughout the document.



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**CITY
MANAGER'S
MESSAGE**



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May 1, 2023

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

The City of Charlotte remains committed to aligning the use of public resources with the most critical needs of the community. In light of current inflation rates and labor market pressures, the cost of maintaining existing city services is increasing. Over the past five years, the city has been committed to optimizing the use of funds and reassessing needs annually. In spite of the rising costs for FY 2024, the city is reallocating existing resources to provide core city services to the community along with several service enhancements that are directly targeted to advancing Council’s key initiatives. Your engagement and feedback throughout the budget development process have provided the input necessary for me to be able to present you a balanced budget that is aligned with your strategic priorities.

Proposed FY 2024 Budget (Net of Transfers)	
General Fund	\$832,500,000
Transfer to Other Funds	-\$64,607,029
Sub-Total General Fund	\$767,892,971
Aviation	\$885,260,879
Charlotte Area Transit System (CATS)	\$314,588,638
Charlotte Water	\$750,490,731
Storm Water	\$135,260,119
Sub-Total Nongeneral Funds	\$2,085,600,367
General Capital Investment Plan	\$129,186,909
General Capital Debt Service	\$64,183,712
Pay-As-You-Go Funds	\$2,277,613
Sub-Total Capital Investments	\$195,648,234
Debt Service - Nongeneral Funds	\$24,903,145
Special Revenue and Internal Service Funds	\$260,293,331
Total All Funds	\$3,334,338,048

Our strong financial foundation has allowed us to be able to allocate two-thirds of the federal COVID-19 Relief Funds we have received to directly support our community. Each year for the past five years, we have reviewed services and funding levels to identify ways to improve operations, increase efficiencies, and reduce redundancies without negatively impacting services provided to the community. Each year we find fewer opportunities for resource reallocations that do not impact services. Moving into FY 2024, the proposed budget is developed with the goal of maintaining core services and taking care of our highest priority needs while not burdening residents. This budget maintains a revenue neutral rate, built without a property tax increase.

Budget Highlights

- Balances budget without a property tax increase, no increase for fifth straight year
- Maintains or enhances core services
- Maintains operating reserve levels; no use of one-time revenues such as General Fund balance
- Protects current employees—no layoffs or furloughs
- Continues to invest in our employees:
 - Provides a six percent salary increase for all General Hourly Employees (three percent increases in both July and January)
 - Provides a four percent salary pool for salaried employees
 - Provides at least an eight percent increase for all police officers and sergeants
 - Increases both starting and top pay for Police Officers 10.5 percent by January
 - Provides a 5.5 to 8.0 percent salary increase for all Public Safety Pay Plan Firefighters
 - Adds 29 apprenticeships
 - Adds a Human Resources position dedicated to workforce development with career coaching
 - Continues flexible work options for feasible positions
 - Adds 25 additional take home cars for veteran police officers
 - Covers the majority of healthcare increases for employees, whose premiums will only go up \$3-\$5 per week, compared to increase of \$20/week per week for the city.
 - Provides for an increase to the annual contribution to retiree health savings for sworn positions hired on or after July 1, 2009 by 25 percent to \$1,300/year beginning in January.
- Supports internal services by adding a legal support position, four procurement positions, two HVAC technicians, and a financial internal controls position
- Continues to be a leader in municipal sustainability led by the Strategic Energy Action Plan with:
 - Sustainable Infrastructure
 - Purchasing 45 electric
 - Expanding charging infrastructure
 - Exploring new opportunities
 - Adding first net zero carbon police station
 - Adding first electric refuse truck in Solid Waste
 - Adding first electric semi-truck
- Recommends \$4.2 million in ARPA funds toward the HOMES program in partnership with the county to provide assistance that directly reduces the city tax bill by up to 25 percent for eligible applicants who are low- to moderate-income households within the city limits
- Invests in Fire infrastructure by programming for five stations over five years within the CIP
- Provides two additional fire companies and 42 fire staff
- Supports Corridors of Opportunities with a \$5 million dollar investment for implementation of playbooks, continued engagement, and partnerships
- Includes \$250,000 to continue partnership with Atrium for Hospital Based Violence Prevention Program
- Adds two new sites to the Alternatives to Violence, West Boulevard and Nations Ford/Arrowwood areas and one position to monitor programs related to SAFE Charlotte
- Continues Charlotte Business Inclusion support with \$1 million and three new positions to continue implementing programs and increase vendor outreach
- Programs funding to continue AmpUP and NXTCLT small and minority business assistance programs
- Supports closing the digital divide and Smart Cities work with two additional staff resources
- Adds 37 positions to support the Unified Development Ordinance
- Creates a Special Assistant to the City Manager to work on workforce development initiatives

- Protects quality of life for residents by adding a four-person Rapid Response code enforcement team, and an additional litter crew from the Center for Employment Opportunities
- Supports Animal Care and Control needs with two new positions and an additional \$56,000 toward animal food and medical supplies
- Provides at least level funding for all current Financial Partners

ECONOMIC OUTLOOK

National Economy

Since the last COVID-19 related recession ended in April 2020, the economy rebounded rapidly with unprecedented growth rates. The economy as measured by real Gross Domestic Product (GDP) grew by 5.9 percent, the fastest growth seen since 1984. In 2022, the growth rate slowed with the economy growing by only 2.1 percent. The increase in real GDP was a result of increases in private inventory investment, exports, consumer spending, and nonresidential fixed investment that were partly offset by decreases in both residential fixed investment and federal government spending.

Nevertheless, the growth the economy has experienced since moving back to normal activity has been weakened by inflation. Supply chain disruptions, the effects of federal stimulus payments, and Russia's invasion of Ukraine caused inflation to reach a 40-year high of 9.1 percent in June 2022. To combat the high inflation, the federal reserve aggressively tightened monetary policy by raising interest rates for the ninth time in a row as of March 2023, bumping the federal funds rate to a range of 4.75 to 5.0 percent. Inflationary pressures have since declined but remain elevated with inflation at a level of 5.0 percent – a rate still significantly higher than the federal reserve's target inflation rate of about 2.0 percent.

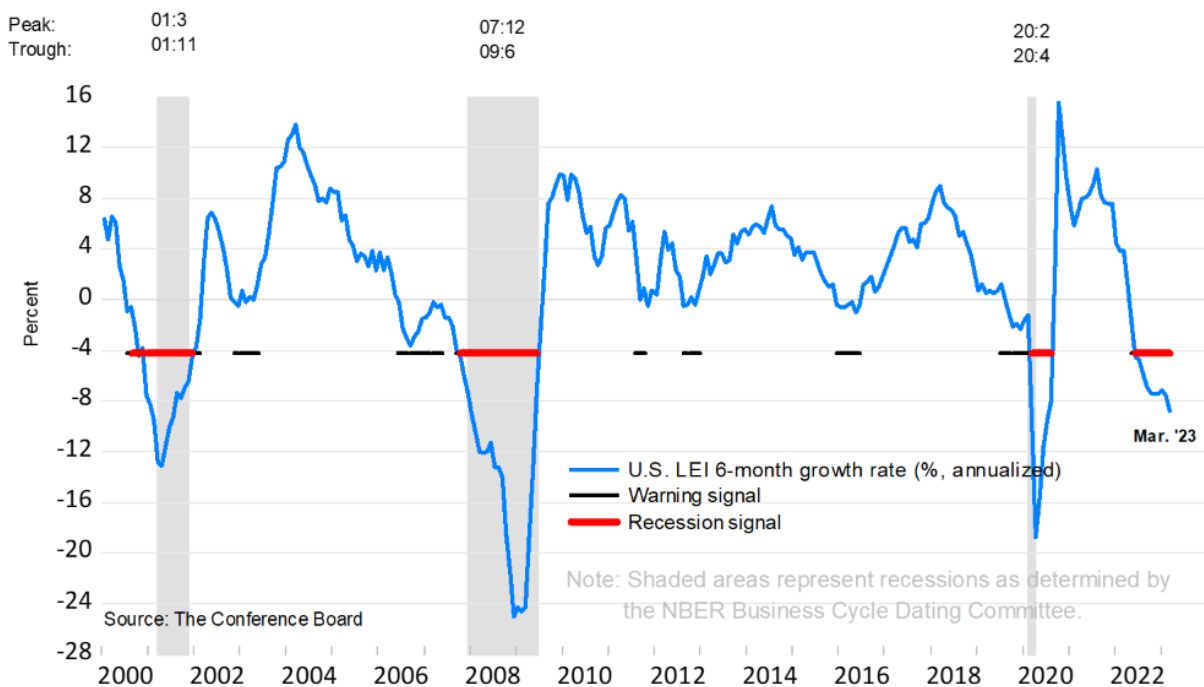
Economic methodology suggests interest rate hikes cause a reduction in overall demand and business investment since increases in interest rates directly increase borrowing costs and tightened financial conditions. The current labor market has not demonstrated typical behaviors as the federal reserve continues to increase interest rates. The labor market remains strong with low unemployment insurance claims, at a 50-year low unemployment rate, with positive employment growth. The historical relationship between interest rates and the unemployment suggests that it takes up to 24 months before the effects of rising interest rates are realized in the labor market according to Morning Consult, a business intelligence company. Beginning in 2023, there have been many announcements of massive layoffs particularly in the technology, financial, healthcare, and manufacturing sectors. According to the March 2023 Challenger Report from the global outplacement and business and executive coaching firm Challenger, Gray & Christmas, Inc., employers announced 270,416 job cuts in the first quarter of 2023, a 396 percent increase compared to the same time period a year ago. This is the highest first quarter total since 2020 when the economy came to a standstill due to the pandemic.

Census Bureau estimates of U.S. retail and food services sales for March 2023 are down 1.0 percent from February 2023 after falling 0.2 percent from January 2023 to February 2023. The lagged effects of fading fiscal stimulus and pent-up demand following the pandemic are now hitting consumer expenditures. The personal savings rate which averaged about 7.7 percent over the five years prior to the pandemic now stand at 4.6 percent. The Federal Reserve Bank of New York's Center for Microeconomic Data in the Q4 2022 Report on Household Debt and Credit showed credit card balances up at an all-time high of \$986 billion in the fourth quarter of 2022, surpassing the pre-pandemic high of \$927 billion.

The effects of interest rates increases have not gone unnoticed in the housing sector. Both homebuilding and home buying have fallen sharply due to a more than doubling of mortgage rates since the beginning of federal reserve adjustments. Existing home sales declined 22.0 percent in March 2023 compared to the same time period last year. With high mortgage rates, potential homebuyers are priced out of the market amidst falling housing prices. Sales of new single-family homes in February 2023 fell by 19 percent compared to same time period in 2022. With housing demand slowing down, prices have continued to fall in recent months.

Due to the persistent inflationary pressures coupled with the federal reserve’s monetary tightening, many economists are predicting a mild recession in the second half of 2023. The March 2023 banking crisis which resulted from two banks failing has only added to economic uncertainty. The banking crisis has led to tightening financial conditions and increased volatility in financial markets. Notwithstanding, while a mild economic downturn is expected in the second half of 2023, inflation is expected to continuously slow down, interest rates are predicted to fall, and economic activity should return to pre-pandemic levels in the coming year.

The Leading Economic Index (LEI) produced by the Conference Board is an index of ten economic factors that are constructed to reveal turning points in the economy. It helps to predict the direction of the economy over upcoming quarters. The six-month change in the index is used to assess the probability that a recession is likely. In the March 2023 report, the LEI was down 4.5 percent over the six-month period between September 2022 and March 2023, the lowest level since November 2020. When at least five of the ten components are weakening, and the index falls below -4.2 percent, it signals an impending recession. In the March 2023 report, eight of the ten components declined, and LEI was down 1.2 percent. This has been the case for the past six months. The chart below displays the most recent LEI scenario.



Regional Economy

In CNBC’s 2022 annual competitiveness for business rankings, North Carolina ranked on top for the first time. In 2022, the state’s economy as measured by real GDP reached \$559.5 billion, an increase of 3.2 percent. The U.S. economy grew by 2.1 percent over the same period. After historically low population growth between 2020 and 2021 resulting from the pandemic, the U.S. population increased by 0.4 percent in 2022. North Carolina saw a population growth of 1.3 percent adding 133,088 people and ranking third in biggest gains from net domestic migration. The state continues to be an attractive place for people to live, work, and do business.

Between 2021 and 2022, state employment grew by about 4.2 percent consistent with the growth at the national level, adding an average of about 16,000 jobs every month. Employment growth was largest in the

leisure and hospitality sector (9.4 percent) followed by the Professional and Business Services sector (7.9 percent). In March 2023, employment grew by 4.8 percent compared to the same month last year.

The Charlotte region, which is the largest in the Carolinas, ranks 21st in the U.S. for total output and accounts for about 21.9 percent of the total output for the Carolinas. Between 2021 and 2022, the regional economy grew by 4.8 percent adding 56,300 jobs, an average of 4,700 jobs added each month. In March 2023, a total of 44,300 jobs were added to the regional economy compared to March 2022, which represents a growth rate of 3.2 percent – a rate higher than the state’s employment growth. These 44,300 regionally added jobs represent about 30.6 percent of the state’s total job gain over the period. As illustrated in the following table, Construction of buildings and leisure and hospitality sectors grew rapidly growing at 9.2 percent and 10.6 percent respectively.

Year-over-Year Job Change and Growth in Select Industries, March 2023				
(Not Seasonally Adjusted)				
Industry Sector	Charlotte MSA		North Carolina	
	Change	Growth	Change	Growth
Construction of Buildings	1,400	9.2%	4,500	8.1%
Manufacturing	1,000	0.9%	4,200	0.9%
Trade, Transportation & Utilities	600	0.2%	6,100	0.7%
Information	1,200	4.8%	5,400	6.8%
Financial Activities	3,700	3.1%	8,300	2.9%
Professional & Business Services	7,300	3.3%	25,800	3.6%
Management of Companies & Enterprises	(1,500)	-3.4%	1,100	1.3%
Education & Health Services	8,600	6.4%	30,200	4.7%
Leisure & Hospitality	13,900	10.6%	38,200	8.0%
Other Services	3,200	7.0%	9,700	5.9%
Government	1,000	0.6%	9,900	1.3%
Federal	100	1.0%	2,200	2.9%
State Government	(1,900)	-7.3%	(200)	-0.1%
Local Government	2,800	2.2%	7,900	1.8%
Total Nonfarm	44,300	3.4%	144,700	3.1%

Local Economic Impacts

The City of Charlotte’s hospitality tax revenues are driven primarily by the leisure and hospitality sector. During the pandemic, this industry suffered the greatest in the region with employment falling by about 60,100 from 141,400 jobs in April 2019 to a low of 81,300 jobs in April 2020. This drop in employment in the industry was reflected in the city’s hospitality tax revenues which fell by more than 17 percent in FY 2020. In FY 2021, these tax revenues fell by more than 12 percent and in FY 2022, they grew by 54 percent surpassing pre-pandemic levels. Between 2021 and 2022, the industry’s employment rate grew by 10.2 percent. As of February 2023, FY 2023 year-to-date hospitality revenues have grown by 26.5 percent compared to same period last year with a projected yearend growth of almost 20 percent in FY 2023 over FY 2022. With the probability of a mild recession in the second half of 2023 (beginning of FY 2024), hospitality tax revenues are forecasted to slightly decline in FY 2024, between of 2.0 to 5.0 percent.

Property taxes, which make up the largest portion (over 53 percent) of the city's General Fund revenues, have continued to fare well even in the face of the pandemic. Property tax revenue collection has been shown to be very stable, staying above 99 percent. As 2023 is a revaluation year in Mecklenburg County, state law requires the city to publish a revenue-neutral property tax rate as part of the budget following the revaluation of real property. As such, in FY 2024, the property tax revenue is expected to grow by 2.95 percent over FY 2023 projected property tax revenue. After revaluation and accounting for a projected 4.1 percent loss in assessed value due to appeals, in FY 2024, the new total assessed value stands at \$214.8 billion.

Sales tax distributions make up about 17.4 percent of the city's General Fund revenues. Elevated prices as measured by inflation have also helped in increasing the total amount spent by consumers as they pay for goods and services. At the national level, the fading effects of the fiscal stimulus and pent-up demand following the pandemic are now hitting consumer expenditures as seen in declines in consumption expenditures after the unexpected strong spending in January 2023. With the heightened probability of a recession in the second half of the year, consumer spending is expected to gradually slow down through the second quarter of 2023 before growth turns negative in the third quarter of the year. It is expected to begin slightly growing again in the first half of 2024. The General Fund sales tax year-to-date revenue growth as of January 2023 (first seven months of FY 2023) is up 13.5 percent compared to same period a year ago and is projected to grow by about 8.6 percent over FY 2022. Sales tax in FY 2024 is expected to slightly increase 1.75 percent over its projected FY 2023 figure.

Utility franchise taxes are the third largest revenue source for the city's General Fund, accounting for approximately 6.7 percent of the General Fund revenues. There was a five percent decline in this tax revenue in FY 2020 primarily due to decline in business activity, payment defaults, more energy efficient buildings, and milder seasonal weather. In FY 2021, this revenue increased by 0.6 percent as households went back to work and were able to pay their utility bills. About 85 percent of utility franchise tax comes from sales tax on electricity consumption, eight percent from sales tax on piped natural gas, and the remaining six percent is derived from sales tax on telecommunication services. In September 2022, Duke Energy Carolinas increased residential energy rates by about 9.5 percent due to higher fuel costs stemming from pandemic-driven inflation and renewable energy programs. Piedmont natural gas also increased prices in response to rising cost of natural gas in September 2022, however in February 2023 the rate was reduced as a result of falling fuel prices but the reduction was not as much as the increase experienced in September 2023. The utility franchise tax is projected to grow by about 4.5 percent over FY 2022. In FY 2024, the revenue is expected to grow by about 2.0 to 3.0 percent over the FY 2023 projection. As utilities continue to seek for rate increases to cover costs and improve reliability through grid infrastructure improvements, there is the potential for this revenue to grow.

Apart from intergovernmental revenues, most of the city's other revenues such as other taxes, licenses, and fees are directly tied to social and economic activity and are vulnerable to economic shocks. With the prediction of a mild recession, these revenues are forecasted to have minimal growth.

Finally, just like sales tax revenues have increased as a result from inflation, the city has two other similarly impacted revenues. Alcoholic Beverage Control (ABC) revenues from Mecklenburg County and proceeds from investments have seen a steady increase. Between FY 2020 and FY 2021, Mecklenburg County ABC gross sales increased by 12.6 percent. In FY 2022, it grew by 11.6 percent. This increase is partly attributed to the increases in cost of liquor and increase in demand for liquor products. In FY 2024, ABC revenues are expected to grow by an additional \$3.4 million above the \$7.2 million FY 2023 budget. Inflationary pressures arising from supply disruptions have led to the Federal Reserve increasing interest rates which helped increase city investment proceeds. In FY 2023, the city's proceeds in the General Fund are expected to grow to about \$2.8 million in FY 2023 and in FY 2024, are expected to grow to \$3.4 million.

FOCUSING ON COUNCIL STRATEGIC PRIORITIES

COUNCIL STRATEGIC PRIORITIES					
	Great Neighborhoods	Safe Communities	Economic Development	Transportation and Planning	
KEY INITIATIVES	Affordable Housing				Well-Managed Government, focused on Equity, Engagement, and the Environment
	CLT 2040/UDO SEAP				
	Corridors of Opportunity SAFE Charlotte				
	Mobility				
	Hire Charlotte Arts & Culture Workforce Development				
	Small Business/Minority Business Development				
	Digital Divide				

Council priorities set the policy framework for development of the city’s budget. During the January 2023 Annual Strategy Meeting, the strategic priorities were reaffirmed and the additions of digital divide, and small business and minority business development were designated as key initiatives for the coming fiscal year.

The Proposed FY 2024 Budget aligns the allocation of resources with the advancement of Council’s priorities. Key principles that guided budget development are:

- Maintaining a well-managed government that is financially sound, focused on equity, engagement, and safeguarding the environment,
- Investing in our employees, and
- Investing in residents.

WELL-MANAGED GOVERNMENT, EQUITY, ENGAGEMENT, AND ENVIRONMENT

The Council adopted Well-Managed Government priorities remains a foundational focus as we continue to review service options, plan for addressing long-term needs, develop plans designed for maintaining capital affordability, and manage within our resources.

The 2024 budget recommends a revenue neutral rate of 26.04¢, endorsing a fifth straight year without a tax increase. If approved, Charlotte would have the lowest city tax rate out of the 15 biggest cities in North Carolina.

Solid Foundation for Services – Enhancing the Structure in our Organization

The city continues to advance on a foundation of sound financial management as demonstrated by year-over-year AAA bond ratings, no use of General Fund reserves, no layoffs during the pandemic, and maintaining core services without a tax increase. Reviewing and optimizing the structure of city services has been fundamental to the city’s ability to navigate uncertainty and maintain services to the community.

This foundational work began nearly six years ago with the horizontal integration of key central services across departments such as the re-organization of Communications and Marketing, Innovation and Technology, and Human Resources and has continued with an integration of the Corridors of Opportunity Team. A review of how the city manages capital projects created the city's Advanced Planning Program and the Steady State Affordability outlook. Recently, the creation of the Department of General Services, consolidation of Charlotte Water and Stormwater, and elevation of Charlotte Business INCLUSION (CBI) streamlined city managed services, while also elevating the focus of inclusiveness in city contracting opportunities. Building on the city's strong financial standing and streamlined service approach, the city is positioned upon a solid foundation to continue our progress into the future.

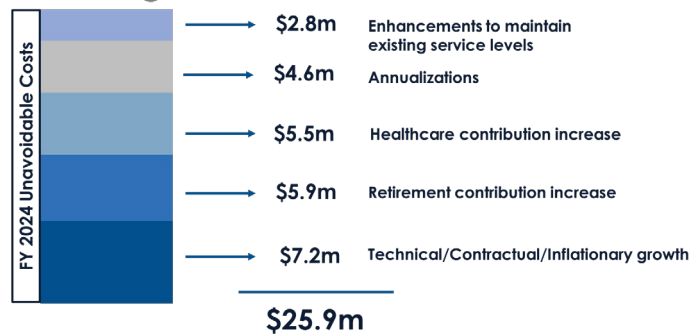
To help maintain the city's solid financial foundation, the FY 2024 budget proposes additional resources to support and monitor internal processes. The citywide internal support positions include a position within the Finance Department's Internal Controls team to support compliance with financial policies, processes, and the city's financial functions, four positions within the procurement services division within General Services that will help to perform the city's contracting activities and related procurement processes, and one Human Resources position to enhance capacity to meet service needs within departments and monitor the city's data and records team

Structurally Balanced Budget

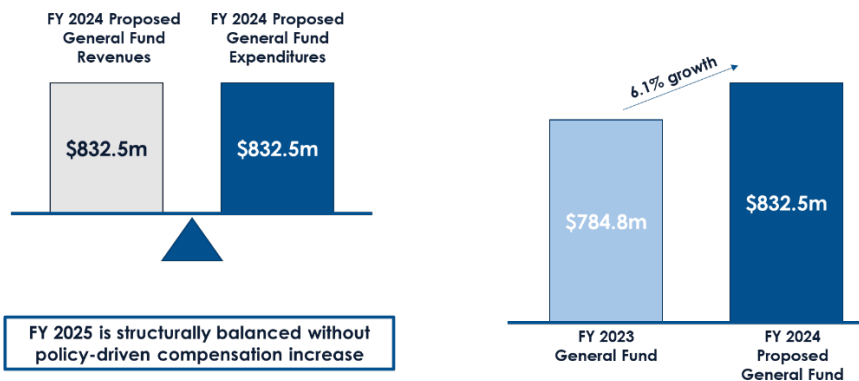
While the needs of our community continue to grow, inflation and labor market factors also impact the resources needed to maintain core service levels of our existing services. Over the years we have been able to analyze existing services models across departments and technology advancements to reduce redundancies and streamline service delivery.

To avoid reductions to service-levels, there are several unavoidable increases that had to be considered with development of the FY 2024 budget that include funding needs such as inflation costs, healthcare and benefit increases, and contractual escalations.

Handling Unavoidable Costs



Structurally Balanced Budget with a 2-year Lens



Every year as the budget develops, the city plans and considers needs through a two-year lens. This means that the city has a structurally balanced budget for the next two years.

Managing within our Resources

The Proposed FY 2024 Budget utilizes all available sources to prevent the need for a property tax increase. One adjustment is realigning 0.18 cents in the annual property tax allocation from the Pay-As-You-Go Fund to the General Fund. This action structurally increases General Fund revenue by \$3.8 million to protect existing service levels. In the Pay-As-You-Go Fund, the impact of the reduction is effectively eliminated in FY 2024 due to available revenue from the FY 2022 General Fund surplus. In future budgets, this transition will result in reduced funds for future program allocations and one-time expenses.

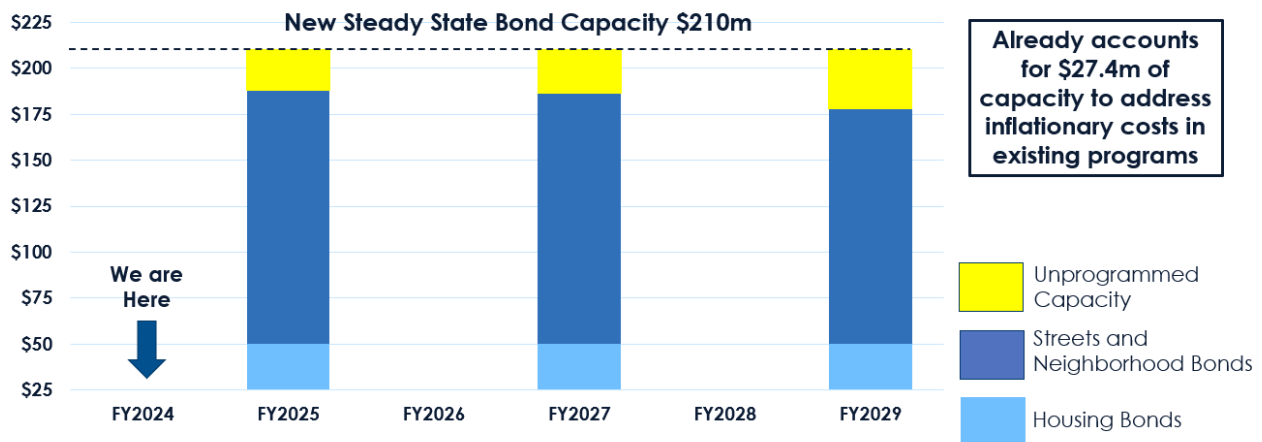
For the past several years, the city has identified operating efficiencies and reductions that do not result in an impact to core services. The Proposed FY 2024 Budget includes \$3.7 million in similar adjustments. These actions primarily eliminate excess budget authority based on anticipated utilization in an effort to align department budgets to conservative but realistic operational staffing and spending plans.

Planning for Future Capital Projects

Although FY 2024 is an off-year that does not include a bond referendum in the capital program, the Proposed FY 2024 Budget maintains capital affordability through steady-state capital planning. Factoring in long-term needs, the need to maintain capital affordability, and managing within our resources, the Proposed FY 2024 Budget includes \$210 million available for transportation, housing, and neighborhood bonds in each of FY 2025, FY 2027, and FY 2029. Although this amount is lower than anticipated last year, primarily due to increased borrowing costs and utilization of capacity for existing project adjustments, this amount still allows for all currently planned programming. Additionally, over the three bond cycles, a total of \$77 million remains currently unprogrammed.

Already included in the steady state capacity is utilization of \$27.4 million in Municipal Debt Service Fund cash for budget adjustments on previously approved capital projects. Inflationary cost increases in construction, including materials and labor, has resulted in additional costs that cannot be addressed within the existing project budgets for several projects. At the February 2023 City Council Budget Workshop, seven current projects were discussed as needing additional budget resources in FY 2024. Through utilization of this capacity and other project savings, all seven projects will be addressed.

Maintaining Capital Affordability



Enterprise Resource Planning System

To help further streamline services across internal functions and to advance reporting capabilities, the city is currently in process of implementing a new Enterprise Resource Planning (ERP) System. Transition to the new ERP is moving forward in stages and will support city business operations across Finance, Budget, Procurement, and Human Resources. Upgrading the business system software for the city will standardize and automate processes, facilitate the flow of information across business units, advance reporting capabilities, and support data security. In FY 2023, \$10 million was allocated toward this initiative. For FY 2024 an additional \$20 million will be used toward advancing the transition to the new system, with an additional \$29 million in funding being programmed in the five-year CIP for completion of the project.

Community Engagement with Budget Development

The city developed a multi-pronged strategy to engage residents and stakeholders in the budget development process for FY 2024. Engagement opportunities included:

- Three budget listening sessions – where residents had the opportunity to get real-time answers to budget related questions and to provide staff with detailed feedback
- Budget Public Input survey
- Balancing Act: Budget Simulator

The results of these interactions are compiled, disseminated, and used to inform the development of the city's fiscal year budget.

Advancing the Strategic Energy Action Plan (SEAP)

In June 2018, the Sustainable and Resilient Charlotte by 2050 Resolution was unanimously passed by City Council. It set ambitious municipal and community-wide greenhouse gas emissions reduction goals for Charlotte.



We are continuing to collect data on energy usage within our buildings and fleet usage statistics to assess our progress, while reviewing emerging best practices and technologies for further opportunities to advance our SEAP goals.

This year, five years into SEAP implementation, \$250,000 is being allocated to conduct planning and analysis with a focus on updating the Strategic Energy Action Plan and refining associated strategies to continue charting a path forward towards powering our buildings and fleet with zero carbon sources and becoming a low carbon healthy and sustainable community.

Green Source Advantage Program

In FY 2023, City Council reaffirmed their commitment to a Duke Energy's Green Source Advantage Program, a renewable energy program for large North Carolina customers who want to support the development of renewable resources and lower their carbon emissions. With an additional funding commitment to bring on the 35-megawatt solar farm, construction will move forward this fiscal year. Once online this project is modeled to promote health across the region and reduce healthcare expenses due to the health benefits of lowering carbon emissions.

Sustainable Infrastructure: Electrifying Our Fleet and Energy Savings in Buildings

For FY 2024, the city will be purchasing 45 electric vehicles and 125 Police Interceptors for our fleet along with additional infrastructure. With recent technology advancements, the city continues to integrate electric buses,

trucks, and vans into the fleet, and also pilot new vehicle types such as a Class 8 truck for CDOT and police vehicles. CATS will continue electrification of its bus fleet using the data from the transition planning process. An additional \$1 million is being planned in CATS's budget for charging infrastructure.

At the same time, funding is being planned to advance sustainability in city facilities by reducing energy usage. Based on benchmarking data, energy audits, and other investigative measures that are currently being conducted, energy conservation measures will be implemented at lowest performing buildings. This will include items such as LEDs, building envelope repairs (e.g., insulation), HVAC improvements, and installation of smart controls. Within the budget, \$2.5 million is being planned for additional charging infrastructure and energy savings measures to advance sustainable infrastructure. Along with the HVAC improvements for FY 2024, two additional HVAC technicians are also being proposed in order to provide, maintain, and meet servicing standards for the systems.

First Fully Electric Refuse Truck

The Solid Waste Department led the way in the alternative fuels space many years ago by converting much of their fleet to Compressed Natural Gas (CNG). In FY 2024, the city is investing in the first electric refuse truck and associated charging infrastructure. The city is capitalizing on recently available technology and continues to lead the way by investing in low- and zero-carbon fleet technology.

Net Zero Carbon Police Division Station



Rendering of Northwest Division Police Station

With an allocation of \$3 million additional dollars in the CIP, the City of Charlotte will build its first All-Electric Zero Energy Building project at CMPD Northwest, complete with a ground-mounted solar array and full EV charging capability for the fleet. The additional funding for sustainable features will not only bring the building up to the current Sustainable Facilities Policy standard but goes above and beyond by providing a 300-kW solar array that will completely offset the building's energy usage. This approximate 16,000 square foot, one-story police station located in Northwest Charlotte will showcase the city's potential

as a building/fleet pilot that can act as a blueprint for future stations.

Energy Management Software Enhancement

The General Services Department has historically used an in-house Energy Accounting System Software (EASY) to analyze more than 1,800 electric, gas, and water accounts across its portfolio of over 200 facilities. This system has been used to target buildings where energy retrofit projects can decrease energy and water waste; as well as to monitor and verify the projects are successful. Since 1997, the in-house software has enabled more than \$55 million in avoided costs and rate savings.

To continue to increase our data capability and advance this capability, the proposed budget invests in updated energy management software, EnergyCAP. In addition to the functionalities of previous software, EnergyCAP will provide a centralized data source of record across all city departments, streamline accounting workflow, audit for billing errors and anomalies, save time on manual data entry by automating mandated energy benchmarking in EnergySTAR Portfolio Manager, and provide dynamic dashboarding for better public communication of our energy and sustainability initiatives across the city.

Community Focused SEAP Initiatives

In addition to our internal focus on the environment within city operations, we are also advancing opportunities for the community. Through our partnership with Duke Energy in their Low-Income Energy Efficiency Home Rehabilitation Pilot Program, the city is providing \$1 million in ARPA funding toward housing rehabilitation for low-income homeowners participating to obtain energy efficiency retrofits. In addition, we recently launched the Power Down the Crown building energy performance benchmarking initiative to in which public and private organizations with buildings in Charlotte volunteer to share their building energy performance data. In return, the city will provide participants with opportunities to share and learn best practices from their peers and will recognize participants for their energy efficiency efforts.

Bike Share Program

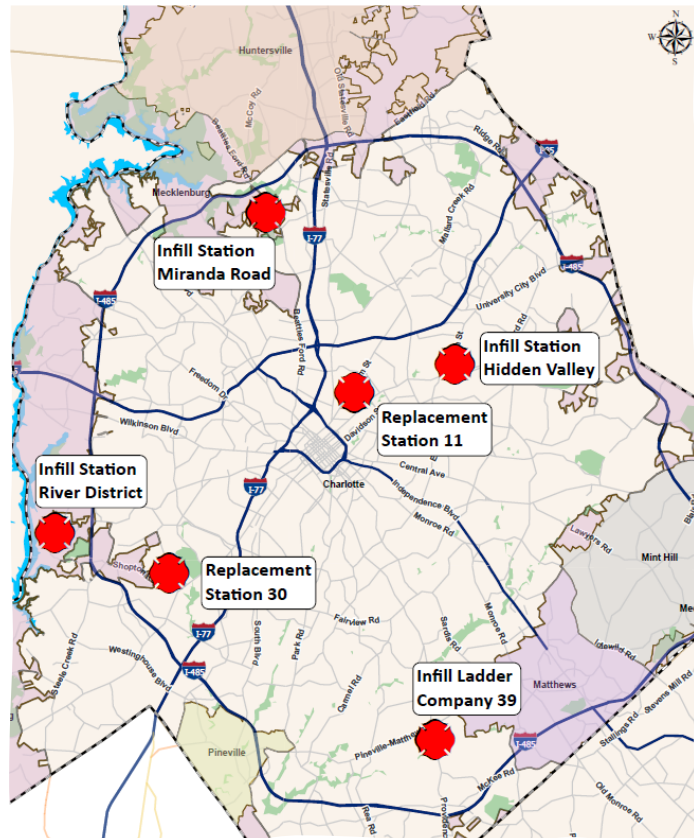
For FY 2024, \$300,000 will be allocated to support continuity of operations of the Joy Rides bike share program following a loss of corporate sponsorship funding. This one-year funding stopgap provides an opportunity to assess the program within the context of the city's mobility goals before determining next steps.

Addressing Fire Service Needs

To maintain fire service response times, we are proposing two new fire companies for FY 2024. An engine company for the temporary River District Station (to service the area while a permanent station is being built) and an additional ladder company to service the increased service need in southeast Charlotte are included in the proposed budget. In total 42 new Firefighters will be added. These additions are important components in maintaining the levels of fire services needed for our growing community.

To support fire service with needed facilities, the proposed capital budget includes \$79.5 million programmed in the next four years to expand fire infrastructure.

This multi-year program, which also included FY 2023 funding, is intended to construct five firehouses and add necessary fire trucks to support service expansion. Based on Fire's current priorities, the five firehouses are: a new infill firehouse in the Hidden Valley neighborhood; a replacement of Firehouse 11, currently located at 620 West 28th Street; a replacement of Firehouse 30, currently located at 4707 Belle-Oaks Drive, a new firehouse in the River District area off Dixie River Road, and a new infill firehouse at 4032 Miranda Road. A temporary firehouse in the River District is also included in this funding.



Continuation of Advancing Equity Across City Services

The Office of Equity, Mobility, and Immigrant Integration (OEMII) was established in July 2019 to elevate the organization's focus on equity more across all departments. To formalize our focus on advancing equity in all city services, Council adopted the Equity in Governance Framework in October 2022.

For FY 2024, the team will continue to focus on promoting equity across all city services and strengthening our connections and engagement with all segments within our diverse community. The FY 2024 budget includes funding for an additional staff position to serve as program manager to support equity work citywide, focused on the advancement of the equity in government framework, Diversity, Equity, and Inclusion (DEI) action planning, and the review of city services through an equity lens.

Human Resources will lead an initiative to adopt and integrate employee affinity groups as a component to the city's DEI strategy. This initiative will invest in the cultural inclusion of different employee affinity groups and provide support through opportunities such as city sponsored participation in parades, lunch and learns, and other engagement events.

INVESTING IN OUR EMPLOYEES

Implementing Our Philosophy of Upward Mobility for Employees

Human Resources, in partnership with all city departments is building a reinvigorated approach to remove barriers to upward mobility for our employees. HR is assessing job skills needed for advancement across job codes and duties. A core component of this effort is proactively sharing available services and providing customized support for employees based on their personal goals and needs. Current progress includes:

- 160+ employees have used the partnership with CCPC for prepayment of associate degree courses
- 130+ employees have worked with a city Career Coach
- An ACE hub of centralized resources and support was launched
- Career Blitz job fairs were held

For FY 2024, funding is proposed to continue and expand these initiatives. Some of the resources include increasing one-on-one career coaching, continuing the CPCC associate degree pre-payment program, internal career exploration fairs, launching an apprenticeship program in Solid Waste, and the Advance. Connect. Explore (ACE) Hub resource site. To support this important initiative, one new workforce development position is being added within the Human Resources department to be dedicated to workforce development.

Healthcare

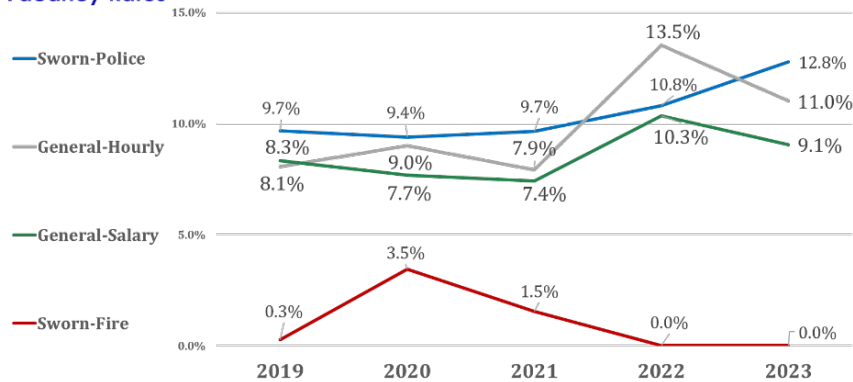
After five consecutive years with no increases in employee medical premiums, the FY 2024 Proposed Budget includes a \$3-\$5 per week increase in medical premiums for employees. The city will cover the vast majority of the projected cost of growth with a proposed increase of 12.5 percent toward employee benefits, or \$20/week per employees. This increase in the city's contribution to employee benefits, like the increase in premiums, will go toward meeting medical and pharmacy inflationary cost increases, as well as mitigating the increase in premiums so that employees can keep more of their paycheck.

In FY 2019 the city established the Retiree Healthcare Savings Plan. This plan provides a defined contribution retirement savings program for sworn personnel and firefighters. The budget also proposes increasing the annual contribution to retiree health savings for sworn positions hired on or after July 1, 2009 by 25 percent to \$1,300/year beginning in January.

Hourly Pay Plan

In 2023 Council made investments to address the challenges facing high vacancy rates in operations positions and increased the minimum salary for 40-hour employees to \$20/hour. Hourly employees received an eight percent compensation increase (split between July 2022 and January 2023). Other FY 2023 approved compensation increases recognized the importance of shift differential pay of 2.5 percent, as well as 2.5 percent for jobs requiring Commercial Drivers Licenses (CDL), and a two percent retention bonus for employees (excluding senior management and executives) from Federal ARPA funds. Employee retention improved in every category after investments were made. Between August 2022 and February 2023 vacancies are down in jobs such as telecommunicators, Labor Crew Chief I, II, and Special Transportation Service (STS) Drivers. Overall, the city saw a reduction in vacancies for the city’s hourly employees from 13.5 percent in the first quarter of 2022 to 11.0 percent in the first quarter of 2023.

Current Year's Compensation Program Helped Reverse the Trend in General Employee Vacancy Rates



Point in Time Snapshot of vacancy rates in Q1 of each calendar year

While we are making progress in reducing the number of vacancies in key hourly staffed positions, additional efforts are needed. FY 2024 continues the work of elevating pay for the city’s hourly employees. In addition, the proposed budget also provides employees within the hourly pay plan a six percent base pay increase (three percent in July 2023 and another three percent in January 2024). These actions combined with the FY 2023 actions, equate to more than a 14 percent increase in compensation over the last two years.

Police Pay Plan

Beginning in FY 2020, we took aggressive action to boost top pay in Police. Over three years from FY 2020-FY 2022, we boosted top pay for a Police Officer by \$11,540. Additionally, in the Approved FY 2023 Budget we increased the starting pay for a Police Officer by 10.5 percent to \$56,611 (with a four-year degree). The Proposed FY 2024 Budget continues our long-term strategy, increasing both starting and top pay in the Police Pay Plan beyond the planned three percent market adjustment, which is again split between July and January.

Police Recruitment

The elevated levels of Police retirement that are anticipated to last through 2024 have made the attraction of new Police Officers more important than ever. To attract additional recruits, the Proposed FY 2024 Budget increases starting pay by nine percent effective in July and a total of 10.5 percent by January. This will result in a starting pay for a Police Officer with a four-year degree of \$62,913.

Police Retention

Aside from retirement, CMPD has also seen an increase in Police Officer resignations over the past few years. To boost retention, several additional pay actions will be taken. First, two five percent pay steps will be consolidated into one step. This will create a ten percent step early in a Police Officer's career which will positively impact Police Officers at a time when a high percentage of our resignations currently occur. Second, an additional five percent pay step will be added to the top of Police Officer effective in September. Finally, a 2.5 percent pay step will also be added which will be open to Police Officers who received Senior Police Officer 1 accreditation by the end of FY 2020.

These pay actions will result in approximately 300 of CMPD's most experienced Police Officers receiving a 10.5 percent increase by January. Overall, all Police Officers and Police Sergeants will receive a total salary increase (including step increases) of at least eight percent in FY 2024. The new top pay of a Police Officer with a four-year degree will be \$99,811. Twenty-five new take-home vehicles will be ordered to allow additional veteran Police Officers who live in the City of Charlotte to have a dedicated vehicle. These actions are intended to recognize veteran Officers and encourage Officers to remain with the city until retirement.

Fire Pay Plan

The Proposed FY 2024 Budget continues increases to top pay in the Fire Public Safety Pay Plan. On top of a three percent market adjustment (split between July and January), the plan adds a new five-percent step at the top of Firefighter I and Firefighter II. Additionally, a new 2.5 percent step will be added at the top of Fire Engineer and Fire Captain. These additional actions will ensure that all current Public Safety Fire employees receive a total salary increase (including step increases) of between 5.5 and 8.0 percent in FY 2024.

Although Fire has been able to maintain high staffing levels, a recent reduction in the number of applicants has led to additional staffing recommendations. On top of additional positions to maintain staffing levels during leave absences, and funds to reduce the amount of off-duty training, the Proposed FY 2024 Budget also increases the starting pay for Firefighter I by 6.5 percent in November and a total of 8.0 percent by January. This will result in a new starting pay for a Firefighter of \$53,147, plus up to a 10 percent education incentive once they graduate from the Fire academy.

Salaried Employees

The Proposed FY 2024 Budget includes funding for a four percent salary pool for salaried employees. The pool is the budgeted average increase and the actual salary increase for individual employees will vary based on performance and current salary within the job classification range. In addition to salary increases, many salaried staff will continue to have the flexibility of working a hybrid work schedule.

Expansion of City Employee Apprenticeship Program

In addition to our community focus on workforce development, the city is planning to expand the internal apprenticeship programs that have been successful for Aviation and Charlotte Water by developing these programs in other departments. Building on the momentum, in FY 2024 the city's apprenticeship program plans to add 29 apprenticeships: 10 in Solid Waste Services Department, four in CDOT, and 15 in CATS. This expansion will provide for nearly 20 certified apprenticeship programs citywide. Currently over 100 graduates from the apprenticeship or the Career and Training Academy remain city employees. These pathways supporting upward mobility and career development add to the portfolio of apprenticeships and workforce development opportunities add to city commitments for employees and being an employer of choice.

Supporting Women in Fire

In October 2019, the Charlotte Fire Department (CFD) adopted the Facilities Master Plan, which prioritizes capital improvements in the next two years and outlines goals for facilities through 2029. In support, 13 fire facilities were evaluated in the Advanced Planning Fire Station Gender Equity Study. The study evaluates each fire house on nationally accepted safety standards, the provision of equal facilities for women, exercise facilities and ADA compliance. \$2.5 million is provided in FY 2024 to support infrastructure projects that provide equity within fire houses by building female locker rooms.

INVESTING IN OUR RESIDENTS

During the January 2023 Annual Strategy Meeting, Council highlighted several key initiatives for FY 2024 that area directly focused on investing in our residents:

- Affordable Housing
- Charlotte 2040 Comprehensive Plan/Unified Development Ordinance
 - Strategic Environmental Action Plan (SEAP)
- Mobility
- Corridors of Opportunity
 - SAFE Charlotte
- HIRE Charlotte
 - Arts and Culture
 - Workforce Development
- Small Business and Minority Business Development
- Addressing the Digital Divide

In addition to continuing the progress toward the key initiatives from FY 2023, the FY 2024 proposed budget also builds in resources to increase efforts for closing the digital divide, workforce development, and a specific focus on small and minority business development. These key initiatives will be addressed through horizontal collaboration, a hands on approach and external engagement with the community and service partners.

Supporting Community Through COVID

Due to our strong financial foundation, we were able to allocate \$201 million (equal to approximately two-thirds of the total received) to the community from the Federal COVID-19 Relief Funds that the City of Charlotte received. Moving forward we have strong partnerships and service frameworks in place that will continue to be beneficial to the community throughout FY 2024 and beyond.

Service Infrastructure to Help Residents with Staying in Place

In 2023, we worked with the community and service partners to establish the infrastructure needed to reduce displacement:

Staying in Place Partnerships and Progress includes:

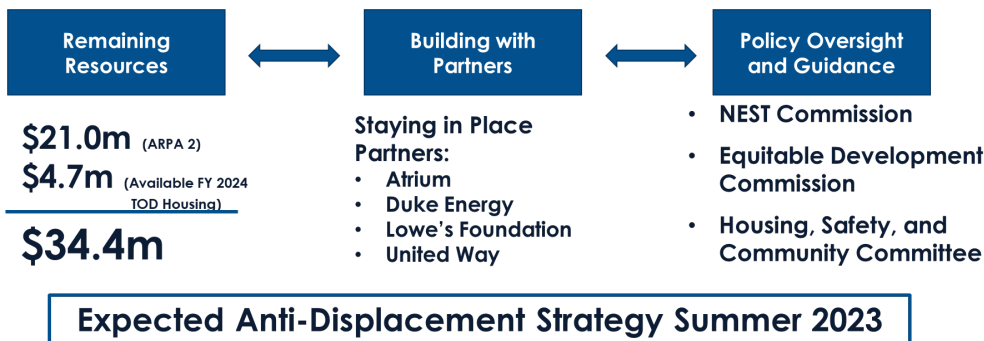
- United Way – supporting a quarterback agency in each neighborhood to connect residents to services, and a community grants pool to fund health and human service providers within the three Corridors
 - \$516,500 in direct Staying in Place support
 - \$1,203,500 in additional funding in surrounding Corridors

- Atrium Health – providing community health workers who will exist within the quarterback agency
 - In-kind investment to support Community Health Workers
- Duke Energy –Energy-efficiency retrofit work for low-income, high-energy use customers across Charlotte, with priority in Corridors of Opportunity
 - Approximately \$4 million
- Lowe’s Foundation – funding to United Way to support community grants pool, quarterback organizations, and staff support to UW’s neighborhood initiatives
 - \$500,000

Policy Changes Creating Resources for Housing

The Affordable Housing Development Bonus Program (AHDBP) provided options for enhanced development in Transit Oriented Development (TOD) zoning districts in exchange for increased supply of low to moderate income housing. The program allowed developers who wanted to build higher or longer than the new TOD ordinance allowed to do a variety of things to increase the supply of low to moderate income housing units, including paying a fee-in-lieu (FIL) to the city for affordable housing. Funds from these fees are being programmed toward support of affordable housing. For FY 2024, \$4.7 million will be available from the FIL program for housing initiatives. Upon implementation of the Unified Development Ordinance (UDO), the AHDBP will be replaced with the UDO’s expanded bonus program.

Continuing the Holistic Approach



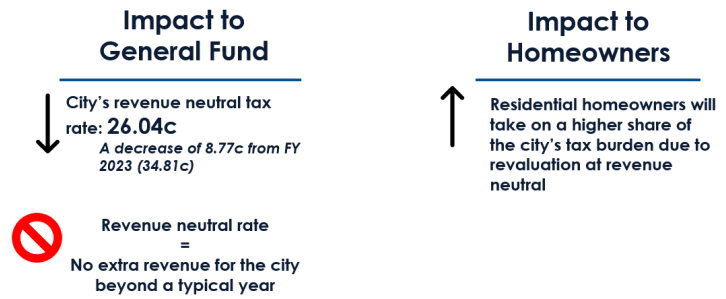
Next steps with Staying in Place

In FY 2024, the city plans to continue a holistic approach by engaging our efforts with our partners. We are collaborating to develop a comprehensive Anti-Displacement Strategy that is expected to be designed this summer.

- Staying in place strategies have been tested through the Staying in Place pilot program – learnings and insights have informed changes to our existing programs and are being incorporated into the city’s Anti-Displacement Strategy (first draft to be presented to Housing, Safety & Community Committee on June 5, 2023)
- Following recommendations from the NEST Commission and Anti-Displacement Strategy, staying in place strategies will be expanded to all six Corridors of Opportunity
- Transition stand-alone pilot to a comprehensive service delivery model

Impact of Revaluation

In Mecklenburg County, we now go through revaluation every four years. By the state’s requirements, the city’s revenue from property tax only grows from new construction or improvements. For this revaluation cycle, the overall average increase in property value was 51 percent with residential properties rising on average by 58 percent and commercial property increasing by 41 percent on average. The city does not capture the value from the increased property assessments. The revenue neutral rate results in no additional revenue for the city. The city’s revenue neutral property tax rate is 26.04¢, down from 34.81¢ in FY 2023. While the FY 2024 Proposed Budget does not include a tax increase, even at the revenue neutral tax rate most homeowners will have an increased city tax bill. This is due primarily to the increased proportion of residential real estate compared to the total value after revaluation.



Tax Relief Program

The city has established a trend of leveraging federal American Rescue Plan Act (ARPA) funding to address critical needs within the community, and the trend will continue into fiscal year 2024 with a \$4.2 million recommendation to provide property tax assistance to low-to-moderate income families within the city limits.

The city will partner with Mecklenburg County by providing \$4.2 million in funding to offer assistance to eligible households. Homeowners that earn less than 80 percent of the Area Median Income (AMI) and have been in their house for at least three years and who are not eligible for state property tax relief programs can be eligible for the Mecklenburg County HOMES Program. The program provides assistance that directly reduces the city tax bill by 25 percent, up to the median home value. There are 20,000 potentially eligible households for the tax relief program. The partnership between the city and Mecklenburg County will allow for a streamlined application process for eligible households and a reduction to be applied directly to property tax bills.

Enhancing the Small and Minority Business Ecosystem

In FY 2023, the city programmed funding for Capital Access and Bonding Programs that focus on reducing the most frequent barriers experienced in seeking contracting opportunities and capacity building for the city’s certified MWSBEs. The City of Charlotte Capital Access Program creates loans for MWSBEs turned down by traditional banks due to a lack of cash reserves or established relationship with a bank.

The City of Charlotte also allocated funds to establish a MWSBE bonding program to elevate Charlotte Business INclusion’s reach within the local business community. By creating a Surety Bonding Program, the city provided a resource to help remove barriers that impede MWSBEs’ ability to grow and bid as prime contractors or take on larger subcontracts.

The city’s commitment to supporting the advancement of small and minority businesses remains a focus for the FY 2024 proposed budget with the following investments:

- \$1 million to CBI for Capital Access, Bonding Program, and outreach

- Amp UP \$250,000 to support small and minority capacity building
- NXT CLT \$250,000 to build on Amp Up to provide further small and minority capacity building

In addition to funding for these programs, the proposed budget includes the addition of three positions for the CBI Office, 33 percent increase in the office's workforce. These positions will allow for expansion of reporting and analysis capacity in support of contract diversity and inclusion participation; provide support for the CBI construction bonding program; and support marketing CBI programs and services through outreach, training, and education to various organizations and small businesses. These new positions along with the existing CBI team will facilitate building and maintaining collaborative partnerships with internal and external partners, economic development organizations and small business owners to advance opportunities for Small and Minority-Owned Businesses.

Promoting Quality of Life for our Residents

Continuously reviewing our service impacts and striving to promote quality of life for all community members is fundamental to our city services. A Quality of Life team has been formed of representatives from several city departments including members from CDOT, City Attorney's Office, City Manager's Office, CMPD, Solid Wastes, and Housing and Neighborhood Services.

The internal team has been working together to assess current issues and needs of the community from a holistic approach. The team is currently working on strategies for addressing issues such as semi-tractor trailer truck parking and litter.

To support a targeted approach to addressing quality of life needs for all residents the FY 2024 Proposed Budget includes the addition of four Code Enforcement positions. Currently, code enforcement operates from 9-5 Monday-Friday. With the addition of this team, code enforcement would be able to extend hours on certain weekdays and cover some weekend hours.

The additional code enforcement employees would serve as part of a rapid response unit. This Rapid Response Team would focus on Quality-of-Life concerns city-wide. Initial concerns of focus will include tractor trailers illegal parking, parking in bike lanes, litter, and illegal signage.

The FY 2024 budget also allocates \$250,000 from the PAYGO Fund toward a partnership with Center for Employment Opportunities. This partnership will add one litter crew for a total of three litter crews. The partnership helps previously incarcerated individuals build work experience.

Future considerations for the Quality of Life team will include a recommendation for increasing citation fines to deter violations such as:

- Illegal commercial truck parking,
- Illegal parking in bike lanes, and
- Illegally parking in streetcar or light rail rights-of-way.

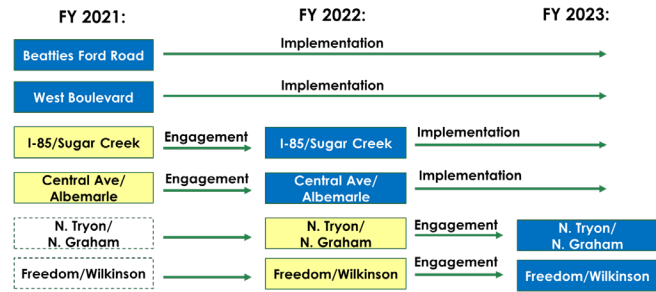
In addition to addressing these concerns, the internal Quality of Life team and the rapid response code enforcement unit will continue to assess options to address current and emerging issues throughout FY 2024.

Following through with Corridors of Opportunity

Since Summer 2020, the City of Charlotte has embarked on transformational work in six historically under-invested corridors. City current and planned investments are catalyzing community partners to invest in the Corridors of Opportunities.

The pivotal work includes collaboration among city departments, Mecklenburg County, non-profit organizations and for-profit corporations working together to make systemic changes and build economic opportunity in each corridor. Investment in these areas is proposed to continue in FY 2024 with:

- \$5 million proposed for work in the Corridors
- Completing final two playbooks, N. Tryon/N. Graham and Freedom/Wilkinson



Addressing Safety With our Partners

Council adopted the Framework to Address Violence in March 2020 and SAFE Charlotte 2020. We have continued to make progress in addressing safety needs in partnerships with the community and other businesses and organizations. Charlotte launched our Alternatives to Violence initiative in 2021 beginning with a focus on proactive outreach in the Beatties Ford Road area. Charlotte has also partnered with Atrium on the Hospital Based Violence Intervention Program to establish a multidisciplinary program that combines the efforts of medical staff with trusted community-based partners to help break cycles of violence. Charlotte is one of the few cities that have both a community based and hospital-based violence intervention program.

Charlotte has been recognized as a national leader in reimagining policing and violence prevention.

Through implementation of the Civilian Assistance Response Engage Support (CARES) team, Charlotte has evolved its service model in responding to low risk calls for service that involve people struggling with mental illness, substance abuse issues and homelessness. The CARES team connects patients to resources, such as counseling, transportation to treatment and non-emergency intervention.

Continuing to progress the SAFE Charlotte, the city will leverage partnerships, lessons learned, community feedback and national best practice to advance safe communities.

Continuing to progress the SAFE Charlotte, the city will leverage partnerships, lessons learned, community feedback and national best practice to advance safe communities.

- Alternatives to Violence - Launching two new sites to bring the total sites to three and adding a Program Manager for this important initiative.
- CARES Team - Continue work in the Central Division and expanding the service deliver model into the Metro Division
- Hospital based intervention program - Proposed \$250,000 with match from Atrium to continue Hospital Based Intervention Program



Animal Care and Control

To be responsive to the animal safety and care needs of our community the FY 2024 budget includes the addition of two positions to CMPD's Animal Care and Control Division: an additional veterinarian, and an animal health technician. The Animal Care and Control shelter has a consistent in-house population of approximately

300 animals daily, year-round, combined with an additional 200-300 animals in foster care. The new positions along with a \$56,000 increase for animal food and medical supplies are needed provide adequate capacity to care for the average volume of shelter animals.

Providing Regional Infrastructure

Charlotte Water

Charlotte Water and Storm Water services remain focused on providing life sustaining water services at the highest quality and low costs. For FY 2024, Charlotte Water’s proposed budget equals approximately \$669.2 million, with \$226.4 million for operating, and \$442.8 million in funding for capital projects. The planned 5-year capital investment program needed to maintain existing infrastructure and meet the expanding needs of our growing city totals \$2.63 billion. The FY 2024 Water and Sewer Fee is proposed to increase by 4.25 percent, which equates to a \$3.10 per month increase for the typical homeowner. Budget drivers include the need to address capacity and rehab needs in the capital plan, increases in regulatory requirements, and increases in fuel, power, and chemical costs. Charlotte Water remains focused on maintaining high-quality drinking water and wastewater systems, while ensuring operational efficiency and compliance.

In addition to providing clean drinking water and treating wastewater, so far in FY 2023, Charlotte Water helped to provide more than \$1.78 million in financial assistance to customers through allocation of relief funds.

Agency Assistance Commitments (July 2022 to April 21, 2023)		
Agency	Customers Assisted	Amount Certified
Crisis Assistance Ministry	910	\$339,401
Low Income Household Water Asst Pgm (LIHWAP)	2,407	\$1,443,332
Grand Total	3,317	\$1,782,733

Storm Water

Storm Water Services continues to invest in surface water quality in accordance with federal Clean Water Act requirements. Storm Water Services received a strong overall program rating from NCDEQ’s audit of the City’s storm water permit for surface water quality. The proposed Storm Water budget for FY 2024 includes \$29.1 million for operating and \$91 million for FY 2024 capital projects, for a total budget of \$120.1 million. The FY 2024 Storm Water Services Fee is proposed to increase by 4.6 percent, which equates to a \$0.43 per month increase for the typical homeowner.

New for FY 2024, the Unified Development Ordinance (UDO) introduced drainage regulations for residential infill. Prior to implementation of this article, residential infill was able to make modifications to the city storm drainage system, structures were being placed within city or public storm easements, substandard drainage was being implemented in some cases, driveways were conflicting with existing catch basins, and development in areas with known drainage issues was occurring. The addition of this article will help protect city’s storm drainage system and prevent structures and adjacent property from flooding. FY 2024 will be a critical year to integrate new development review processes while sustaining a high level of service to permit applicants.

Charlotte Area Transit Systems (CATS)

CATS moves over 12 million people annually and runs the state's only light rail system. CATS' FY 2024 Proposed Operating Budget is supported primarily by the transit sales tax, fare revenues, service reimbursements, non-operating assistance from the Federal and State governments, and other miscellaneous sources. The proposed budget does not include any increases in fare costs. In FY 2024, CATS will be partnering with external partners to review current practices and opportunities for advancing CATS goals to provide safe and reliable transit options for all community members. The Proposed FY 2024 Operating Budget for CATS is \$227.6 million, which represents a 7.8 percent increase over FY 2023 and includes focused investments in:

- Safety and Security - Funding for an expanded security contract, operator and employee trainings, and an expanded transit ambassador program
- Employees - Funding workforce development through the Electric Sustainable Environmentally Reliable Vehicle Education Academy, right-sizing the CATS workforce with additional employees, and conducting a rate and compensation study
- Maintenance and Asset Preservation - Increasing preventative maintenance for facilities, bus, and rail

CATS' Proposed FY 2024 – FY 2028 Capital Investment Plan is guided by the 2030 Transit Corridor System Plan and CATS' financial policies and Long-Range Financial Plan. These investments are funded by CATS local revenues as well as state and federal grants. CATS' Proposed FY 2024 Capital Expenditures total \$78.2 million and include focused investments in:

- **Maintaining a State of Good Repair:** Priorities including accelerated replacement of fixed route buses with hybrid and fully electric busses, Special Transportation Services (STS) buses, and vanpool vehicles. Additional funding has also been programmed to ensure buses, rail vehicles, and supporting facilities are maintained at acceptable levels.
- **Transit Safety and Security:** Upgrading cameras, replacing mobile video systems, and replacing access control systems.
- **Long-Range Capital Improvements:** Includes funding for an ADA transition plan, Silverline design, and platform extensions.
- **Technology Upgrades:** Focuses on enhancing delivery of transit services and asset and financial management, including replacing the city's enterprise system.

Aviation – CLT

For FY 2024, Aviation is projecting revenues of \$391 million with \$258 million in expenses for net revenues of \$133 million, all with one of the lowest cost per enplaned passenger of any airport across the nation. Aviation has an estimated annual impact of \$32 billion to our region and represents five percent of the state's gross domestic product. As terminal capacity projects begin to be completed up-coming capital projects will focus on airfield maintenance and enhancement to keep pace with growing service needs.

Solid Waste Services

The FY 2024 Solid Waste Fee is increasing by approximately \$0.72 per month (\$8.58 annual increase). The increase will generate additional revenue to cover FY 2024 increases in Solid Waste operations, including contractual obligations and waste disposal fees. Contract increases include escalations for solid waste collection services performed by private haulers.

Addressing Police Needs

The Proposed FY 2024 Budget includes \$3,000,000 in CIP funding to replace a police helicopter purchased in 1998. CMPD's Aviation Unit responds to over 2,000 calls for service each year, and in 2022 was responsible for over 100 direct arrests of violent offenders and assisted in locating approximately 175 missing persons or vehicles. This proposed CIP investment is in addition to asset forfeiture funding that would be dedicated to purchasing and equipping the helicopter.

Implementing the Charlotte Future 2040 Comprehensive Plan and Unified Development Ordinance

One year after adoption, the Charlotte Future 2040 Comprehensive Plan remains a benefit for the community and the sustainable health of Charlotte over time, continuous community input and feedback remain key and core to the plan's success as the policy is implemented. Upon adoption of the plan, the city committed to bring to fruition the plan's policies, provide transparent annual reporting, and track progress on an ongoing basis. The proposed budget includes additional resources for Planning, Design & Development including 21 positions so that the department can continue implementation of the 2040 Plan and the Unified Development Ordinance (UDO), including the community area planning process. Continued community outreach and engagement will remain a predominant focus throughout FY 2024 as we work together to develop and implement these policies and plans with increased transparency and data-driven decision making.

Adopted by City Council last August with an effective date of June 1, 2023, the Unified Development Ordinance (UDO) aligned the city's land development regulations with the vision of the Charlotte Future 2040 Comprehensive Plan and other adopted City policies. Charlotte's UDO simplified, consolidated, and updated regulations to make development standards easier to understand through the increased use of common language and graphics. While easier for the public to digest, the UDO's improved development standards require increase staff interaction to facilitate and administer. The proposed budget provides ten positions to ensure the CLT Development Center can continue to offer exceptional customer service, timely permit review, and on-site inspections.

The UDO focuses growth to support the adopted principles of the Comprehensive plan by preserving open space and natural areas, reducing traffic congestion, utilizing existing infrastructure and resources, and preserving quality of life. New requirements for tree preservation have been incorporated to address growth impacts of infill development. The UDO established new tree canopy regulations that now apply to residential infill development as well as new heritage tree regulations that apply to all property within the City of Charlotte. The proposed budget provides ten positions to ensure the CLT Development Center can provide exceptional customer service while preserving the city's tree canopy through UDO administration. In addition, \$250,000 is being proposed for tree maintenance above the FY 2023 funding levels. The FY 2024 budget includes \$2 million for trimming trees and removing nonviable trees along with \$1,375,000 for replacing trees for a total of \$3.38 million funding for canopy preservation.

To support implementation of the of the Charlotte Future 2040 Comprehensive Plan, a Program Manager position will be added for FY 2024. This position will manage the monitoring and reporting of key metrics related to the adopted plan and support key projects that seek to provide neighborhood-level refinements to the city's future growth and development strategy.

Connecting Workforce Needs of Today While Planning for the Future

In alignment with Council's key initiative of workforce development, for FY 2024 the city will strengthen a concentrated service focus to engage with the community, other service providers, and business partners on developing a comprehensive and targeted approach to advancing workforce development.

This dedicated focus will work to leverage the city's resources and external partnerships in addressing the workforce development needs specific to our community. In addition to evaluating this role, the FY 2024 Budget includes funding for a Special Assistant to the City Manager to work on workforce development initiatives.



Arts and Culture

FY 2024 provides \$6 million (\$4 million general fund and \$2 million ARPA funding) to complete the three-year public and private funding commitment toward establishment of the Charlotte Arts and Culture Plan that is being planned for completion this summer.

Closing the Digital Divide and Creating a Smart City

As with many cities, the underlying problem of a digital divide became painfully evident for Charlotte during the pandemic. For many residents lack of daily access to the internet limits connection to city services, jobs, and school. In 2020, using council approved CARES funding, the city launched a more targeted effort aimed to bridge the digital divide and provide equitable access to services and opportunities for all residents.

Phase 1 of the city's Access Charlotte Digital Inclusion initiative was accomplished by using existing city staff and by collaborating with outside partners. Phase 1 was primarily funded with funds from the CARES Act. During this phase, we established the foundation for a repeatable process and an eco-system of partners that carried us into Phase 2.

Phase 2, which the city is currently executing, is funded with funds from the American Rescue Plan Act. Staffing costs, therefore, are supported by ARPA grant funds (and not the General Fund) through at least December 31, 2024.

- City 311 agents receive and triage residents' calls concerning technology support for city sponsored internet
- The city has funded two Digital Navigators services provided through a contract with Queens University. Queens University provides training to residents on:
 - basic digital skills, and
 - signing up for the Affordable Connectivity Program (ACP), offering \$30 towards home internet. The city's contribution is to assist 10,000 residents with accessing the ACP.
- Through the most recent contract with Charter/Spectrum the city will be turning on approximately 7,900 households with direct home internet. Residents will have access to the Spectrum support services, for connectivity issues, just like every other customer.

For Phase 3, the focuses of will include:

- Workforce Preparation
 - Technology-focused certification programs
 - Learn to Earn program that will enable residents to develop technical job skills, while earning technology items

- Universal Application - Developing framework for single, easy to use hub for residents to seek or be connected to city services through one account
- Pathway for Innovative Technology
 - Work with 5G providers on expansion of ubiquitous high-speed wireless internet
 - Collaborative & inclusive environment for tech development

To continue the phase 2 and phase 3 of the program and a focus on providing digital access, the FY 2024 budget includes the addition of two staff positions for this on-going key initiative. As City Council has designated the digital divide as one of its key initiatives, the city has ensured that the time of some existing staff resources will also be partially allocated to support this initiative to ensure its success.

Advancing Services within the Framework of Council's Strategic Priorities

Our strong foundation that we have worked together over the years to build will continue to allow the City of Charlotte to meet the community's service needs and advance Council's Strategic Priorities. This foundation is based on integrating principles of solid financial management with the dedication of our employees and is driven by our commitment to meeting the evolving needs of our community. Moving into FY 2024 our foundation with well-managed government as the cornerstone, will translate the use of our resources into progress within your priorities. I look forward to and am honored to continue our progress together.



Respectfully,

A handwritten signature in black ink that reads "Marcus D. Jones". The signature is written in a cursive, flowing style.

Marcus D. Jones,

City Manager

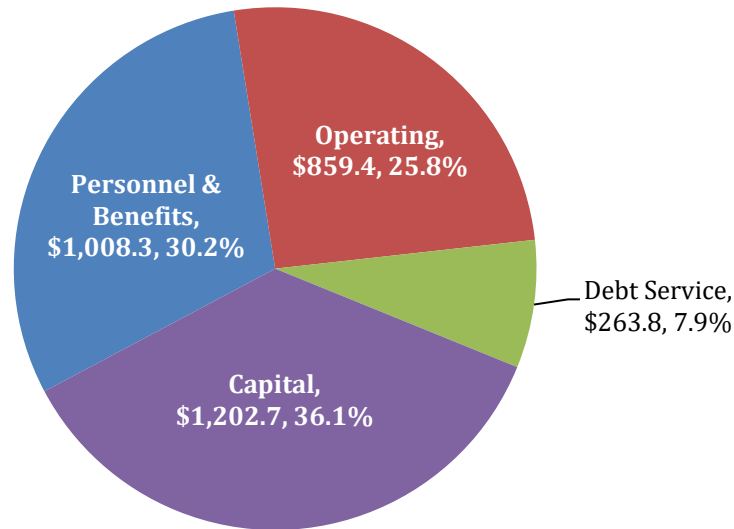
EXECUTIVE SUMMARY

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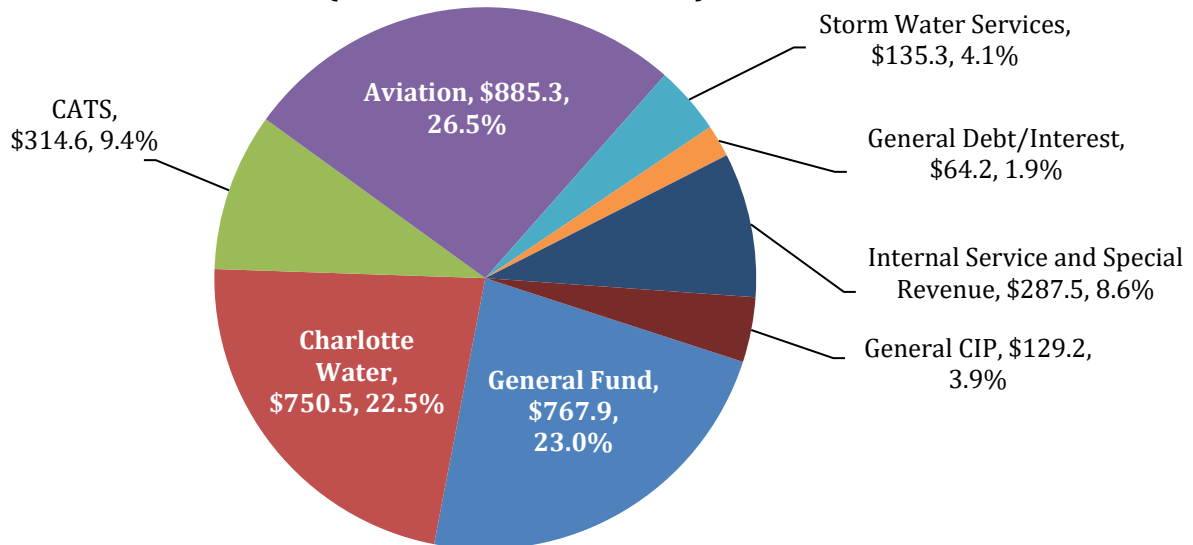
Overview of Total Budget

The total FY 2024 Budget is \$3.33 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (CIP). The annual operating budget reflects day-to-day operations, while the CIP represents capital outlays. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

Total Expenditures by Category (\$3.33 Billion - \$ millions)



FY 2024 Proposed Budget Net of Transfers (\$3.33 Billion - \$ millions)



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

Revenue Neutral Tax Rate

2023 Real Property Revaluation and Revenue Neutral Tax Rate

North Carolina law mandates that counties reappraise all real property at least every eight years. In 2023 the Mecklenburg County Assessor completed a revaluation for the county including the City of Charlotte. Revaluation of real property during favorable economic conditions usually results in property values increasing.

The 2023 revaluation resulted in an overall increase of 51 percent in the real property tax base of the City of Charlotte from FY 2023 to FY 2024. The residential component of real property grew by 58 percent while commercial properties grew by 42 percent.

In a reappraisal year, state law requires that a revenue neutral tax rate be calculated and presented for comparison purposes. *“The revenue neutral rate is the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred.” [NCGS 159-11(e)]*

The statute states that to calculate the revenue neutral rate, **[step 1]** the budget officer shall first determine a rate that would produce revenues equal to those produced for the current fiscal year and **[step 2]** then increase the rate by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal.

The steps to calculate revenue-neutral for the City of Charlotte per \$100 of property value is shown below:

	FY 2023 Projected Revenue		FY 2024 Assessed Property Valuation		Unadjusted Revenue Neutral Tax Rate
Step 1	\$543,479,894	÷	\$214,830,305,221	=	25.30¢ / \$100

	Unadjusted Revenue Neutral Tax Rate		Average Annual Growth Rate		Final Revenue Neutral Tax Rate
Step 2	25.30¢ / \$100	×	(1 + 2.95%)	=	26.04¢ / \$100

The table below shows the revenue neutral tax rate calculation for the City of Charlotte and its Municipal Service Districts.

City of Charlotte Revenue Neutral Tax Rate	
FY 2023 Projected Revenue	\$543,479,894
FY 2024 Assessed Value	\$214,830,305,221
Tax Rate to produce revenue equal to FY 2023	25.30¢ / \$100
Growth Factor	2.95%
FY 2024 Revenue Neutral Rate	26.04¢ / \$100

Revenue Neutral Tax Rate (continued)

For Municipal Service Districts, the same calculation methodology was employed which resulted in revenue neutral tax rates as shown below for each district:

Municipal Service District Rates per \$100 Valuation			
Municipal Service District	FY 2023 Current Tax Rate	FY 2024 Revenue Neutral Tax Rate	FY 2024 Proposed Tax Rate
District 1 - Center City	1.36¢	1.28¢	1.28¢
District 2 - Center City	2.27¢	2.18¢	2.18¢
District 3 - Center City	3.38¢	3.32¢	3.32¢
District 4 - South End	3.90¢	2.80¢	2.80¢
District 5 - University City	2.79¢	2.62¢	2.62¢
District 6 - SouthPark	4.00¢	3.81¢	3.81¢

Revenue and Finance

The property tax rate for FY 2024 is 26.04¢ per \$100 of assessed valuation, an 8.77¢ decrease from FY 2023. This represents the revenue-neutral rate that results in no additional revenue for the city beyond a typical year. The FY 2024 assessed value is estimated at \$214.8 billion, with an estimated collection rate of 99.0 percent. The recommended allocation of the tax rate is provided in the table below:

Fund	FY 2023 Tax Rate	FY 2024 Tax Rate	Change from FY 2023 to FY 2024
General Fund	27.31¢	20.61¢	-6.70¢
Debt Service	6.77¢	5.06¢	-1.71¢
Pay-As-You-Go Capital	0.73¢	0.37¢	-0.36¢
Total Tax Rate	34.81¢	26.04¢	-8.77¢

Charlotte Water

The FY 2024 Water and Sewer Fee is proposed to increase by 4.25 percent for the typical homeowner to cover increases in the cost of service and maintain infrastructure and planned growth. The typical homeowner would experience a \$3.10 per month increase.

Storm Water

The FY 2024 Storm Water Services Fee is proposed to increase by 4.6 percent to support storm drainage improvements and surface water quality enhancement projects. The typical homeowner would experience a \$0.43 increase per month.

Solid Waste

The FY 2024 Solid Waste Fee is proposed to increase by approximately \$0.72 per month (\$8.58 annually). The proposed increase will generate additional revenue to cover FY 2024 increases in Solid Waste operations.

Property Tax

The following table reflects the FY 2024 city tax impact from revaluation for homes using the 2022 median home value in Charlotte after a median growth in value (63.3 percent):

Revaluation Impacts	Prior Year FY 2023	Proposed FY 2024	\$ Change	% Change
Property Tax Rate	34.81¢	26.04¢	-8.77¢	-25.2%
Median Home Value	\$214,100	\$349,700	\$135,600	63.3%
Annual Property Tax Impact	\$745.28	\$910.62	\$165.34	22.2%
Monthly Property Tax Impact	\$62.11	\$75.88	\$13.78	22.2%

The median home value in Charlotte in FY 2023 was approximately \$214,100. The break-even growth in home values resulting from the revaluation that would leave a property owner's real property bill unchanged is 33.7 percent. The following table reflects the FY 2024 city and fee impact for a home that was valued at the FY 2023 median value and grew by the break-even growth in home values:

City of Charlotte Taxes and Fees	Prior Year FY 2023	Proposed FY 2024	\$ Change	% Change
Property Taxes (besides revaluation)	\$745.28	\$745.28	\$0.0	0.0%
Solid Waste fee (Residential)	\$86.06	\$94.64	\$8.58	10.0%
Water and Sewer (Average user rate)	\$874.56	\$911.76	\$37.20	4.3%
Storm Water (Average user rate)	\$111.00	\$116.16	\$5.16	4.6%
Total Annual	\$1,816.90	\$1,867.84	\$50.94	2.8%
Total Monthly	\$151.41	\$155.65	\$4.25	2.8%

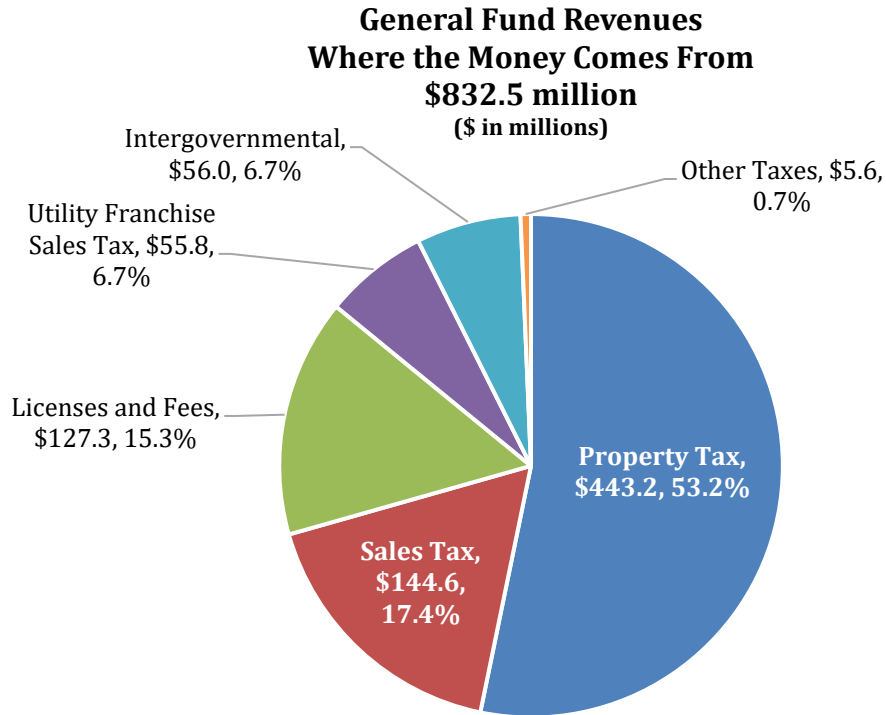
General Fund Budget

General Fund Definition

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

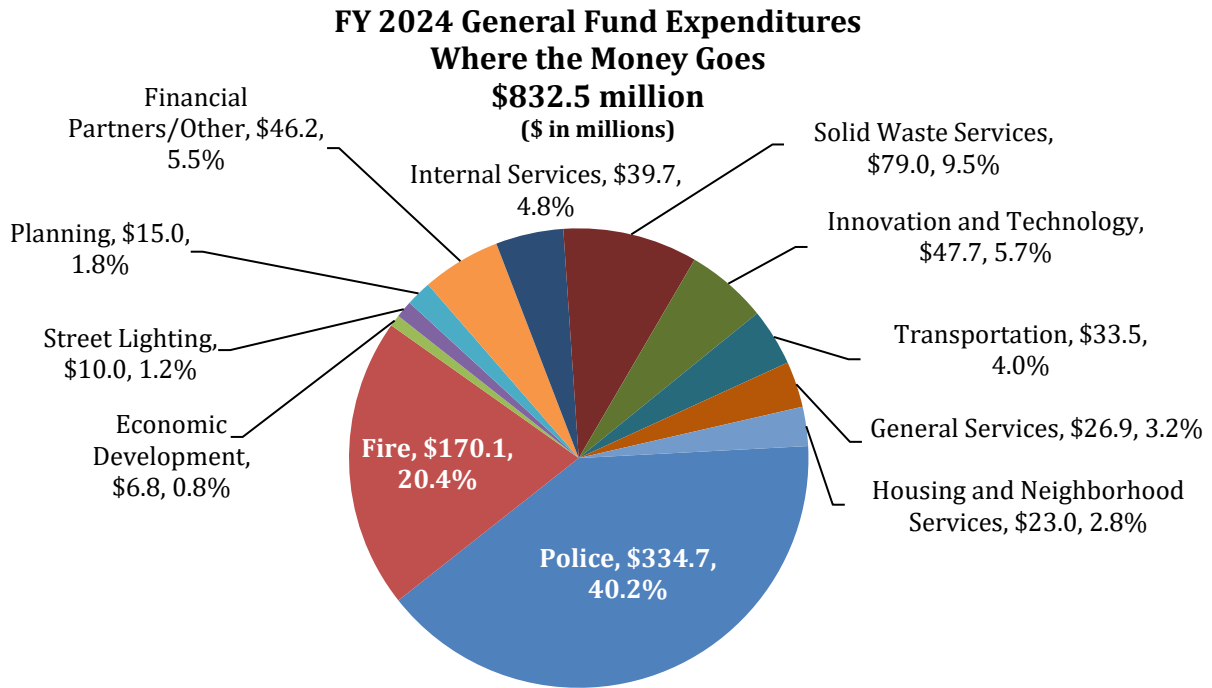
General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 70.6 percent of total revenue. Total General Fund revenue increased by \$47.7 million to \$832.5 million in FY 2024, an increase of 6.1 percent increase from FY 2023.

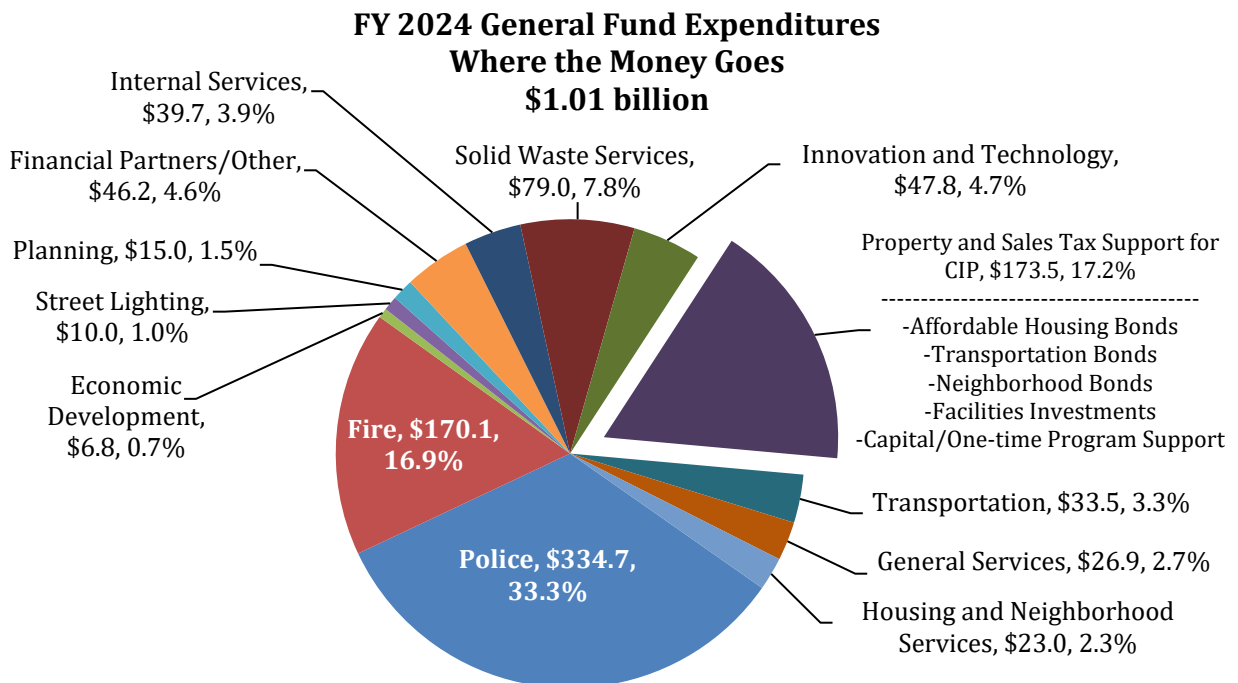


General Fund Expenditures

The Proposed FY 2024 General Fund budget is \$832.5 million, a 6.1 percent increase from FY 2023.



The below chart includes local tax support for the city's Capital Investment Plan with General Fund expenditures to best illustrate how expenditures in Governmental Funds supported by property and general sales taxes are allocated in the city.



Summary of Tax Levies

	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Proposed
Citywide Assessed Property Valuation	\$146,506,892,738	\$151,195,178,125	\$155,178,751,793	\$214,830,305,221
Citywide Tax Rate Per \$100 Valuation				
General	0.2731	0.2731	0.2731	0.2061
Municipal Debt Service	0.0677	0.0677	0.0677	0.0506
Pay-As-You-Go	0.0073	0.0073	0.0073	0.0037
Total City-wide Tax Rate	0.3481	0.3481	0.3481	0.2604
Collection Rate				
All Funds	0.9900	0.9900	0.9900	0.9900
Citywide Tax Levy¹				
General	\$396,109,221	\$408,784,891	\$419,555,239	\$438,404,197
Municipal Debt Service	\$98,193,315	\$101,335,544	\$104,005,455	\$107,728,835
Pay-As-You-Go	\$10,588,053	\$10,926,876	\$11,214,768	\$7,787,313
Total Citywide Tax Levy	\$504,890,589	\$521,047,311	\$534,775,462	\$553,920,345
Municipal Service Districts Rates Per \$100 in Valuation				
District 1 - Center City	0.0136	0.0136	0.0136	0.0128
District 2 - Center City	0.0227	0.0227	0.0227	0.0218
District 3 - Center City	0.0338	0.0338	0.0338	0.0332
District 4 - South End	0.0390	0.0390	0.0390	0.0280
District 5 - University City	0.0279	0.0279	0.0279	0.0262
District 6 - SouthPark	-	-	0.0400	0.0381
Municipal Service Districts Assessed Valuation				
District 1 - Center City	\$12,707,138,685	\$13,295,361,255	\$13,835,931,102	\$14,695,318,100
District 2 - Center City	\$5,398,841,945	\$5,681,523,978	\$5,985,732,257	\$6,057,193,685
District 3 - Center City	\$5,317,713,558	\$5,653,596,986	\$5,906,336,056	\$6,221,999,495
District 4 - South End	\$2,866,090,828	\$3,299,918,252	\$3,404,371,730	\$5,684,613,280
District 5 - University City	\$3,948,043,156	\$4,209,090,632	\$4,488,338,593	\$5,330,709,672
District 6 - SouthPark	-	-	\$3,418,501,784	\$4,278,407,953

¹Levy excludes estimated rebates, interest, penalties, and prior year taxes.

Summary of Position Allocations by Fund

Departments	FY 2021 Budget Total FTEs	FY 2022 Budget Total FTEs	FY 2023 Budget Total FTEs	FY 2024 Proposed Total FTEs	FY 2024 Proposed FTE Change
Charlotte Business Inclusion ¹	-	-	-	12.00 ¹	12.00
City Attorney	39.00	42.00	44.00	45.00	1.00
City Clerk	8.00	8.00	9.50	9.50	-
City Manager's Office	11.00	11.00	12.00	12.00	-
Communication & Marketing	33.00	36.00	36.00	36.00	-
Community Relations	12.00	12.00	17.00	20.00	3.00
Economic Development	21.00	21.00	21.00	21.00	-
Finance ²	85.00	84.00	82.00	75.00 ²	-7.00
Fire	1,232.00	1,233.00	1,240.00	1,286.00	46.00
General Services ¹	473.00	466.00	461.00	457.00 ¹	-4.00
Housing & Neighborhood Services	226.75	226.75	226.75	233.75	7.00
Human Resources	51.00	51.00	53.00	55.00	2.00
Innovation & Technology ³	219.00	220.00	221.00	208.00 ³	-13.00
Internal Audit	11.00	11.00	11.00	11.00	-
Mayor & City Council	12.00	12.00	12.00	12.00	-
Planning, Design, and Development	104.00	109.00	118.00	139.00	21.00
Police	2,455.50	2,455.50	2,456.50	2,458.50	2.00
Solid Waste Services	309.00	308.00	315.00	320.00	5.00
Strategy & Budget	16.00	16.00	16.00	16.00	-
Transportation	412.75	411.75	407.75	412.75	5.00
Total General Fund	5,731.00	5,734.00	5,759.50	5,839.50	80.00
Aviation	708.00	714.00	759.00	829.00	70.00
Charlotte Area Transit System	582.75	583.75	610.75	644.75	34.00
Storm Water	175.00	208.00	221.00	243.00	22.00
Charlotte Water ²	997.00	1,019.00	1,050.00	1,106.00 ²	56.00
Total Enterprise Funds	2,462.75	2,524.75	2,640.75	2,822.75	182.00
Risk Management	23.00	23.00	24.00	24.00	-
Total Internal Services Funds	23.00	23.00	24.00	24.00	-
Public Safety Communications Fund ³	-	-	-	22.00 ³	22.00
Total Internal Services Funds	-	-	-	22.00	22.00
Total All Funds	8,216.75	8,281.75	8,424.25	8,708.25	284.00

¹FY 2024 includes the realignment of 9.0 FTEs from the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office.

²FY 2024 includes the realignment of 9.0 FTEs from the Business Services Division, within the Department of Finance, to Charlotte Water.

³FY 2024 includes the realignment of 22.0 FTEs from the Public Safety Communications Division within Innovation & Technology's operating budget to the newly created Public Safety Communications Fund.

Major General Fund Revenue Sources

A balanced budget requires anticipated revenues equal appropriated expenditures. Using best practice budgeting principles, anticipated revenue is the key driver of the budget development process. The city's revenue forecasting philosophy is focused on realistic expectations, while considering historic data and trends.

The following outlines the major revenue sources in the General Fund and the assumptions used to forecast them.

The total General Fund budget for FY 2024 is \$832.5 million, a revenue increase of \$47.7 million (or an increase of 6.1 percent) from the FY 2023 Budget. The General Fund property tax rate is 20.61¢ per \$100 valuation. For FY 2024, revenue estimates are compiled using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

Property Taxes: The General Fund budget is balanced with a property tax rate of 20.61¢ per \$100 valuation. This will yield \$443.2 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.00 percent. This represents a \$19.4 million revenue increase compared to FY 2023. \$3.8 million of this increase is the structural transfer of 0.18¢ from the Pay-As-You-Go Fund to the General Fund. The tax base used represents a total property valuation of \$214.8 billion (including motor vehicles). One cent on the tax rate produces \$21.5 million in revenue, after the estimated collection rate is applied. The city's tax rate is the lowest of the five largest cities in the state.

Sales Taxes: The General Fund is projected to collect \$144.6 million in sales tax revenue in FY 2024, a \$14.9 million (or 11.5 percent) increase from the FY 2023 budget. Local sales taxes levied by the city and county comprise 2.5 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax (Article 39) that was first levied in 1967, a ½-cent tax (Article 40) levied in 1983, a second ½-cent tax (Article 42) levied in 1986, and an additional ½-cent tax (Article 43) that was levied in 2000 to support the transit system. All Article 39 sales tax revenue and one-half of Article 42 sales tax revenue is appropriated in the General Fund while Article 40 sales tax revenue is appropriated in the Municipal Debt Service Fund. The other one-half of the second ½-cent tax (Article 42) is appropriated in the Pay-As-You-Go (PAYGO) Fund. Article 43 sales tax revenue is dedicated to the public transit system.

Utility Franchise Sales Tax: As of July 1, 1999, the city's share of the Utility Franchise Fee was based on actual receipts from companies providing electricity. The state levied a 3.22 percent franchise tax on the total gross receipts of all businesses within the state that provide electricity. An amount equal to 3.09 percent of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the state and distributed to the city based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the state imposed a sales tax on electricity and piped natural gas, which replaced the previous Utilities Franchise Fee. This revenue source is projected to be \$55.8 million in FY 2024, which represents an increase of \$2.1 million (or 3.9 percent) from FY 2023.

Solid Waste Services Fee: The city collects a single family residential solid waste annual fee and a multi-family annual fee to offset a portion of the cost of providing solid waste services. The annual single family and multi-family residential fees are increased by \$8.58 (or 72 cents per month), from FY 2023, for a total of \$94.64. This revenue source is projected to generate \$35.3 million in FY 2024, which represents an increase of \$3.7 million from FY 2023.

Summary of Revenues

General Fund

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent FY 2023 FY 2024
PROPERTY TAX					
Property Tax - Current Year Base	\$393,778,052	\$403,525,981	\$417,364,200	\$436,213,707	4.5 %
Property Tax - Synthetic TIG	\$1,389,278	\$1,005,937	\$2,191,039	\$2,189,824	-0.1 %
Prior Year	\$7,772,232	\$6,046,118	\$4,800,000	\$4,800,000	0.0 %
Rebates	-	-	-\$2,400,000	-\$2,400,000	0.0 %
Penalties	\$601,720	\$617,348	\$550,000	\$650,000	18.2 %
Interest	\$1,515,487	\$1,667,069	\$1,500,000	\$1,700,000	13.3 %
Rebates of Listing Penalties	-	-	-	-	0.0 %
Total	\$405,056,768	\$412,862,453	\$424,005,239	\$443,153,531	4.5 %
SALES TAX					
Sales - Article 39 (1.0%) and half of Article 42 (0.5%)	\$109,554,003	\$130,952,139	\$129,678,900	\$144,637,437	11.5 %
Total	\$109,554,003	\$130,952,139	\$129,678,900	\$144,637,437	11.5 %
UTILITIES FRANCHISE TAX					
Utility Franchise	\$51,958,007	\$51,905,384	\$53,716,012	\$55,799,354	3.9 %
Total	\$51,958,007	\$51,905,384	\$53,716,012	\$55,799,354	3.9 %
POLICE SERVICES					
Law Enforcement Services - County	\$14,807,061	\$16,570,388	\$17,761,554	\$18,225,087	2.6 %
Small Town Service Fees	\$129,496	\$137,312	\$150,000	\$144,500	-3.7 %
School Resource Officers - School	\$2,946,514	\$5,913,275	\$5,920,631	\$6,532,505	10.3 %
Total	\$17,883,071	\$22,620,975	\$23,832,185	\$24,902,092	4.5 %
TAX REIMBURSEMENTS					
Beer & Wine Tax	\$3,608,474	\$3,479,422	\$3,838,312	\$3,690,971	-3.8 %
State Waste Disposal Tax	\$645,509	\$673,372	\$615,000	\$615,000	0.0 %
Total	\$4,253,983	\$4,152,794	\$4,453,312	\$4,305,971	-3.3 %
SOLID WASTE FEE					
Refuse Disposal Fees	\$24,550,630	\$27,485,032	\$31,760,611	\$35,453,207	11.6 %
Business Garbage Fees	\$202,093	\$241,678	\$225,000	\$225,000	0.0 %
Total	\$24,752,722	\$27,726,710	\$31,985,611	\$35,678,207	11.5 %
BUSINESS PRIVILEGE LICENSES					
Business Privilege Licenses	\$9,628	\$11,528	-	-	0.0 %
Total	\$9,628	\$11,528	\$0	\$0	0.0 %
OTHER REVENUES					
Licenses and Permits					
Motor Vehicle Licenses	\$3,171,041	\$3,064,170	\$3,122,168	\$3,151,550	0.9 %
Motor Vehicle Licenses - Rebates	-\$51,230	-\$70,143	-\$65,000	-\$65,000	0.0 %
Animal Licenses - Fertile	\$92,000	\$177,498	\$186,000	\$180,000	-3.2 %
Animal Licenses - Spay/Neuter	\$427,361	\$425,787	\$435,000	\$435,000	0.0 %
Fire Plan Review Fees	\$1,729,538	\$1,906,541	\$2,240,127	\$2,435,192	8.7 %
Vehicle Licenses - City Billed	\$13,645	\$12,080	\$20,000	\$15,000	-25.0 %
Fire Permits	\$1,651,239	\$1,939,347	\$2,477,514	\$2,037,784	-17.7 %
Vehicle for Hire Fees and Permits	\$133,554	\$162,612	\$200,000	\$200,000	0.0 %
Carrier Franchise Fees	\$79,350	\$77,423	\$80,000	\$80,000	0.0 %
Video Programming (Cable)	\$6,896,815	\$6,922,669	\$6,522,734	\$6,600,743	1.2 %
Development Plan Review Fees	\$2,893,285	\$214,645	\$343,650	\$1,555,235	352.6 %
Sexually Oriented Businesses	\$84,042	\$99,290	\$92,000	\$100,000	8.7 %
Temporary Infrastructure Permits	\$4,490	\$18,220	\$8,250	\$3,700	-55.2 %
E-Scooter Permit Fee	\$80,324	\$113,052	\$114,000	\$114,000	0.0 %
Parking and Parade Permits	\$51,797	\$194,997	\$198,275	\$302,635	52.6 %
Total	\$17,257,251	\$15,258,188	\$15,974,718	\$17,145,839	7.3 %

Summary of Revenues

General Fund (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	\$420	\$275	\$2,500	\$1,000	-60.0 %
Housing Code Violations	\$99,587	\$154,452	\$235,000	\$260,000	10.6 %
Parking Citations	\$782,688	\$918,902	\$900,000	\$1,050,000	16.7 %
Parking Citation Penalties	\$66,410	\$79,515	\$80,000	\$125,000	56.3 %
Security Alarm Fines	\$800,218	\$738,104	\$840,000	\$735,000	-12.5 %
Fire Citation Fines	\$13,225	\$18,920	\$15,500	\$15,000	-3.2 %
Zoning Enforcement Fines	\$109,546	\$165,189	\$175,000	\$175,000	0.0 %
Court Assessment Crime Lab	\$24,770	\$16,998	\$50,000	\$20,000	-60.0 %
Privilege License Penalties	\$175	\$373	-	-	0.0 %
Animal License Penalties	\$46,233	\$40,197	\$40,000	\$40,000	0.0 %
Animal Citation Penalties	\$5,603	\$2,501	\$10,000	\$5,000	-50.0 %
Court Costs - Superior	\$31,649	\$39,132	\$90,000	\$80,000	-11.1 %
Animal License Late Fees	\$18,962	\$60,030	\$65,000	\$30,000	-53.8 %
Total	\$1,999,485	\$2,234,588	\$2,503,000	\$2,536,000	1.3 %
Interlocal Grants and Agreements					
Wireless Communications ¹	\$3,932,786	\$4,041,845	\$4,142,891	\$347,783	-91.6 %
Fleet Maintenance	\$1,649,558	\$2,271,841	\$2,165,566	\$2,685,926	24.0 %
First Responder	\$540,621	\$499,035	\$567,000	\$499,035	-12.0 %
Procurement Services	\$107,010	-\$376,617	\$115,000	\$110,000	-4.3 %
Customer Services - CharMeck 311	\$1,171,210	\$32,991	\$1,302,237	\$1,538,727	18.2 %
CMGC Occupancy	\$752,189	\$1,461,218	\$881,389	\$874,343	-0.8 %
CMGC Phone Costs - County	\$73,137	\$60,385	-	-	0.0 %
County Fire Reimbursement	\$556,755	\$694,684	\$668,106	\$740,040	10.8 %
Total	\$8,783,266	\$8,685,382	\$9,842,189	\$6,795,854	-31.0 %
Federal and State Shared Revenues					
ABC Stores Revenue	\$6,242,064	\$10,577,621	\$7,197,604	\$10,577,621	47.0 %
Total	\$6,242,064	\$10,577,621	\$7,197,604	\$10,577,621	47.0 %
General Government					
Enhanced User Fees	\$884,540	\$628,946	\$470,000	\$699,250	48.8 %
Zoning Petition Filing Fees	\$2,536,375	\$2,877,442	\$2,425,885	\$2,139,710	-11.8 %
Annexation Fees	\$4,400	\$6,000	\$4,800	\$6,000	25.0 %
Subdivision Services	\$6,420,386	\$7,592,188	\$7,097,285	\$8,749,325	23.3 %
Zoning Admin Fees	-	-	-	\$129,270	100.0 %
Historic District Fee	\$42,280	\$73,685	\$94,140	\$89,700	-4.7 %
Equipment Mgmt Svcs - Fleet	\$3,205	\$5,587	-	-	0.0 %
Procurement Professional Services	\$499,509	\$716,101	\$450,000	\$450,000	0.0 %
Procurement CCPA	\$219,167	\$271,142	\$350,000	\$300,000	-14.3 %
Park It! Program Fees	\$567	\$3,935	\$2,400	\$5,000	108.3 %
Parking Garage Fees	\$727,536	\$801,934	\$1,113,500	\$1,018,000	-8.6 %
Parking Meter Revenue	\$624,353	\$912,531	\$1,503,550	\$1,500,000	-0.2 %
Underbrush and Debris Removal	\$403,060	\$401,715	\$540,000	\$540,000	0.0 %
Demolition - Clearing	\$230,901	\$153,783	\$250,000	\$160,000	-36.0 %
Utility Street Cuts	\$2,470,302	\$2,263,016	\$2,300,000	\$2,450,000	6.5 %
Rent Revenue - Misc.	\$648,027	\$762,778	\$1,027,000	\$615,112	-40.1 %
Right of Way Leases	-	-	-	\$714,000	100.0 %
Total	\$15,714,600	\$17,470,780	\$17,628,560	\$19,639,583	11.4 %

¹FY 2024 includes the transfer of public safety communications revenue from the General Fund to the newly created Public Safety Communications Fund

General Fund (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent FY 2023 FY 2024
Public Safety					
State Reimb for Services Provided -	\$2,390,414	\$1,325,815	\$1,194,000	\$1,284,578	7.6 %
Federal Reimb for Services Provided - Fire	\$2,026,593	\$449,750	\$400,000	\$400,000	0.0 %
Police - Fingerprint Reports	\$7,303	-	\$10,000	-	-100.0 %
Special Events Administration Fees	-	-	-	\$731,779	100.0 %
Sale of Animals	\$43,440	\$44,826	\$35,000	\$40,000	14.3 %
Spay/Neuter Fees	\$80,380	\$81,215	\$80,000	\$80,000	0.0 %
Vehicle Towing and Storage	\$78,935	\$110,975	\$110,000	\$110,000	0.0 %
Animal Reclaim Fees	\$74,098	\$76,675	\$85,000	\$77,000	-9.4 %
Total	\$4,701,163	\$2,089,256	\$1,914,000	\$2,723,357	42.3 %
Cemeteries					
Sale of Cemetery Lots	\$316,740	\$368,550	\$326,500	\$361,400	10.7 %
Grave Digging	\$476,486	\$344,630	\$457,325	\$498,300	9.0 %
Monument Foundation	\$87,966	\$77,222	\$93,680	\$96,700	3.2 %
Perpetual Care	\$60,990	-	-	-	0.0 %
Total	\$942,182	\$790,402	\$877,505	\$956,400	9.0 %
Use of Money and Property					
Interest on Investments	-\$68,436	-\$2,168,445	\$774,752	\$3,433,036	343.1 %
Interest on Liens	\$132,792	\$128,020	\$160,000	\$125,000	-21.9 %
Damage to City-Owned Equipment	\$567,959	\$670,140	\$600,000	\$650,000	8.3 %
Reimbursement for City Car Use	\$97,267	\$109,288	\$116,000	\$116,000	0.0 %
Total	\$729,581	-\$1,260,997	\$1,650,752	\$4,324,036	161.9 %
Sale of Salvage and Land					
Sale of Salvage	\$130,273	\$220,838	\$147,000	\$185,000	25.9 %
Sale of Used Autos	\$1,215,012	\$1,005,884	\$1,000,000	\$1,150,000	15.0 %
Total	\$1,345,285	\$1,226,722	\$1,147,000	\$1,335,000	16.4 %
Other					
Miscellaneous Grants and Contributions	\$211,746	\$93,360	-	-	0.0 %
Newspaper Rack Revenue	-	-	\$3,000	\$3,000	0.0 %
Reimb City Svcs - SWS Spec Svcs	-	\$24,437	\$40,000	\$40,000	0.0 %
Telecom Review/Modifications	\$142,184	\$9,442	-	-	0.0 %
Google Fiber Hut-Lease Agreement	\$25,968	\$34,277	\$35,000	\$63,000	80.0 %
Other Revenue	\$701,205	\$328,588	\$1,839,648	\$547,185	-70.3 %
Total	\$1,081,103	\$490,104	\$1,917,648	\$1,901,158	-65.9 %
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Occupancy Taxes – CRVA ²	\$3,233,481	-	-	-	0.0 %
Heavy Equipment Tax	\$789,615	\$928,381	\$850,000	\$950,000	11.8 %
Municipal Debt Service	\$122,859	\$122,859	\$122,859	\$122,859	0.0 %
Convention Center Tax - Towns' Tourism ³	\$3,908,976	\$4,413,382	-	-	0.0 %
Convention Center Tax - Stadium Traffic	\$500,000	\$250,000	\$250,000	\$250,000	0.0 %
Total	\$8,554,931	\$5,714,622	\$1,222,859	\$1,322,859	8.2 %

²This adjustment reflects an accounting change rather than a change in the city's partnership with the CRVA. Rather than transfer occupancy tax revenues from the Tourism Fund to the General Fund then make payment to CRVA in the General Fund, these transactions will now be entirely accounted for in the Tourism Fund.

³This adjustment reflects an accounting change. Rather than transfer occupancy tax revenue and prepared food and beverage tax revenue from the Convention Center Tax Fund to the General Fund then make payment to the towns in the General Fund, these transactions will now be entirely accounted for in the Convention Center Tax Fund.

Summary of Revenues

General Fund (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Intragovernmental Revenues					
Cost Allocation - Storm Water	\$1,368,144	\$1,958,383	\$2,829,091	\$3,046,750	7.7 %
Cost Allocation - Charlotte Water	\$12,567,148	\$13,479,056	\$10,672,557	\$12,623,013	18.3 %
Cost Allocation - Aviation	\$5,878,072	\$5,429,219	\$4,828,655	\$5,131,554	6.3 %
Fire Control Services - Aviation	\$7,117,351	\$7,728,998	\$8,249,355	\$8,615,319	4.4 %
Account Services - Storm Water	\$1,791,245	\$1,945,408	\$1,998,621	\$1,445,372	-27.7 %
Account Services - Charlotte Water	\$5,566,130	\$6,125,469	\$5,641,280	\$4,079,688	-27.7 %
Cost Allocation - CATS	\$5,883,543	\$8,387,206	\$8,601,924	\$7,521,148	-12.6 %
Cost Allocation - Risk Management	\$337,177	\$784,315	\$1,098,418	\$869,931	-20.8 %
Cost Allocation - Public Safety	-	-	-	\$430,952	100.0 %
Police Services - Aviation & CATS	\$10,224,665	\$11,140,113	\$11,314,405	\$12,194,739	7.8 %
Total	\$50,733,476	\$56,978,167	\$55,234,306	\$55,958,466	1.3 %
Transfers from Other Funds					
Cemetery Trust	\$18,600	\$10,769	\$18,600	\$55,208	196.8 %
Total	\$18,600	\$10,769	\$18,600	\$55,208	196.8 %
Total Transfers and Intragovernmental Revenues	\$59,307,006	\$62,703,558	\$56,475,765	\$57,336,533	1.5 %
Total General Fund Revenues	\$731,571,176	\$770,486,062	\$784,800,000	\$832,500,000	6.1 %

Summary of Expenditures

By Fund and Activity

Net of Transfers

Fund / Activity	FY 2024 Operating	Percent Change	FY 2024 Capital	Percent Change	FY 2024 Total	Percent Change
General Fund	\$767,892,971	6.4%			\$767,892,971	6.4%
General Capital Investment Plan			\$129,186,909	-57.9%	\$129,186,909	-57.9%
Pay-As-You-Go	\$2,277,613	125.2%			\$2,277,613	125.2%
Debt Service (All Funds)	\$263,847,280	22.5%			\$263,847,280	22.5%
Aviation	\$349,658,175	15.9%	\$461,504,909	-8.8%	\$811,163,084	0.4%
Charlotte Area Transit System	\$227,613,628	8.2%	\$78,242,654	66.1%	\$305,856,282	18.8%
Water and Sewer	\$226,354,883	16.7%	\$442,810,899	5.2%	\$669,165,782	8.8%
Storm Water	\$33,654,796	33.3%	\$91,000,000	3.4%	\$124,654,796	10.1%
Employee Health and Life Fund	\$68,339,262	9.1%			\$68,339,262	9.1%
Risk Management	\$8,686,141	-5.0%			\$8,686,141	-5.0%
Convention Center	\$67,681,950	50.8%			\$67,681,950	50.8%
Tourism Operating	\$21,976,798	27.9%			\$21,976,798	27.9%
NASCAR Hall of Fame	\$11,270,153	71.5%			\$11,270,153	71.5%
General Grants	\$23,881,230	-6.7%			\$23,881,230	-6.7%
Housing and Neighborhood Grants	\$23,840,035	71.9%			\$23,840,035	71.9%
Emergency Telephone System	\$2,757,710	-5.9%			\$2,757,710	-5.9%
Public Safety Communications	\$4,144,523	100.0%			\$4,144,523	100.0%
Powell Bill	\$17,923,245	28.3%			\$17,923,245	28.3%
Municipal Service Districts	\$9,792,284	7.7%			\$9,792,284	7.7%
Total Budget	\$2,131,592,677	13.6%	\$1,202,745,371	-12.2%	\$3,334,338,048	7.4%

Expenditures from one city fund to another (i.e., transfers) must be appropriated in both funds. Adjusting the city's funds to "net of transfers" eliminates the presentation of duplicate expenditures and does not represent the full appropriation.

General Fund Gross Expenditures

Department	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed ^{1,2,3}	Percent Change
Charlotte Business Inclusion ¹	-	-	-	\$1,449,860	100.0 %
City Attorney	\$3,687,386	\$3,935,900	\$4,695,485	\$5,396,476	14.9 %
City Clerk	\$959,350	\$874,754	\$1,148,870	\$1,252,749	9.0 %
City Manager	\$2,563,557	\$2,589,480	\$3,013,672	\$3,355,131	11.3 %
Communication & Marketing	\$4,092,294	\$4,622,395	\$4,726,900	\$4,799,031	1.5 %
Community Relations	\$1,531,072	\$1,783,001	\$2,124,061	\$2,453,091	15.5 %
Economic Development	\$5,721,839	\$5,473,307	\$6,595,780	\$6,781,427	2.8 %
Finance ²	\$11,122,415	\$11,777,145	\$12,830,403	\$11,402,593	-11.1 %
Fire	\$140,159,086	\$151,266,962	\$154,772,946	\$170,139,154	9.9 %
General Services ¹	\$21,839,710	\$22,847,091	\$24,699,182	\$26,901,907	8.9 %
Housing & Neighborhood Services	\$18,849,550	\$20,434,498	\$21,633,913	\$22,962,309	6.1 %
Human Resources	\$6,152,293	\$6,350,583	\$6,395,293	\$6,858,262	7.2 %
Innovation & Technology ³	\$43,001,894	\$47,077,798	\$48,815,320	\$47,767,382	-2.1 %
Internal Audit	\$1,395,747	\$1,461,340	\$1,595,848	\$1,673,182	4.8 %
Mayor & City Council	\$692,745	\$975,205	\$989,097	\$1,019,371	3.1 %
Planning, Design, and Development	\$10,571,909	\$11,100,729	\$12,739,000	\$14,966,096	17.5 %
Police	\$290,937,336	\$302,613,061	\$317,566,612	\$334,671,686	5.4 %
Solid Waste Services	\$66,347,548	\$66,662,989	\$75,274,838	\$78,967,434	4.9 %
Strategy & Budget	\$2,225,665	\$2,118,428	\$2,323,396	\$2,473,347	6.5 %
Transportation	\$25,340,702	\$26,168,350	\$30,367,807	\$33,517,989	10.4 %
Non-Departmental	\$56,782,621	\$57,386,915	\$52,491,577	\$53,691,523	2.3 %
Total General Fund Expenditures	\$713,974,719	\$747,519,931	\$784,800,000	\$832,500,000	6.1 %

¹The Proposed FY2024 Budget includes the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment includes a transfer of \$1,098,496 from General Services to Charlotte Business Inclusion and a 32.0 percent increase in funding for the Charlotte Business Inclusion Office.

² FY 2024 includes the realignment of \$2,114,841 from the Business Services Division, within the Department of Finance, to Charlotte Water.

³ FY 2024 includes the realignment of \$3,631,195 from Innovation and Technology to the newly created Public Safety Communications Fund.

The City of Charlotte has two major governmental funds - General Fund and Municipal Debt Service Fund. The General Fund is the city's main operating fund. At the end of FY 2021, the total fund balance for the General Fund reached \$197.0 million. On June 30, 2022, the General Fund total fund balance totaled \$212.5 million, an increase of approximately 7.9 percent. The Municipal Debt Service Fund had a total fund balance of \$183.4 million for FY 2021 and \$202.0 million on June 30, 2022. This reflects an increase of approximately 10.1 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

	Actual as of 6/30/2019	Actual as of 6/30/2020	Actual as of 6/30/2021	Actual as of 6/30/2022	Change in FY 2022	Percent Change FY 2021 FY 2022
General Fund	\$198,760,000	\$193,967,000	\$197,014,000	\$212,484,000	\$15,470,000	7.9%
Municipal Debt Service Fund	\$266,214,000	\$209,180,000	\$183,433,000	\$202,009,000	\$18,576,000	10.1%
Total Governmental Fund	\$464,974,000	\$403,147,000	\$380,447,000	\$414,493,000	\$34,046,000	8.9%

The City of Charlotte has four enterprise funds - Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water Services. At the end of FY 2021 the net position for Aviation reached \$1.97 billion. On June 30, 2022, the Aviation net position totaled \$2.11 billion, an increase of approximately 6.9 percent. At the end of FY 2021, the net position for the Charlotte Area Transit System reached \$1.28 billion. On June 30, 2022, the Charlotte Area Transit System net position totaled \$1.30 billion, an increase of approximately 1.8 percent. At the end of FY 2021 the net position for Charlotte Water reached \$2.78 billion. On June 30, 2022, the Charlotte Water net position totaled \$2.96 billion, an increase of approximately 6.6 percent. At the end of FY 2021 the net position for Storm Water reached \$747.6 million. On June 30, 2022, the Storm Water net position totaled \$790.7 million, an increase of approximately 5.8 percent. Net position is not representative of available cash on hand.

	Actual as of 6/30/2019	Actual as of 6/30/2020	Actual as of 6/30/2021	Actual as of 6/30/2022	Change in FY 2022	Percent Change FY 2021 FY 2022
Enterprise Fund Total Net						
Aviation	\$1,843,755,000	\$1,890,664,000	\$1,973,209,000	\$2,109,896,000	\$136,687,000	6.9%
Charlotte Area Transit System ¹	\$1,347,714,000	\$1,332,753,000	\$1,300,708,000	\$1,431,067,000	\$130,359,000	10.0%
Charlotte Water	\$2,359,927,000	\$2,504,465,000	\$2,779,026,000	\$2,962,917,000	\$183,891,000	6.6%
Storm Water	\$659,312,000	\$707,397,000	\$747,559,000	\$790,659,000	\$43,100,000	5.8%

¹The FY 2021 net position of the Charlotte Area Transit System was restated in the FY 2022 Annual Comprehensive Financial Report.

Summary of Financial Partners

Financial Partners are contracted by the City of Charlotte to provide specific services. The types of financial partnerships are diverse and include partnerships that support key areas of focus for the city and contribute to community enrichment.

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

- General Fund Discretionary – this includes direct discretionary allocations from the General Fund
- Dedicated Revenue Sources – these partners receive allocations from sources such as prepared food and beverage tax and municipal service district tax
- Federal Grant Funds – funded by federal programs such as the Community Development Block Grant (CDBG) and Housing Opportunities for Persons with AIDS (HOPWA)
- PAYGO – local funds appropriated in the PAYGO fund for services such as housing, community development, and crisis assistance

Changes to Financial Partners Funding

General Fund Discretionary

- Race Matters for Juvenile Justice is recommended for funding in FY 2024.
- Financial partners funded in FY 2023 are being recommended for the same funding levels in FY 2024, with the exception of the Charlotte Regional Business Alliance which will receive a slight increase due to funding based on local population served.

Dedicated Revenue Sources

- The FY 2024 recommended budgets for Charlotte Center City Partners, University City Partners, and SouthPark Community Partners Municipal Service Districts #1-6 support economic, cultural, and social development within designated districts. Their allocations are based on the valuation of properties in their respective districts.
- The Charlotte Regional Visitors Authority budget reflects a 15.6 percent increase over FY 2023.

Federal Grant Funds

- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation.

PAYGO Funds

- Crisis Assistance Ministries is recommended for the same funding level in FY 2024 of \$425,000.
- Local Initiative Support Corporation (LISC) is recommended to receive \$200,000, the same level of funding as FY 2023.

Federal & PAYGO Funds

- DreamKey Partners, which receives both PAYGO and Federal Grant Funds, is proposed to receive level funding of \$1,690,000 for Affordable Housing.

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

Summary of Financial Partners

General Fund Discretionary	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change
Alliance Center for Education (formerly Bethlehem Center)	\$52,096	\$90,000	\$90,000	0.0 %
Bengali Women's Forum	\$10,000	\$10,000	\$10,000	0.0 %
Charlotte Regional Business Alliance	\$166,553	\$167,322	\$168,341	0.6 %
Community Building Initiative	\$50,000	\$50,000	\$50,000	0.0 %
Greater Enrichment Program	\$150,212	\$200,000	\$200,000	0.0 %
My Brother's Keeper Charlotte-Mecklenburg	\$100,000	\$50,000	\$50,000	0.0 %
National Institute of Minority Economic Development - The Women's Business Center of Charlotte	\$50,000	\$50,000	\$50,000	0.0 %
Race Matters for Juvenile Justice	-	-	\$51,468	100.0 %
Safe Alliance	\$397,038	\$397,038	\$397,038	0.0 %
TreesCharlotte	\$150,000	\$250,000	\$250,000	0.0 %
UNC Charlotte Urban Institute/Institute for Social Capital	\$187,500	-	-	0.0 %
TOTAL	\$1,313,399	\$1,264,360	\$1,316,847	4.2 %

Dedicated Revenue Sources	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change
Charlotte Center City Partners	\$6,231,361	\$6,498,850	\$6,796,745	4.6 %
University City Partners	\$1,224,069	\$1,239,724	\$1,380,857	11.4 %
SouthPark Community Partners	-	\$1,353,727	\$1,614,682	19.3 %
Charlotte Regional Visitors Authority	\$18,072,813	\$18,912,937	\$21,861,227	15.6 %
Charlotte Regional Visitors Authority - Film Commission	\$150,000	\$150,000	\$150,000	0.0 %
TOTAL	\$25,678,243	\$28,155,238	\$31,618,441	12.3 %

100% Federal Grant Funds	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change
Carolinas Care Partnership	\$2,464,032	\$2,961,512	\$3,598,683	21.5 %
TOTAL	\$2,464,032	\$2,961,512	\$3,598,683	21.5 %

100% PAYGO Funds	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change
Crisis Assistance Ministry	\$674,096	\$425,000	\$425,000	0.0 %
Local Initiatives Support Corp (LISC)	\$200,000	\$200,000	\$200,000	0.0 %
TOTAL	\$874,096	\$625,000	\$625,000	0.0 %

Federal & PAYGO Funds	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	Percent Change
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing	\$1,104,231	\$1,690,000	\$1,690,000	0.0 %
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - House Charlotte	\$57,750	\$2,231,000 ¹	\$231,000	-89.6 %
TOTAL	\$1,161,981	\$3,921,000	\$1,921,000	-51.0 %

¹ In FY 2023 \$2 million in funding was dedicated to home ownership assistance for City of Charlotte employees.

OVERVIEW

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Overview of the Budget Process

The budget is an instrument to set policy and summarize public services provided by the city. It is the annual plan for coordinating revenues and expenditures. The city's annual budget is based on a July 1 – June 30 fiscal year and is guided by five City Council-adopted strategic priorities:

- Well-Managed Government, focused on Equity, Engagement, and the Environment,
- Great Neighborhoods,
- Safe Communities,
- Transportation and Planning, and
- Workforce and Business Development.

Each strategic priority contains policy initiatives driven by the needs of the community and the organization. The budget process is used to assess and allocate resources to achieve optimal service delivery and advance progress in achievement of the strategic priorities.

The operating and capital budgets are developed in two phases:

1. Budget policy development, which is composed of the following:
 - City Council engagement regarding policy direction,
 - Department services review,
 - Staff engagement on performance management activities, and
 - Community engagement and feedback through the Budget Community Input Survey, Budget Listening Sessions, and Balancing Act exercise.
2. Budget deliberations and adoption, which are composed of the following:
 - A presentation of the City Manager's Proposed Budget to the Mayor and City Council,
 - Community engagement and feedback through the Public Hearing process,
 - Budget adjustments by City Council, and
 - City Council adoption of the budget by June 30.

Budget Policy Development – Phase One (October – April)

The budget process is guided by budget principles. The process begins in the fall with internal Budget Kick-off events. During these events, departments receive information pertaining to:

- Key dates and submittals for department budgets,
- Federal and state legislative activities,
- Revenue projections, and
- The budget impact of achieving the vision set forth in the City Council's Strategic Priorities.

In December, City Council formally approves the regular meeting and budget schedule for the upcoming calendar year. The budget schedule includes an Annual Strategy Meeting, Council Budget and Governance Committee Meetings, Budget Workshops, and several Council budget review meetings to discuss key components of the budget once it has been proposed by the City Manager.

The Annual Strategy Meeting allows the city's Executive Team and department directors to provide an overview of the economic environment and potential operating and capital budget considerations for the upcoming year. During the strategy meeting, the Mayor and City Council also discuss key policy activities occurring at the federal, state, and local levels and how these activities may impact the community. The results of these discussions are reflected as policy initiatives in the strategic priorities. Additionally, city departments provide relevant information on key initiatives for the upcoming year, recognizing further guidance may be provided from the Mayor and Council during the Budget and Governance Committee Meetings and the Council Budget Workshops.

Budget Policy Development – Phase One (continued)

Between February and April, several meetings are held to continue discussions related to key components of the city's operating and capital budgets. In FY 2023, the Strategy and Budget Department held one in-person and two virtual Budget Public Listening Sessions in March to receive real-time feedback from community members. During each session, participants were able to engage with staff, learn about the city's budget process, and provide comments on the city's budget priorities. City Council is engaged through two different series of meetings, Council Budget, Governance, and Intergovernmental Relations Committee Meetings and Council Budget Workshops.

The Council Budget, Governance, and Intergovernmental Relations Committee is responsible for providing input on the budget process and previewing planned Budget Workshop agenda topics. Issues and initiatives are presented first to the committee, which provides recommendations and feedback in advance of the Budget Workshops.

Through the phase of Council Budget Workshops, city staff present budgets for key components of the budget, enterprise funds, and issues specific to the upcoming budget year. The entire Council provides feedback and presents considerations for staff to analyze as the City Manager develops the proposed budget.

The budget policy development phase culminates in May when the City Manager proposes a budget to be considered by City Council.

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

The City Manager presents the proposed budget to Council at the beginning of May, followed by the opportunity for the community to provide feedback at the Budget Public Hearing. Council has opportunities to adjust the Manager's Proposed Budget during the Budget Adjustments and Straw Votes Meetings. The process occurs as follows:

1. A Budget Public Hearing is held to allow members of the community to provide feedback on the proposed budget.
2. City Council offers any desired budget adjustments during the Budget Adjustments Meeting. Those adjustments that garner five or more votes move forward for further analysis and inclusion in the Council Straw Votes Meeting.
3. At a later date, Council reconvenes for the Budget Straw Votes Meeting. Any proposed adjustment that receives six or more votes advances for inclusion in the final budget ordinance proposed for adoption.
4. Budget Adoption at a Council Business Meeting must occur no later than June 30 of each year. The budget is formally adopted by City Council by passing a budget ordinance.
5. After the budget is adopted by Council, the Strategy and Budget Department coordinates with Finance and other city departments to close out the current fiscal year budget, enter budget data into the city's financial system, and complete budget-related documents and publications. For the adopted budget to be amended, an action item and ordinance must be brought before City Council and approved by a majority vote.

PHASE I – BUDGET POLICY DEVELOPMENT

October 2022
FY 2024 Operating and FY 2024 – 2028 Capital Budget Kick-off

November 2022
Council Budget and Governance Committee Meeting

- Review FY 2024 Budget Meeting Schedule

December 2022
City Council Business Meeting

- Approve FY 2024 Budget Meeting Schedule

January 2023
City Council Annual Strategy Meeting

February 2023
Council Budget and Governance Committee Meeting
City Council Budget Workshop

- Capital Affordability Update
- Existing Bond Project Updates
- 2024-2028 Bond Outlook
- City Facility Program
- Corridors of Opportunity

March 2023
Council Budget and Governance Committee Meetings
City Council Budget Workshop

- Revenue Update and Economic Forecast
- Operational Staffing, Compensation, and Healthcare
- Financial Partners and Municipal Service Districts

Public Engagement Listening Sessions

April 2023
City Council Budget Workshop

- FY 2024 Revaluation Process
- Revaluation Impacts and Staying in Place Strategies
- CATS Budget Outlook
- Water and Stormwater Budget Outlook

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2023
City Manager’s Proposed Budget
Public Hearing on Proposed Budget
Council Budget Adjustments Meeting
Council Budget Straw Votes Meeting
June 2023
Budget Adoption

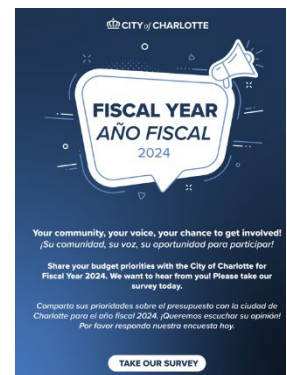
Budget Engagement

The City of Charlotte’s FY 2024 budget engagement process was designed to inform the public on the budget process and to collect feedback to help shape budget recommendations and ensure alignment with the priorities set by City Council and reflect community goals. The city’s engagement campaign leveraged digital and on-foot distribution of key materials to inform the public of the budget process and encourage participation in providing meaningful feedback. This year marked the addition of new tools in the city’s engagement toolbox which included an in-person budget listening session and adding the budget engagement opportunities to the CLT+ App. Key public touchpoints included:

- Budget engagement sessions,
- A budget Community Input Survey, and
- A budget Balancing Act interactive tool.

Budget Engagement Sessions

In March, the City of Charlotte Strategy and Budget Department hosted two virtual and one in-person engagement session. During these sessions, attendees received an overview of the city’s budget process and were provided the opportunity to ask questions and share priorities. The sessions allowed the budget office to receive real-time feedback from Charlotte residents. City staff, including assistant city managers and department directors, were available to answer questions and provide information on city services and how to stay connected throughout the budget process. Engagement sessions had a Facebook reach of over 1,300 people and close to 300 YouTube views.



Budget Community Input Survey

The annual budget community input survey was designed by the Strategy and Budget Department and distributed with the help of Communication and Marketing. The purpose was to gain constructive insights into the budgeting preferences of those who work, live, and play in the City of Charlotte as feedback for the FY 2024 budget development process. This year’s survey had over 1,000 participants.

Priority Area	Rank*
Safe Communities	1st
Great Neighborhoods	2nd
Transportation and Planning	3rd
Well-Managed Government, focused on Equity, Engagement, and the Environment	4th
Workforce and Business Development	5th

* As ranked by survey respondents

Budget Balancing Act

The Balancing Act exercise allows residents to prepare their own version of the budget by adjusting expenses and revenues to achieve a balanced budget. Simulations were submitted, and the results give valuable insight into the priorities of the community, and what the public sees are the best way to allocate funding to achieve those priorities.

Financial Planning

Every Fall city staff begin preparing materials for the upcoming budget cycle. During this time department budgets are reviewed, budget software is updated, proposals are submitted, and long-term planning begins. The Strategy and Budget Department plays a key role in this process by coordinating with departments, engaging with the public, and working alongside the City Manager to advance Council Priorities. From a financial planning standpoint, the Strategy and Budget Department incorporates different financial components that help develop a better understanding of funding levels for the upcoming fiscal year. Revenue forecasts are created, debt capacity is reviewed, and levels of current expenditures are evaluated. These three examinations, along with the Strategic Priority framework set by Council, guide and prioritize funding programmed for initiatives and city services.

Strategic Priorities and Key Initiatives

The City of Charlotte's Strategic Priorities influence long-term financial planning. These priorities are set by City Council, which provides direction and policy guidance. Council-adopted Strategic Priorities include:

- Well-Managed Government, focused on Equity, Engagement, and the Environment,
- Great Neighborhoods,
- Safe Communities,
- Transportation and Planning, and
- Workforce and Business Development.

Specific focuses within these priorities set a framework for the efforts of staff and Council throughout the upcoming year and guide investments through the annual budget process. At the January 2023 Annual Strategy Meeting, Council reaffirmed six key initiatives identified in the table below.

While the six initiatives are listed separately and may be discussed in a stand-alone fashion, there is significant overlap in terms of the goals and objectives across all six initiatives. The initiatives – by design – are intended to be supportive of each other. The following table demonstrates the interconnectedness of Council's priorities, reinforcing integration across priorities and initiatives which is key to making Charlotte the most vibrant city possible. The Well-Managed Government, focused on Equity, Engagement and the Environment priority stands as a fundamental priority inclusive of a commitment to and focus on advancing equity and safeguarding the environment.

Key Initiatives by Strategic Priority Area

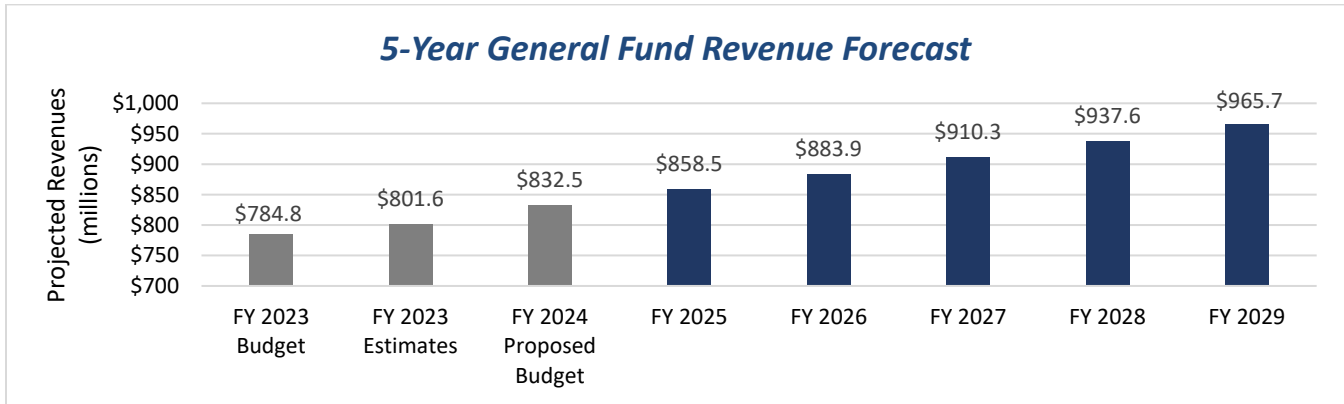
COUNCIL STRATEGIC PRIORITIES					
	Great Neighborhoods	Safe Communities	Economic Development	Transportation and Planning	Well-Managed Government, focused on Equity, Engagement, and the Environment
KEY INITIATIVES	Affordable Housing				
	CLT 2040/UDO SEAP				
	Corridors of Opportunity SAFE Charlotte				
	Mobility				
	Hire Charlotte Arts & Culture Workforce Development				
	Small Business/Minority Business Development				
	Digital Divide				

Long-Term Financial Planning – Future Revenue and Expenditure Projections

In the State of North Carolina municipalities are required by law to approve a balanced budget, discussed on page. Revenue growth is one of the main factors for determining funding levels for future years. A five-year revenue growth forecast is prepared annually as a tool to guide policy and decision-making. By evaluating economic and fiscal conditions, staff can identify important trends that may impact future revenue and expenditure levels, and thus, provide necessary information for policy and decision-makers to adjust to fluctuating conditions. This analysis provides a robust picture of the financial climate the city is operating in today and are likely to experience in the near-future.

5-Year General Fund Revenue Forecast

Moderate Scenario	Forecast								
	FY 2023 Budget	FY 2023 Estimate	FY 2024 Proposed Budget	FY23-FY24 Growth	FY2025	FY2026	FY2027	FY2028	FY2029
Property Tax	\$424.0	\$426.9	\$443.2	\$16.3	\$454.3	\$465.6	\$477.3	\$489.2	\$501.4
Sales Tax	\$129.7	\$142.1	\$144.6	\$2.5	\$149.7	\$156.4	\$163.5	\$170.8	\$178.5
Utility Franchise Tax	\$53.7	\$54.2	\$55.8	\$1.6	\$56.1	\$56.3	\$56.6	\$56.9	\$57.2
County Payment for LESD	\$17.8	\$17.3	\$18.2	\$0.9	\$18.9	\$19.7	\$20.5	\$21.3	\$22.1
Solid Waste Fee	\$31.8	\$31.8	\$35.5	\$3.7	\$36.1	\$36.8	\$37.4	\$38.1	\$38.7
Other Revenues	\$127.9	\$129.3	\$135.2	\$5.9	\$143.4	\$149.1	\$155.1	\$161.3	\$167.7
Total	\$784.8	\$801.6	\$832.5	\$30.9	\$858.5	\$883.9	\$910.3	\$937.6	\$965.7

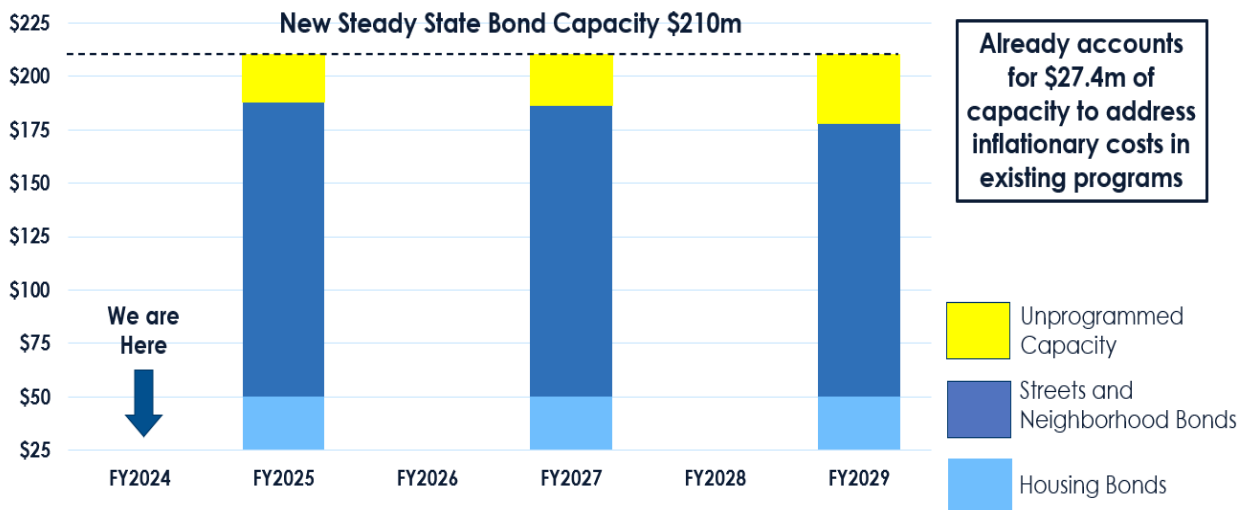


Long-Term Financial Planning – Capital Investment Plan and 5-Year Debt Forecast

The city’s Capital Investment Plan (CIP) for long-term capital infrastructure is a multi-year plan that makes investments to support the growth and vitality of the community and the quality of life. Consistent with best practices, the city annually proposes a five-year CIP. The first year of the plan is adopted by City Council while the remaining four years are provided as a plan. Affordability for capital projects is determined annually using comprehensive debt models that evaluate revenues dedicated to capital, future debt service requirements, and city financial policies. The models measure the ability to issue debt, within the constraints of the financial policies, that can be fully repaid with existing or planned revenues.

Debt is one component of a comprehensive capital planning program used to advance strategic initiatives. General Obligation (GO) Bonds and Certificates of Participation (COPs) are two types of debt the city evaluated within the municipal debt service fund, when considering long-term affordability. In 2018, the city introduced the “Steady State,” which the Capital Investment Plan is adjusted annually based on the current economic forecast and financial capacity. Key drivers for this model include actuals, revised revenue assumptions, projected construction spend rate, and the cost of borrowing. FY 2022 Actuals (Revenues) exceeded budget by \$442 thousand dollars while the spend rate for construction expenses was higher than initial assumptions due to inflation, and interest rates increased faster than originally anticipated. In FY 2023, the city determined there was approximately \$16 million worth of reduced capacity bi-annually to plan projects in the Steady State model. This model helps staff determine funding for capital projects and other long-term expenditures that may arise as economic conditions and priorities transform.

Maintaining Capital Affordability



Major Governmental Funds

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

The city uses three types of funds:

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

The city adopts an annual budget for the General Fund, as required by state statutes. A budget comparison statement is presented in the Annual Comprehensive Financial Report (ACFR) for the General Fund using a budgetary basis.

Major Governmental Funds include:

General Fund – The city’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Debt Service - Accounts for the financial resources accumulated and payments made for principal and interest on debt of governmental activities.

Capital Projects - Accounts for financial resources used for the acquisition, construction, and improvement of capital equipment and facilities. These financial resources are primarily proceeds from bonds, other financing agreements, and taxes.

2. **Proprietary Funds** – Services for which the city charges customers a fee, are generally reported in proprietary funds. The city uses two types of proprietary nongeneral funds: Enterprise Funds and Internal Service Funds.

Enterprise Funds include:

Aviation - Accounts for the operation of the Charlotte Douglas International Airport, owner/ operator of the city’s commercial service airport.

Public Transit - Accounts for the operation of the Charlotte Area Transit System, provider of public mass transportation.

Storm Water - Accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.

Water and Sewer - Accounts for the operation of the Charlotte Water Department, provider of water and wastewater services.

Internal Services Funds are used to account for goods and services that predominantly benefit other city funds and departments or other governments. These funds include:

Risk Management Fund – Accounts for the general insurance program of the city, as well as risk management services provided, on a cost-reimbursement basis, to other governmental units and agencies in Mecklenburg County.

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

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

Non-Major Governmental Funds

Special Revenue Funds

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

- Convention Center Tax Fund – Accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance and operation of convention center facilities, and promotion of tourism.
- Cultural Facilities Fund - Accounts for room occupancy and other tax revenues to be used for the city’s cultural facilities and events.
- Emergency Telephone System Fund – Accounts for revenues distributed by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.
- Employment and Training Fund – Accounts for federal grant revenues to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.
- General Grants Fund – Accounts for revenue from many of the federal, state, and local grants that the city receives on an annual basis. This grant funding is typically required to be used for a specific purpose, such as public safety, transportation, planning, community relations, or other governmental activities.
- Neighborhood Development Grants Fund – Accounts for federal grants to be used for neighborhood activities which develop viable urban communities providing adequate housing and economic opportunities, principally for persons of low- and moderate-income.
- Municipal Services District Fund – Accounts for revenues from property tax on properties within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.
- NASCAR Hall of Fame Tax Fund – Accounts for room occupancy tax to be used for the NASCAR Hall of Fame.
- Powell Bill Fund – Accounts for motor fuel taxes distributed by the state on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.
- Public Safety Communications Fund – Accounts for contributions from City of Charlotte departments and regional partners to be used for the support of the regional public safety radio network.
- Tourism Operating Fund – Accounts for room occupancy and other tax revenues to be used for tourism purposes.

Permanent Fund

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

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

CITY OF CHARLOTTE CITY COUNCIL



Vi Alexander Lyles
Mayor



Braxton Winston
Mayor Pro Tem



Dimple Ajmera
At-large Representative



LaWana Mayfield
At-large Representative



James Mitchell Jr.
At-large Representative



Danté Anderson
District 1



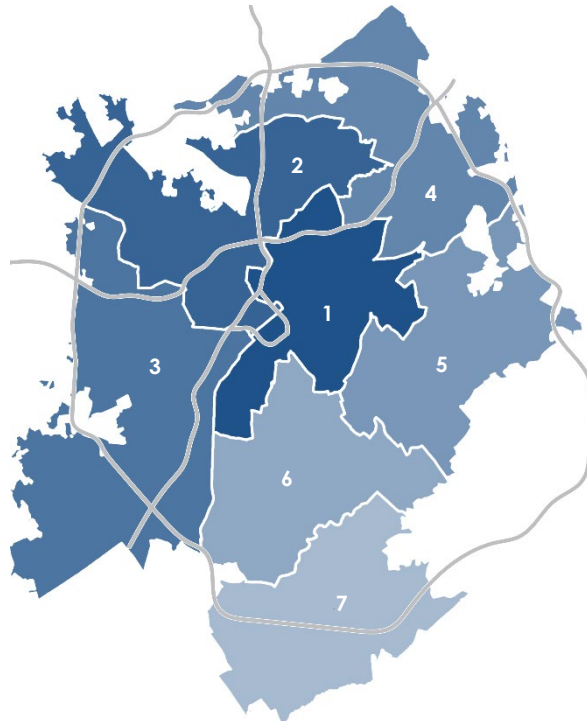
Malcolm Graham
District 2



Victoria Watlington
District 3



Reneé Johnson
District 4



Marjorie Molina
District 5



Tariq Bokhari
District 6

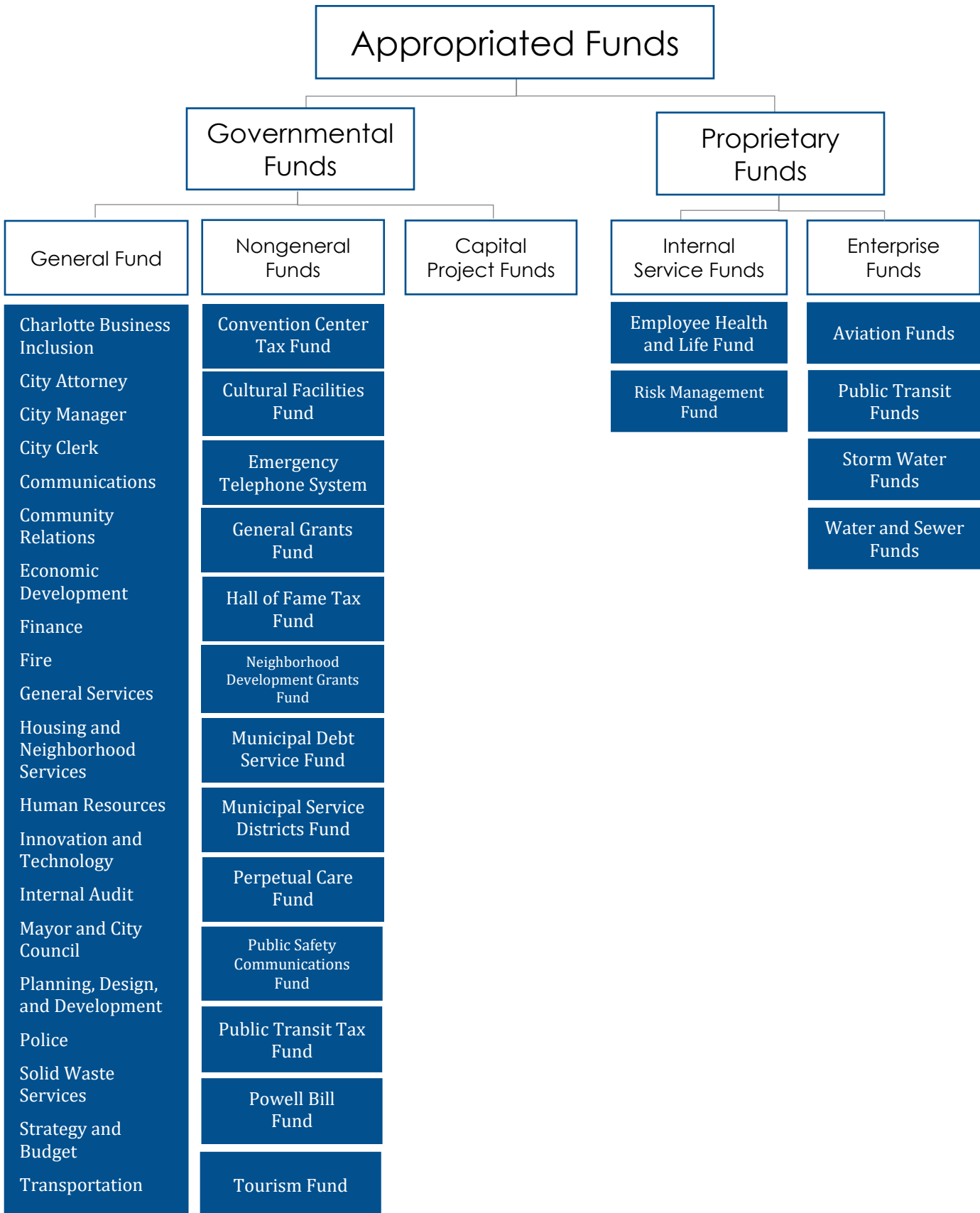


Edmund H. Driggs
District 7

Active Appointed Boards

- Alternative Compliance Review Committee
- Arts and Culture Advisory Board
- Bechtler Arts Foundation Board
- Bicycle Advisory Committee
- Business Advisory Committee
- Charlotte Area Fund Board of Directors
- Charlotte Business INclusion (CBI) Advisory Committee
- Charlotte Equitable Development Commission
- Charlotte International Cabinet
- Charlotte-Mecklenburg Public Access Corporation
- Charlotte's Neighborhood Equity and Stabilization Commission (Charlotte's NEST)
- Charlotte Regional Visitors Authority
- Charlotte Tree Advisory Commission
- Charlotte Water Advisory Committee
- Citizens Review Board
- Citizens' Transit Advisory Group
- Civil Service Board
- Community Relations Committee
- Domestic Violence Advisory Board
- Firefighters' Relief Fund Board of Trustees
- Historic District Commission
- Historic Landmarks Commission
- Housing Appeals Board
- INLIVIAN
- Keep Charlotte Beautiful
- Mint Museum Board of Trustees
- Neighborhood Matching Grants Fund
- Passenger Vehicle for Hire Board
- Planning Commission
- Public Art Commission
- Storm Water Advisory Committee
- Transit Services Advisory Committee
- Waste Management Advisory Board
- Zoning Board of Adjustment

Chart of Accounts



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Charlotte
CITY PROFILE



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CITY OF CHARLOTTE

The City of Charlotte, located in Mecklenburg County, is in the Piedmont region of North Carolina and centered between the Appalachian Mountains and the Atlantic Ocean. Charlotte's location, business-friendly climate, educational and health care resources, and recreational and cultural amenities reinforce its status as a growing regional center in the Southeast.

Charlotte is consistently ranked among the fastest-growing cities in the U.S. with an estimated population of 979,096 and is the most populous city in North Carolina and the 16th largest city in the nation.

This City Profile is a look into Charlotte's high quality of life and the many attractions that continue to bring new

HISTORY AND LOCATION

- ⇒ Charlotte was incorporated in 1768 and became the county seat in 1774.
- ⇒ Referred to as the “Queen City”, Charlotte earned its name from the German born Queen Charlotte, wife of England’s King George III. The county earned its name from Queen Charlotte’s birthplace, Mecklenburg, Germany.
- ⇒ The city presently covers 312.96 square miles of the 546 square miles in Mecklenburg County.

GOVERNMENT STRUCTURE

The City of Charlotte has had a Council-Manager form of government since 1929. Policy-making and legislative authority are vested in a governing council consisting of a mayor and 11 additional members elected every two years on a partisan basis. The Mayor and four City Council members are elected at-large by a citywide vote. The remaining seven Council members are elected by district, from voters who reside in each district.

The City Council is responsible for appointing the City Manager, City Attorney, City Clerk, and members of various boards and commissions. City Council enacts ordinances, resolutions, and orders; approves the annual budget; sets the tax rate; and approves the financing of all city operations. The City Manager is responsible for the daily operations of the organization and implementing the policies set by City Council.



Council-Manager form of government since 1929

- ✓ Elected every 2 years, in odd-numbered years (2 year terms)
- ✓ Mayor & 4 Council members elected at-large by city-wide vote
- ✓ 7 Council members elected from districts by voters in those districts
- ✓ Concurrent partisan elections

TRANSPORTATION AND DISTRIBUTION HUB

The Charlotte region is strategically located between major ports and inland cities, and the region's location allows for two-day truck delivery to Miami, New York, and Chicago. Transportation assets in the region include Charlotte Douglas International Airport, four interstate highways (I-85, I-77, I-485, and I-40), an inland terminal, and two intermodal facilities. Charlotte is also the center of the country's largest consolidated rail system with two major railroads, Norfolk Southern Railway and CSX Transportation.



Foundational to the economic success of the Charlotte region, Charlotte Douglas International Airport (CLT) leads the state as the top economic engine among airports, according to the North Carolina Department of Transportation (NCDOT) Division of Aviation. For 2022, CLT ranked 7th worldwide for landings and takeoffs.

BUSINESS CLIMATE

Charlotte enjoys a vibrant, active, and highly diversified economy that continuously supports business development and expansion for companies of all sizes. The city has become a key player in attracting new talent and innovative companies while also focusing on supporting the growth of small businesses and startups. Charlotte is a city that works hard and plays even harder, with a booming business landscape that welcomes newcomers into an inclusive and resilient community.

Charlotte is consistently recognized for being a top place to live, work, and play:

- #3 Best Business Climate (Site Selection Magazine, 2021)
- #4 Most Diverse Large City (WalletHub, 2023)
- #5 Hottest Housing Market (Zillow, 2022)
- #5 Best Quality of Life (Numbeo, 2022, Americas)
- 25 Best Places to Retire (Forbes, 2022)

According to a 2022 study by CNBC, North Carolina ranked as the best state for business. Charlotte's regional economy, which is the largest in the Carolinas, ranks 21st in the U.S. for total output.

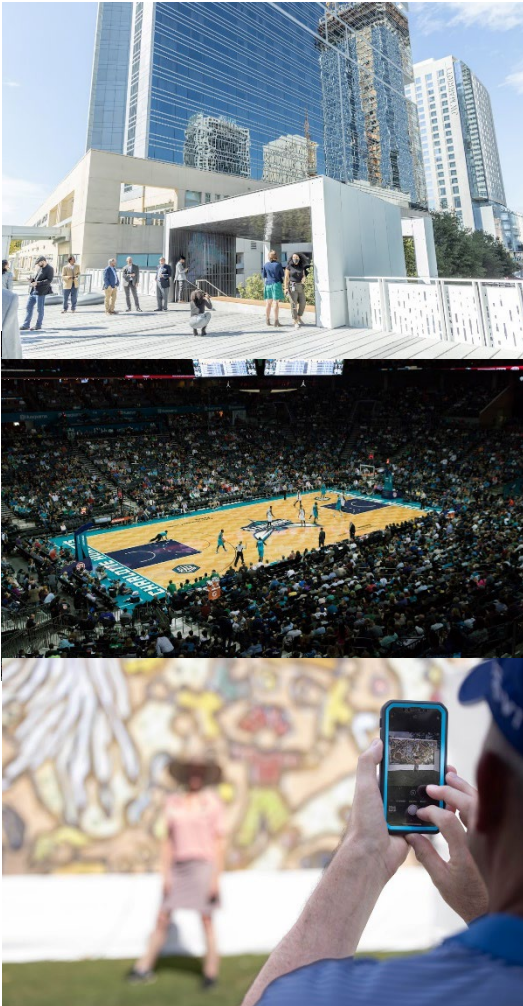
Eight Fortune 500 companies are headquartered in Charlotte, including (2022 rank):

- Lowe's (35)
- Bank of America (36)
- Nucor (98)
- Honeywell (105)
- Duke Energy (145)
- Truist Financial (155)
- Sonic Automotive (300)
- Brighthouse Financial (468)

Charlotte is also home to two of the top ten largest banks headquarters and ranks as the nation's second largest banking center. Bank of America Corporation, the nation's second largest bank with \$2.44 trillion in consolidated assets, and Truist Financial, the nation's seventh largest bank, with \$532.1 billion are headquartered in Charlotte. In August 2022, The Bank of London announced that they would be establishing their US Global Platform & Services headquarters in Charlotte. The new headquarters is expected to create 350 new jobs across multiple disciplines by 2026. Charlotte's strength as a banking headquarters city is foundational to the region's economic success.

RECREATIONAL, VISITOR, AND CULTURAL EVENTS

Charlotte's Venues



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

Charlotte Regional Visitors Authority (CRVA), a component unit of the city, focuses on tourism promotions and facility management for venues such as: Bojangles' Coliseum; Charlotte Convention Center; Ovens Auditorium; and Spectrum Center.

Additionally, CRVA operates the NASCAR Hall of Fame complex. The complex includes the NASCAR Hall of Fame; a 150,000 square foot museum; a 102,000 square foot expansion to the Convention Center, including 40,000 square foot ballroom and NASCAR Plaza; and a 19-story, 393,000 square foot Class A office tower.

Destination of Choice

The tourism industry in the Charlotte region creates jobs and improves the quality of life for the entire community. While the tourism industry continues to operate in the reality of COVID-19, fiscal year 2022 began to see the Charlotte tourism market recover:

- Fiscal year 2022 hotel revenue across Mecklenburg County grew by 93.2 percent over fiscal year 2021 to \$754.5 million,
- Gross prepared food and beverage spending in restaurants and bars within Mecklenburg County grew by 32.6 percent to \$4.39 billion, surpassing the fiscal year 2019 peak by over 20 percent,
- Fiscal year 2022 also saw 18 of the top 20 nights in terms of hotel rooms sold in Charlotte's history.

The Charlotte region once again led the Carolinas in tourism impacts: 29.6 million visitors and \$7.8 billion in direct visitor spending, capping ten consecutive years of growth.

Charlotte is a destination of choice for tourism, conventions and special events including:

- National sports with the Carolina Panthers (NFL) and Charlotte Football Club (MLS) at Bank of America Stadium and the Charlotte Hornets (NBA) at the Spectrum Center
- Minor League Baseball (MiLB) with the Charlotte Knights (a Triple-A affiliate of the Chicago White Sox) at Truist Field
- Minor-league hockey with the Charlotte Checkers (a minor league affiliate of the NHL's Florida Panthers) at Bojangles' Coliseum
- Art, culture, and science at the Bechtler Museum of Modern Art; the Knight Theater; the Harvey B. Gantt Center for African American Arts & Culture; the Mint Museum; the North Carolina Blumenthal Center for Performing Arts; the Charlotte Nature Museum; and the Discovery Place Museum.
- International, national, and local events and conventions are hosted at the Charlotte Convention Center. During fiscal year 2022, the center successfully hosted 285 events with 145,172 in total reported attendance, including 33 conventions and trade shows, 14 assemblies, 19 consumer shows and 219 local events.

EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools (CMS)

CMS is the 17th largest school system in the nation with approximately 140,406 students and 18,578 employees for the 2021-2022 school year. CMS is a consolidated city-county public school system with 96 elementary schools, 49 middle schools, 32 high schools, and three alternative schools.

Higher Education

The greater Charlotte region is home to about three dozen institutions of higher learning, including the state's third- largest university, one of the state's largest community colleges, and a premier culinary school.

- **Central Piedmont Community College** offers nearly 300 associate degree, diploma, and certificate programs at eight campuses within Mecklenburg County.
- **Davidson College**, a liberal arts college in Davidson, North Carolina, serves nearly 2,000 students.
- **Johnson & Wales University's** Charlotte campus, home to more than 1,140 students, offers degrees ranging from baking and pastry arts, to fashion merchandising and retailing, to corporate accounting and financial analysis.
- **Johnson C. Smith University** is a Historically Black College and University (HBCU) offering 23 undergraduate or graduate degrees.
- **Queens University** offers 42 majors, 63 minors, and numerous graduate and certificate programs.
- **University of North Carolina at Charlotte**, a public urban research institution offers bachelor, graduate, and doctoral degrees through seven professional colleges.



There are other opportunities for secondary education in the Mecklenburg County area. Other major colleges and universities with a presence in the County include the Carolinas College of Health Sciences, Northeastern, Wake Forest, The University of South Carolina, Pfeiffer, Wingate and Gardner-Webb.

HEALTHCARE

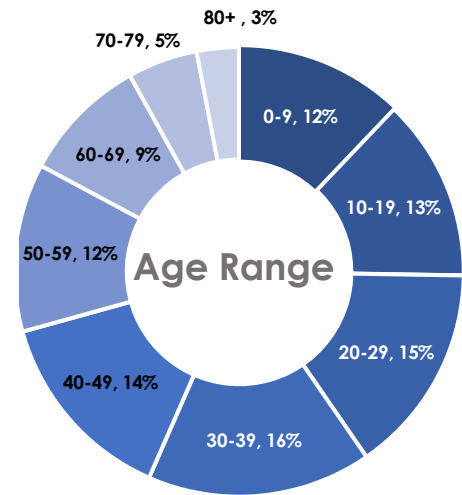
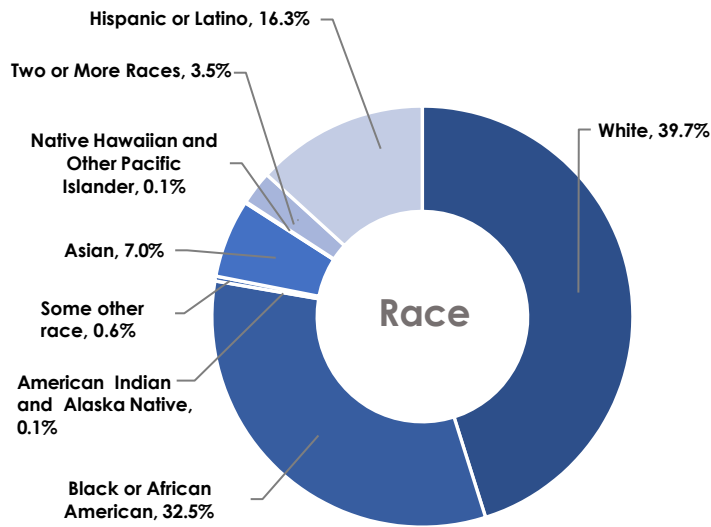
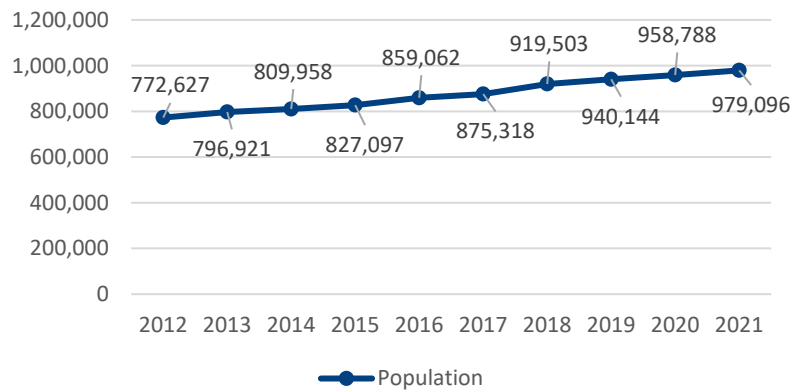
Charlotte and Mecklenburg County are served by a number of healthcare providers ranging from nationally recognized hospital systems to specialized practices.

- **Atrium Health** operates or manages more than 40 hospitals and more than 1,400 care locations across the Carolinas and Georgia. Atrium Health will partner with Wake Forest University to open a four-year medical school in Charlotte in 2024. Atrium Health is part of Advocate Health, the fifth-largest nonprofit health system in the United States, which was created from the combination with Advocate Aurora Health in 2022.
- Novant Health is a four-state integrated network of physician clinics, outpatient centers, and hospitals. With a 624-bed medical center and more than 700 physicians on staff, **Novant Health Presbyterian Medical Center** is one of the largest medical facilities in the region and has been designated a Magnet hospital by the American Nurses Credentialing Center.

POPULATION AND DEMOGRAPHICS

With an estimated population of 979,096, Charlotte is the most populous city in North Carolina and the 16th largest city in the nation. Charlotte has been one of the fastest growing cities in the country, with an average growth rate of over 2.4 percent during the past 10 years. Many factors have attracted new residents and businesses to the region, including diverse employment opportunities, a relatively low-cost of living, and the city's unique character. Charlotte is expected to continue to experience a high growth rate. Based on current projections, Charlotte is expected to add over 385,000 new residents over the next 20 years. The charts on this page provide an overview of Charlotte's population growth and current demographics.

Population



Ethnicity: Based on 2020 Census Redistricting Data

Age Range: Based on 2020 American Community Survey Data

179,642
Fire Calls
for Service

1,727
Metric tons of
Carbon Dioxide
Avoided

1,217
Affordable
Housing Units
Funded

712
Commercial and
Subdivision
Approvals

CITY SERVICES AND AMENITIES

The City of Charlotte appropriates approximately \$3.33 billion in operating and capital funds to provide the community with exceptional services and amenities. The following is FY 2022 data for some of the many city-provided services and amenities.

17,820
Trip Hazards
Removed from the
Right-of-way

2
New Company
Announcements

12.23
Miles of New
Sidewalks

371,334
Police Calls
for Service

415,205
Tons of Refuse,
Recyclables, Yard,
and Bulky Waste
Collected

23,276
feet of Aging Pipe
Rehabilitated or
Replaced

171
Rezoning
Approvals

67,000
Pounds of Trash
Removed from
Waterways

8,650
Animal Intakes

117.54M
Gallons of Drinking
Water per Day

STRATEGIC PRIORITIES

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STRATEGIC PRIORITIES

At the January 2023 City Council Annual Strategy Meeting, Council reaffirmed their focus on five strategic priorities. During this time Council highlighted the interconnectedness of priorities and the fundamental focus of the Well-Managed Government priority with a refined focus to include advancing equity and safeguarding the environment. Council's priorities create a well-structured foundation for aligning the delivery of city services and measuring the city's progress. An annual review and adoption of performance measure objectives, measures, actuals and targets, provides a view of how city services and investments progress year-to-year. The strategic priorities serve to set a focus on the higher-level policy framework to guide the city's steady progress.

The strategic priorities defined by City Council guide decision-making and align resource allocation:

- **Well-Managed Government, focused on Equity, Engagement, and the Environment**

Ensuring the city demonstrates inclusivity through commitment to and focusing on equity and safeguarding the environment; leadership in financial stewardship; reviewing best practices; and maintaining consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

- **Great Neighborhoods**

Focusing on comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

- **Safe Communities**

Ensuring neighborhoods are safe, healthy, and inclusive, with a focus on policing, fire protection, and community relations.

- **Transportation and Planning**

Anticipating and planning for the growth of the community. Addressing growth with strategic investments, building, and maintaining a comprehensive transportation network, and placemaking strategies that encourage connection between neighborhoods and employment centers.

- **Workforce and Business Development**

Building and maintaining a successful business climate and workforce talent, including the number of jobs with sustainable wages/benefits; economic opportunity for all residents; and encouraging business development, innovation, and entrepreneurship.

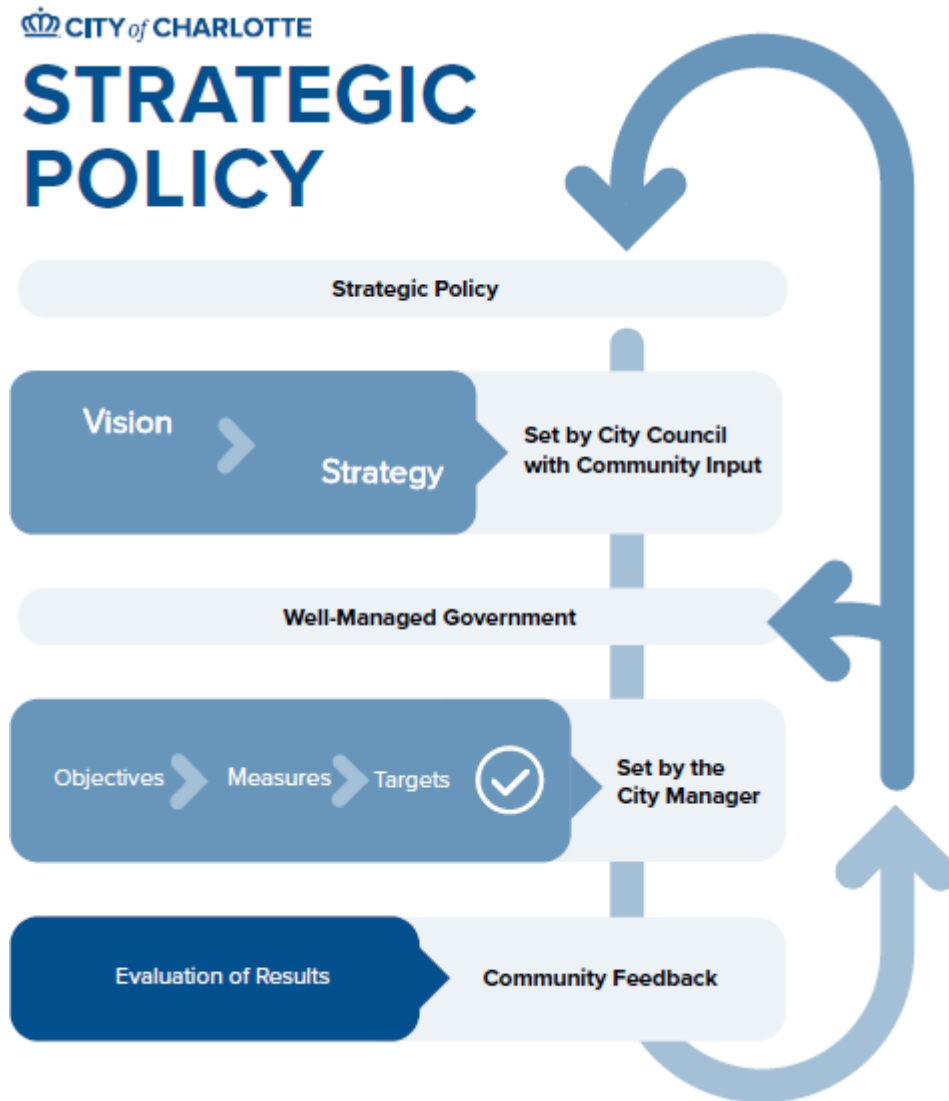
The development of the FY 2024 budget was guided by the strategic priorities with funding directed towards programs and services that support these priorities. The priorities serve as the foundation for funding decisions and setting objectives.

As part of the budget process, each department identifies and reviews measures to track efforts in achieving the objectives and established targets. The objectives link the efforts to advancement of the citywide priorities, and the measures gauge advancement within each of the priority areas. The strategic development process also incorporates input and feedback from community engagement initiatives and events.

The following is an overview of the strategic planning process and a visual depiction of how the work of the departments is assessed in terms of objectives, measures, and targets in advancing the strategic priorities toward achieving Council’s vision.

- Objectives: An objective is the driver which describes the desired outcome that if achieved will further progress in advancing the strategic priorities.
- Measures: Performance measures are metrics or indicators which assess progress towards meeting the objective.
- Targets: Serving as a benchmark, targets are established to evaluate the effectiveness of efforts in meeting the objectives.

The Priority Setting Model below displays how each component builds toward the vision and priorities of the city.



Department-specific performance measures for each strategic priority are included in individual department pages. Selected performance measures from department plans are included in the following pages. These measures highlight an important link in the internal roadmap of progress towards each strategic priority area.

FOUNDATIONAL FOCUS:

Well-Managed Government, focused on Equity, Engagement, and the Environment

A foundational component within each of the four strategic priorities is a continued focus on well-managed government. This focus guides continuous efforts of equity and accountability as the city strives to promote efficient, effective, inclusive, and dependable services to the community.

The city's reputation as a financially well-managed government is reflected in continued AAA bond ratings, the annual receipt of the Government Finance Officers Association's award for budget and financial statements, and unmodified opinions on external audit reports. Operational efficiencies and innovations are highlighted by the many external recognitions received by the city and staff. Some highlights include:

- Government Financial Officers Association (GFOA) Triple Crown – Received (Budget, ACFR, PACFR)
- #1 – Healthiest Employers in the Charlotte Region – Charlotte Business Journal
- #39 – Healthiest 100 Workplaces in America
- 2022 Engineering Excellence Award from the American Council of Engineering Companies
 - Qualifying for the Solid Waste Association of North America (SWANA) national sanitation equipment operator competition, with one staff person being awarded the top ranked rear loader driver in North America for public and private industry
 - Solid Waste Services recognized by the NC Department of Labor, OSH Division, for increased safety enhancements to the rear of Solid Waste Services' collection vehicles
- City of Charlotte designated as a Tree City USA for the 43rd consecutive year
- US Green Building Council awarded LEED Gold Certification to the city's NE Equipment Maintenance Facility (December 2022)
- Sustain Charlotte - Charlotte Sustainability Awards nomination – 2040 Policy Map + Equitable Growth Framework
- Charlotte Douglas International Airport received the 2022 Air Compliance Excellence award from Mecklenburg County Air Quality
- 2022 Platinum and Gold peak performance award for wastewater treatment plant from the National Association of Clean Water Agencies
- Partnership of the Year during the 2022 NC Statewide Minority Enterprise Development Week
- Beyond 77: American Council of Engineering Companies of NC 2023 Honors Award for Engineering Excellence, November 2022
- North Carolina Chapter of American Planning Association – Best Comprehensive Plan/Large City
- Charlotte Douglas International Airport – Facilities Division received recertification as a Carolina Public Sector Star from the NC Department of Labor on October 26th, 2022
 - The Carolina Star Program recognizes leaders in occupational safety and health that are successfully protecting employees from death, injury, and illness by implementing comprehensive and effective safety and health programs and management systems.
- 2022 Platinum and Gold Peak Performance Award for every wastewater treatment plant from the National Association of Clean Water Agencies

In addition to developing further efficiencies and innovative approaches to service delivery, the city strives to further refine internal service models to ensure the optimal balance of controls and streamlined services is achieved. An example of this effort includes consolidating technology resources previously allocated across departments to standardize service delivery, strengthen controls, and leverage knowledge across the city.

Additional continuous improvement efforts include the city's focus on being an employer of choice. This effort is demonstrated within the compensation plan for employees designed to promote upward mobility through clear career paths and increase pay equity across similar job classes and functions.

Highlights of measures for the Well-Managed Government, focused on Equity, Engagement, and the Environment priority area are provided in the following table:

Well-Managed Government, focused on Equity, Engagement, and the Environment

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Maintain permanent history of government actions	Percent of meetings completed, published to web, and available for public access upon request within 30 days of original meeting	81%	100%	100%
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Ensure equitable service delivery	Conduct a review of community engagement activities to identify potential gaps in reaching all members of the community	New Measure	New Measure	Complete review and assess findings for implementation
Secure the city's information technology systems	Percent of city staff annually completing refresher information technology security training	100%	100%	100%
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	\$163/ton (FY 2022 North Carolina Average \$221)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$75/ton (FY 2022 North Carolina Average \$95)	< North Carolina statewide average	< North Carolina statewide average
Enable access to data, technology, and digital services to empower the community	Annual percentage increase in the community's use of city mobile apps including CLT+	37.0%	≥10%	≥10%
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	38	≥38	≥42
Increase diversity	Percent of women and persons of color included in the firefighter applicant pool	41%	≥45%	≥45%

PRIORITY: Great Neighborhoods

This priority area encompasses a holistic approach for neighborhoods. A comprehensive focus on neighborhood development includes policies for affordable housing, enhancing community relations, and providing opportunities for residents that sustain great neighborhoods.

Highlights of measures for the Great Neighborhoods priority area are provided below:

Great Neighborhoods				
Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Preserve and increase affordable housing	Number of new affordable housing units funded	1,217	≥900	≥900
	Number of units acquired and/or rehabilitated and restricted for low- to moderate-income residents	150	≥200	≥200
	Number of down payment assistance loans provided	90	≥250	≥125 ¹
Create and enhance community vibrancy and identity in the Corridors of Opportunity	Annual number of Corridors of Opportunity placemaking projects completed	New Measure	≥5	≥5
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.46	≤2	≤2
Provide equitable residential curbside services	Geographic distribution of yard waste collections and bulky item collection requests	Bulky calls-for-service collections GIS data analyzed; frequency analyzed by address	Analyze GIS data to determine equity metric	Analyze GIS data to determine equity metric
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	≥90%	≥90%
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to economically disadvantaged communities for neighborhood improvement projects such as art and beautification, festivals, special events, and public safety	35	≥60	≥60

¹Target reduced based on down payment assistance projections and market conditions.

PRIORITY: Safe Communities

The Safe Communities strategic priority area emphasizes the city’s commitment to making all communities safe, healthy, and inclusive. This commitment is emphasized by creating policies and practices for policing, fire protection, and community relations that promote equity and inclusion. The major emphasis of this priority area is collaborating with the community with a focus on creating and maintaining safe neighborhoods across all of Charlotte.

Highlights of measures for the Safe Communities priority area are provided below:

Safe Communities				
Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Reduce victimization	Percent change in crime rate per 100,000 population	1.4% decrease	≥3% decrease	≥3% decrease
Provide alternative response options for Police calls	Year-over-year change in number of Police response events responded to by the Community Policing Crisis Response Team	67% increase	≥15% increase	≥15% increase
Timely response to calls for service	Average Police response time to priority 1 emergency calls for service	7 minutes	<7 minutes	<7 minutes
Remove physical barriers for people with disabilities in the right-of-way as per the ADA	Number of physical barriers removed in accordance with ADA	483 Curb Ramps	≥400	≥400
Efficient dispatch of companies	Percent of 911 calls dispatched within 60 seconds	98.8%	≥90%	≥90%
Provide public education instruction to promote safety for families	Percent of CMS third graders receiving fire prevention education in 111 schools	100%	100%	100%
Build trust and confidence with the community	Percent of 911 calls answered within 10 seconds	99.7%	≥90%	≥90%
Timely response to calls for service	Percent of calls for Fire response responded to within six minutes	81%	≥90%	≥90%
	Percent of calls with fourth-due fire company (effective firefighting force) total response time for structure fire calls responding within 10 minutes 20 seconds	92.3%	≥90%	≥90%

PRIORITY: Transportation and Planning

The Transportation and Planning strategic priority area encompasses Charlotte’s current and future land development, urban design, and transportation needs to promote connectivity, accessibility, and mobility for residents and visitors citywide. This priority area centers on developing the future of Charlotte through proactive land use planning and connecting neighborhoods with places to work and play while ensuring access to needed services and amenities.

Highlights of measures for the Transportation and Planning priority area are provided below:

Transportation and Planning				
Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects constructed by established target dates	New Measure	≥85%	≥85%
	Percent of real estate processes that meet the estimated real estate portion of the construction schedule	New Measure	≥75%	≥75%
Enhance existing water infrastructure	Feet of aging pipe rehabilitated or replaced	23,276	≥55,000	≥40,000 ²
Provide infrastructure growth that provides access to the Charlotte Douglas International Airport	Progress on studies, land acquisitions, and land development	New Measure	Identify winning proposals for four development areas in Destination District West	Obtain signed leases on remaining sections of Destination District West
Safely drain surface water runoff from rain	Miles of storm water infrastructure system rehabilitated or installed	26.8 miles over 3 years	≥20 miles over 3 years	≥20 miles over 3 years
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Miles of new sidewalks	12.23	≥10	≥10
Partner with customers to approve development plans in an efficient and collaborative manner that help build a safe and thriving community	Percent of land development reviews and inspections completed by targeted timeframe within compliance	89.63%	≥90%	≥90%
	Percent of rezoning cases reviewed by staff by the designated deadline	New Measure	≥90%	≥90%
	Percent of Historic District administrative review applications completed within 30 days of complete application submission	New Measure	100%	100%

²Measures adjusted to account for feasibility within resource capacity and contractual constraints.

PRIORITY: Workforce and Business Development

The strategic priority of Workforce and Business Development is measured by creating great places that promote regional economic growth, expanding the availability of good paying jobs through transformative projects, and attracting, growing, and retaining new and existing businesses with a focus on increasing opportunities for upward mobility.

The City of Charlotte supports diverse businesses and economic opportunities for all. Building and maintaining a successful business climate promotes workforce development, increases the number of jobs with sustainable wages and benefits, provides economic opportunity, and encourages innovation and entrepreneurship.

Highlights of measures for the Workforce and Business Development priority area are provided below:

Workforce and Business Development				
Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Increase business relocations to Charlotte and expansions of existing businesses	Dollar amount of private investment in the city	\$18,950,000 ³	≥\$300,000,000	≥\$300,000,000
	The number of jobs generated by the city's Business Investment Grants (retained and new)	348 ³	≥5,000	≥5,000
Support workforce development through the Education Assistance Policy that provides pre-payment assistance for certain courses or job certifications at the community college level	Number of employees enrolled in a course of study under the terms of the policy	New Measure	≥30	≥30
Leverage joint resources between the city and Central Piedmont Community College (CPCC) to support multiple workforce development initiatives through placement of graduated CPCC students into full-time city job vacancies	Number of CPCC graduates placed directly from school to employment in a full-time city job	New Measure	≥3	≥3
Provide access to job training and employment opportunities for youth and adults	Number of apprentices in Aviation's Apprenticeship Program	6	≥5	≥8
Engage with and support the community	Number of residents completing the Aviation Academy (8-month program)	27	≥25	≥25

³FY 2022 actuals specific to inbound job announcements were affected by volatility caused by the COVID-19 pandemic.

DEPARTMENT BUDGETS

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**DEPARTMENT BUDGETS
GENERAL FUND**

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Charlotte Business Inclusion

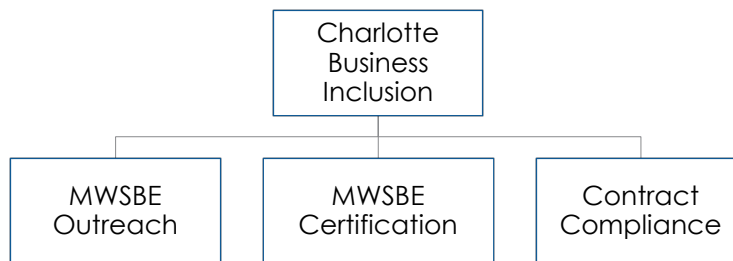
Mission Statement

To make Charlotte the best place to do business today and in the future by generating equitable economic growth opportunities, building strategic partnerships, and maximizing resources. Collectively, the team advances the community by creating and sustaining great places, cultivating an environment where all businesses can innovate and prosper, and fostering a diversified talent pipeline with an ongoing focus to elevate efforts.

Department Overview

- Administer the city’s Minority, Women, and Small Business Enterprise (MWSBE) program and policies
- Support the MWSBE business community by ensuring all city projects, initiatives, and opportunities are programmed with an equity lens
- Provide services to build and sustain prosperity, retain and grow jobs, and increase the tax base
- Drive public/private partnerships, business attraction and retention, small business and entrepreneurial growth, corridor revitalization, and talent development

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 ¹ Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	-	-	-	\$1,291,210	100.0 %
Operating Expenses	-	-	-	\$158,650	100.0 %
Total Expenditures	-	-	-	\$1,449,860	100.0 %

¹The Proposed FY2024 Budget includes the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment includes a transfer of \$1,098,496 from General Services to Charlotte Business Inclusion and a 32.0 percent increase in funding for the Charlotte Business Inclusion Office.

Charlotte

Business Inclusion

FY 2024 Adjustments

Budget Action	FTE	Amount
Realign Charlotte Business Inclusion as a department Realign Charlotte Business Inclusion funds from General Services to the newly formed Charlotte Business Inclusion Office. There is a corresponding entry in General Services.	9.00	\$1,098,496
Enhance outreach and reporting Add a Business Inclusion Specialist Lead and Marketing Coordinator to work with liaisons in each department to support contract diversity, inclusion participation, and the development of performance and risk mitigation strategies.	2.00	\$182,872
Enhance project coordination Add a Management Analyst to work with stakeholders including department management, vendors, and certified firms to ensure compliance with Charlotte Business Inclusion policy.	1.00	\$107,661
Provide funds for training and event support Provide funds for training and events to support diversity and outreach events.	-	\$25,000
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$35,831
	Net Change	12.00
		\$1,449,860

Charlotte

Business Inclusion

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Workforce and Business Development				
Increase the number of certified Minority, Women, and Small Business Enterprises (MWSBE) in city certification program	Number of certified MWSBE firms eligible to do business in the city program	1,600	≥1,600	≥1,600
Increase the amount of spend with city certified Minority, and Women Enterprises (MWBE)	Percent of spend with eligible city certified MWBE firms.	10.8%	≥11.0%	≥11.0%
Increase participation of Minority, Women, and Small Business Enterprises (MWSBE) in city solicitations	Percent of formal, City Council-approved solicitations that meet or exceed established MWSBE utilization goals	97%	≥96%	≥96%

Charlotte

Business Inclusion

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Officer	-	-	-	1.00	1.00
Business Inclusion Officer	-	-	-	1.00	1.00
Business Inclusion Specialist	-	-	-	4.00	4.00
Business Inclusion Specialist Lead	-	-	-	3.00	3.00
Business Inclusion Supervisor	-	-	-	1.00	1.00
Management Analyst	-	-	-	1.00	1.00
Marketing Coordinator	-	-	-	1.00	1.00
Department Total FTE	-	-	-	12.00¹	12.00

¹ FY 2024 includes the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment includes the transfer of 9.0 FTEs from General Services to the Charlotte Business Inclusion Office. The FY 2024 Proposed Budget also includes the addition of 3.0 FTEs.

Charlotte

Business Inclusion

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Support CBI Programming	\$1,000,000	PAYGO	355
Total	\$1,000,000		

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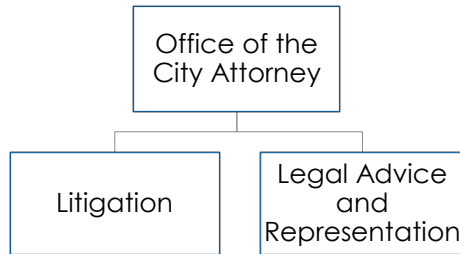
Mission Statement

Ensure that appropriate legal services are provided in accordance with the highest professional and ethical standards.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$5,920,224	\$6,572,155	\$7,361,262	\$7,956,128	8.1 %
Operating Expenses	\$343,751	\$408,220	\$435,337	\$464,548	6.7 %
Department Charges	-\$2,576,588	-\$3,044,475	-\$3,101,114	-\$3,024,200	2.5 %
Total Expenditures	\$3,687,386	\$3,935,900	\$4,695,485	\$5,396,476	14.9 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$177,976
Add Management Analyst to expand administrative support Add a Management Analyst to provide administrative and legal support to senior attorneys.	1.00	\$87,544
Provide additional funds for non-personnel and professional development Provide funds to support professional requirements such as annual license renewals and memberships, as well as conferences, travel, and other professional development opportunities.	-	\$10,052
Transition two positions to the city's Cost Allocation Plan Technical adjustment to transition two existing positions previously funded by Charlotte Water and Storm Water into the city's Cost Allocation Plan. This accounting action results in an increase in expenditures that will be primarily offset by revenue from the city's Cost Allocation Plan.	-	\$297,740
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$65,840
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$42,680
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$19,159
	Net Change	\$700,991

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Workforce and Business Development				
Provide opportunities for law students to gain work experience in government practice	Number of internships provided	Two internships and one externship provided	Two internships for 2 nd year students; one internship for 1 st year students	Two internships for 2 nd year students; one internship for 1 st year students
Educate Minority, Women, and Small Business Enterprise (MWSBE) law firms of legal service opportunities with the city	Number of presentations held	2	Convene two presentations	Convene two presentations
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Timely public record responses	Percent of public records requests responded to within two business days	100%	≥90%	≥90%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	1.00	1.00
Administrative Officer I	1.00	1.00	1.00	-	-1.00
Administrative Officer III	1.00	1.00	1.00	-	-1.00
Assistant City Attorney I	1.00	5.00	4.00	4.00	-
Assistant City Attorney II	10.00	7.00	2.00	3.00	1.00
Assistant City Attorney Lead	2.00	5.00	5.00	5.00	-
Assistant City Attorney Senior I	-	2.00	9.00	10.00	1.00
Assistant City Attorney Senior II	-	9.00	10.00	8.00	-2.00
Assistant City Attorney Supervisor	-	3.00	3.00	3.00	-
City Attorney	1.00	1.00	1.00	1.00	-
Deputy City Attorney	2.00	1.00	1.00	1.00	-
Legal Secretary	2.00	2.00	2.00	1.00	-1.00
Management Analyst	-	-	-	1.00	1.00
Paralegal	5.00	5.00	5.00	6.00	1.00
Senior Assistant City Attorney	14.00	-	-	-	-
Department Total FTE	39.00	42.00	44.00	45.00	1.00

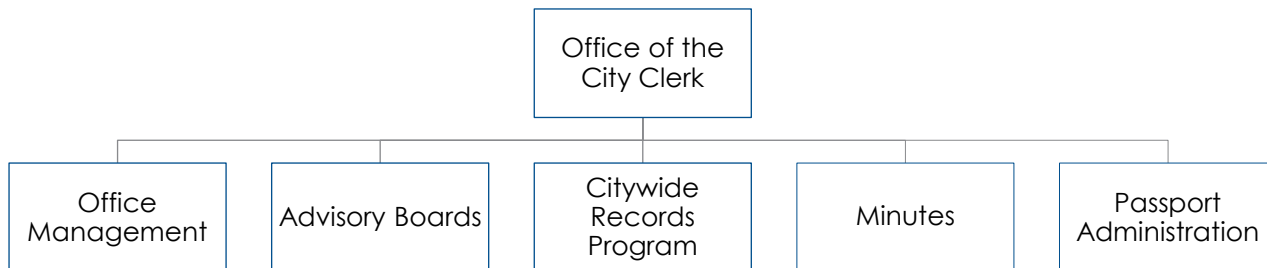
Mission Statement

Provide professional support and a high level of customer service to the Mayor and City Council, staff, and the public that encourages transparency and participation in city government, accessible and accurate public information, and official records while respecting the historical value of all materials entrusted to the office as custodians of the public’s records.

Department Overview

- Maintain a permanent history of government actions
- Assist Mayor and City Council with record requests and oaths of office
- Administer appointment process for boards and commissions
- Administer the speakers list for City Council meetings
- Create, dispense, and archive verbatim minutes of all City Council meetings
- Administer the citywide records request program by managing public records, research, and access to public records
- Maintain the Code of Ordinances

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Licenses, Fees, Fines	\$63,562	\$58,153	\$59,800	\$61,000	2.0 %
Charges for Current Services	-	-	-	\$129,270	100.0 %
Total Revenues	\$63,562	\$58,153	\$59,800	\$190,270	218.2 %
Expenditures					
Personnel Services	\$797,287	\$706,209	\$942,295	\$1,040,624	10.4 %
Operating Expenses	\$162,063	\$168,545	\$206,575	\$212,125	2.7 %
Total Expenditures	\$959,350	\$874,754	\$1,148,870	\$1,252,749	9.0 %
Net Expenditures	\$895,788	\$816,601	\$1,089,070	\$1,062,479	-2.4 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$18,849
Provide funds for passport scheduling software Provide funds to support annual expenses for a passport services electronic appointment system. This system allows residents to make appointments online for both passport and photo services.	-	\$3,600
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$69,780
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$9,700
Update allocations for Internal Services Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated costs of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,950
Net Change	-	\$103,879

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain permanent history of government actions	Percent of meetings completed, published to web, and available for public access upon request within 30 days of original meeting	81%	100%	100%
Certify, maintain, and process all official documents in a timely manner	Percent of official documents certified and processed within seven days of approval/receipt	100%	100%	100%
Enhance public access to government records	Number of public records requests received and completed within 30 days	83%	≥90%	≥90%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Officer I	2.00	2.00	5.50	-	-5.50
Administrative Officer III	1.00	1.00	1.00	-	-1.00
Administrative Officer IV	1.00	1.00	1.00	-	-1.00
Administrative Officer	-	-	-	2.00	2.00
Administrative Officer Lead	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	1.00	1.00
Administrative Specialist	-	-	-	3.50	3.50
City Clerk	1.00	1.00	1.00	1.00	-
Deputy City Clerk	1.00	1.00	1.00	1.00	-
Office Assistant V	2.00	2.00	-	-	-
Department Total FTE	8.00	8.00	9.50	9.50	-

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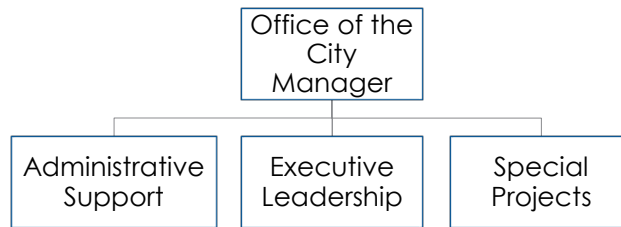
Mission Statement

Provide high-quality public service delivery and exceptional strategic leadership in the administration of Mayor and City Council priorities that promote safety, trust, and accountability, while improving the quality of life for all residents.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$2,283,828	\$2,280,983	\$2,685,896	\$2,997,606	11.6 %
Operating Expenses	\$260,008	\$308,497	\$327,776	\$357,525	9.1 %
Capital Outlay	\$19,721	-	-	-	0.0 %
Total Expenditures	\$2,563,557	\$2,589,480	\$3,013,672	\$3,355,131	11.3 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$68,565
Capture vacancy savings Align the department's personnel budget in FY 2024 to anticipated costs including personnel attrition.	-	-\$32,000
Transfer Special Assistant to CATS Realign a Special Assistant from the City Manager's Office to CATS to help the CATS CEO manage organizational change.	-1.00	-\$285,687
Add dedicated workforce development executive Add a Special Assistant to the City Manager to support workforce development initiatives throughout the city.	1.00	\$274,355
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also includes the reclassification of an Assistant to the City Manager to a Special Assistant to the City Manager.	-	\$274,837
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$11,640
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$29,749
	Net Change	\$341,459

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Arts & Culture Officer	-	-	1.00	1.00	-
Assistant City Manager	3.00	3.00	3.00	3.00	-
Assistant to City Manager II	3.00	3.00	1.00	-	-1.00
Assistant to City Manager Senior	-	-	1.00	-	-1.00
Assistant to the City Manager	-	-	-	1.00	1.00
Assistant to the City Manager's Office	-	-	-	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	-
Deputy City Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to City Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to City Manager's Office	1.00	1.00	1.00	-	-1.00
Intergovernmental Relations Manager	1.00	1.00	1.00	1.00	-
Special Assistant to the City Manager	-	-	1.00	2.00	1.00
Department Total FTE	11.00	11.00	12.00	12.00	-

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Communication & Marketing

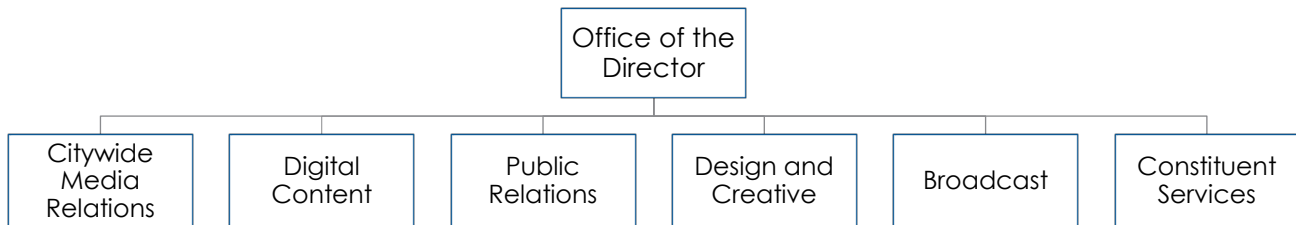
Mission Statement

To develop innovative and strategic communication and marketing solutions that advance the city’s overall vision and tell the stories that shape Charlotte.

Department Overview

- Develop and implement strategic communications for departments and the residents of Charlotte
- Respond to media inquiries and public record requests, develop press releases, provide crisis communications, and manage social media presence
- Provide marketing strategy, brand development and management, and coordinate city website information

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$3,488,277	\$3,803,280	\$4,022,453	\$4,130,549	2.7 %
Operating Expenses	\$604,017	\$819,115	\$704,447	\$668,482	-5.1 %
Total Expenditures	\$4,092,294	\$4,622,395	\$4,726,900	\$4,799,031	1.5 %

Communication & Marketing

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$72,504
<p>Adjust non-essential department expenditures</p> <p>Adjust non-essential department expenditures based on identified efficiencies. The discretionary budget for advertising, specialty department supplies, contractual services, and travel will be reduced.</p>	-	-\$47,000
<p>Provide funds for Closed Captioning</p> <p>Technical adjustment to increase funds for closed captioning services in support of the Americans with Disabilities Act implementation plan.</p>	-	\$9,310
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$672
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.</p>	-	\$34,920
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$1,725
Net Change	-	\$72,131

Communication & Marketing

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Improve the city's website accessibility, including improved global search, skip navigation, and text increase/decrease menu options	ADA compliant score for government websites	62	≥85 out of 100	≥85 out of 100
Increase consistent branding and utilization of style guides citywide	Number of Quality Assurance trainings and engagement touchpoints with branding and communication stakeholders	34	30 trainings and/or engagement touchpoints	30 trainings and/or engagement touchpoints
Increase content highlighting City of Charlotte's engagement with the community	Number of yearly stories	New Measure	New Measure	250 Stories

Communication & Marketing

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer II	1.00	1.00	-	-	-
Administrative Officer IV	1.00	1.00	1.00	-	-1.00
Administrative Secretary I	1.00	1.00	1.00	-	-1.00
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Chief Marketing Officer	1.00	-	-	-	-
Communications Director	1.00	1.00	-	-	-
Constituent Services Division Manager	1.00	1.00	1.00	1.00	-
Content Webmaster	2.00	2.00	2.00	2.00	-
Corporate Communication Specialist	5.00	5.00	6.00	5.00	-1.00
Corporate Communication Specialist Senior	3.00	4.00	4.00	5.00	1.00
Creative Services Supervisor	1.00	1.00	1.00	1.00	-
Deputy Communication Director	-	1.00	1.00	1.00	-
Director of Public Information	-	-	1.00	1.00	-
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Mayor & City Council Support Specialist	4.00	4.00	4.00	6.00	2.00
Mayor & City Council Support Specialist Associate	1.00	1.00	1.00	-	-1.00
Mayor & City Council Support Specialist Senior	1.00	1.00	1.00	-	-1.00
Public Info Specialist Senior	1.00	3.00	3.00	3.00	-
Public Information Specialist	1.00	1.00	1.00	1.00	-
Public Service Coordinator	3.00	3.00	3.00	3.00	-
Public Services Division Manager	1.00	1.00	1.00	1.00	-
TV Station Manager	1.00	1.00	1.00	1.00	-
Video Producer/Director	1.00	1.00	1.00	1.00	-
Department Total FTE	33.00	36.00	36.00	36.00	-

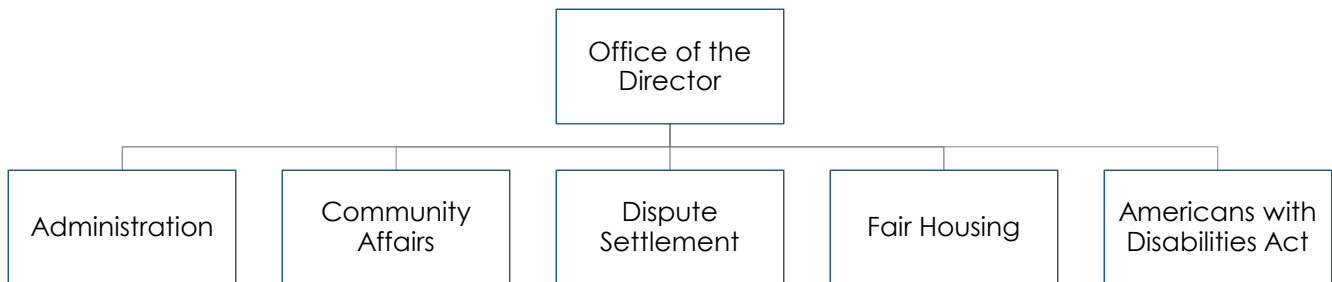
Mission Statement

Empower, collaborate, engage, and promote opportunities to create positive outcomes.

Department Overview

- Serve as the human relations agency for the City of Charlotte and Mecklenburg County
- Work to prevent discrimination and ensure fair practices and access for all
- Facilitate dialogue, mediation, and training to increase understanding and improve community harmony
- Provide training on the Americans with Disabilities Act (ADA) to help promote accessibility across the city

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Intergovernmental - State	-	-	-	\$65,578	100.0 %
Total Revenues	-	-	-	\$65,578	100.0 %
Expenditures					
Personnel Services	\$1,790,549	\$1,891,424	\$2,178,287	\$2,454,850	12.7 %
Operating Expenses	\$118,513	\$194,246	\$125,484	\$143,222	14.1 %
Department Charges	-\$377,990	-\$302,669	-\$179,710	-\$144,981	19.3 %
Total Expenditures	\$1,531,072	\$1,783,001	\$2,124,061	\$2,453,091	15.5 %
Net Expenditures	\$1,531,072	\$1,783,001	\$2,124,061	\$2,387,513	12.4 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$42,840
Support youth mediation training Add Community Relations Specialist to support the development and implementation of programs and initiatives that advance youth programming. This position provides mediation, conflict resolution training, and youth programming in partnership with the Charlotte-Mecklenburg Police Department (CMPD).	1.00	\$96,675
Enhance dispute settlement services Add one Community Relations Specialist position to support service-delivery. This position will provide mediation and conciliation services for Medicaid appeals, serve as backup for private warrant court and backup for magistrate referrals. This action funds a previously approved position, and will be partially reimbursed by revenue.	1.00	\$90,942
Strengthen community outreach Provide funds to support community engagement that will support positive cultural and race relations.	-	\$25,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also includes funding for a previously approved Community Relations Specialist who will continue to support the Dispute Settlement Program	1.00	\$50,623
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$20,212

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Services Providers (ISPs)	-	\$2,738
Technical adjustment to update funds needed to support ISPs based on anticipated costs of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	3.00	\$329,030

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Great Neighborhoods				
Improve community collaboration work processes for the international community	Number of collaborations and partnerships facilitated with the international community	28 ¹	≥75	≥75
Improve service delivery to Community Relations members, volunteers, customers, and partners	Average rating on Community Relations survey of members, volunteers, customers, and partners regarding service delivery on a five-point scale	4.16	≥4.3	≥4.3
Investigate housing discrimination	Number of housing discrimination cases investigated	30	≥25	≥25
	Percent of fair housing discrimination cases closed within 100 days	57%	≥60%	≥60%
Prevent housing discrimination	Number of fair housing conciliation attempts	54	≥85	≥85
	Number of persons receiving Fair Housing training regardless of identity	532	≥350	≥540
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	80%	≥87%	≥87%
	Increase in the amount of students trained in conflict resolution	New Measure	New Measure	≥150

¹Actual affected by community concerns of potential spread of COVID-19.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Officer I	-	-	1.00	-	-1.00
Administrative Officer IV	1.00	1.00	1.00	-	-1.00
Administrative Officer Senior	-	-	-	1.00	1.00
Administrative Specialist	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Community Programs Coordinator	1.00	1.00	1.00	2.00	1.00
Community Relations Administrator	1.00	1.00	1.00	-	-1.00
Community Relations Manager	1.00	1.00	1.00	-	-1.00
Community Relations Division Manager	1.00	1.00	1.00	1.00	-
Community Relations Specialist	5.00	5.00	7.00	10.00	3.00
Construction Inspector	-	-	1.00	-	-1.00
Construction Inspector Senior	-	-	-	1.00	1.00
Deputy Community Relations Director	1.00	1.00	1.00	1.00	-
Director of Community Relations	1.00	1.00	1.00	1.00	-
Public Information Specialist	-	-	1.00	-	-1.00
Public Information Specialist Senior	-	-	-	1.00	1.00
Department Total FTE	12.00	12.00	17.00	20.00	3.00

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Economic Development

Mission Statement

To make Charlotte the best place to do business today and in the future by generating equitable economic growth opportunities, building strategic partnerships, and maximizing resources. Collectively, the team advances the community by creating and sustaining great places, cultivating an environment where all businesses can innovate and prosper, and fostering a diversified talent pipeline with an ongoing focus to elevate efforts.

Department Overview

- Be a voice for the business community to ensure all projects, initiatives, and opportunities are considered from a holistic perspective
- Provide services to build and sustain prosperity, retain, and grow jobs, and increase the tax base
- Drive public/private partnerships, business attraction and retention, small business and entrepreneurial growth, corridor revitalization, and talent development

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$2,392,715	\$2,409,103	\$2,774,670	\$2,823,462	1.8 %
Operating Expenses	\$3,409,931	\$3,145,011	\$3,901,917	\$4,038,772	3.5 %
Department Charges	-\$80,807	-\$80,807	-\$80,807	-\$80,807	0.0 %
Total Expenditures	\$5,721,839	\$5,473,307	\$6,595,780	\$6,781,427	2.8 %

Economic Development

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$77,385
Adjust non-essential department expenditures Adjust discretionary budget for travel, training, mileage, food, and office supplies based on anticipated utilization.	-	-\$21,345
Update contractual funds for STIG and BIG payments Technical adjustment to reimburse companies who have qualified for tax reimbursement through the Business Investment Grant (BIG) program or Synthetic Tax Increment Program (STIG) program.	-	\$157,949
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	-\$48,963
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$20,370
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$251
Net Change	-	\$185,647

Economic Development

Performance Measure Highlights

Objective	Measure	FY 2022 Actual ¹	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Workforce and Business Development				
Increase business relocations to Charlotte and expansions of existing businesses	Dollar amount of private investment in the city	\$18,950,000 ¹	≥\$300,000,000	≥\$300,000,000
	The number of jobs generated by the city's Business Investment Grants (retained and new)	348 ¹	≥5,000	≥5,000
	The number of new company announcements	2 ¹	≥8	≥8
Generate interest in business relocations and expansions in Charlotte	Unique page views to <i>Charlotte is Open for Business</i>	New Measure	≥150,000 unique page views	≥150,000 unique page views
Leverage private investment in major redevelopment projects through public improvements	Leverage ratio of public to private investment (overall projects)	1:60	≥1:3	≥1:10
	Leverage ratio of public to private investment (Corridors of Opportunity)	1:5	≥1:3	≥1:3
Support minority small businesses	The number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions	34	≥30	≥30

¹FY 2022 actuals specific to inbound job announcements were affected by volatility caused by the COVID-19 pandemic.

Economic Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant	-	-	-	1.00	1.00
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer I	1.00	1.00	1.00	-	-1.00
Administrative Officer II	1.00	1.00	1.00	-	-1.00
Administrative Officer III	2.00	2.00	2.00	-	-2.00
Administrative Officer Senior	-	-	-	2.00	2.00
Assistant City Manager/Economic Development Director	1.00	1.00	1.00	1.00	-
Assistant Director	-	-	-	1.00	1.00
Assistant Economic Development Director	3.00	3.00	3.00	-	-3.00
Deputy Economic Development Director	1.00	1.00	1.00	1.00	-
Economic Development Division Manager	-	-	-	2.00	2.00
Economic Development Operations Manager Senior	1.00	1.00	1.00	1.00	-
Economic Development Program Manager	7.00	7.00	8.00	8.00	-
Economic Development Program Manager Senior	1.00	1.00	1.00	1.00	-
Economic Development Specialist	-	-	1.00	1.00	-
Economic Development Specialist Senior	3.00	3.00	1.00	1.00	-
Department Total FTE	21.00	21.00	21.00	21.00	-

Economic Development

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Improve Cultural Facilities	\$11,994,193	PAYGO	354
Revitalize Business Corridors	\$750,000	PAYGO	354
Build Minority, Women, and Small Business Enterprise Capacity	\$500,000	PAYGO	354
Total	\$13,244,193		

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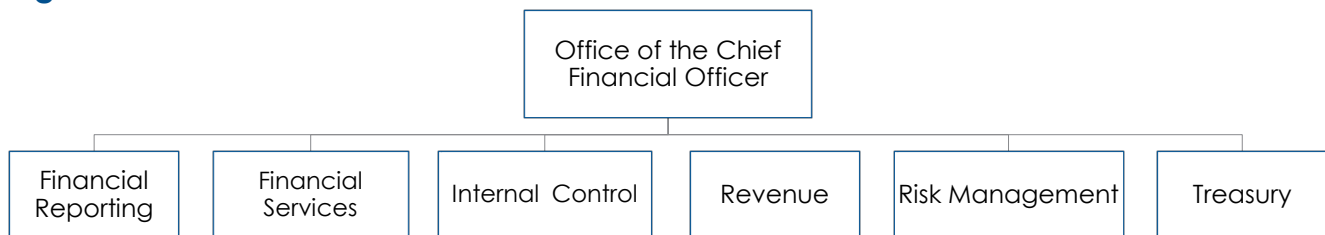
Mission Statement

Finance develops and maintains a sound financial and internal control structure in alignment with the city’s strategic goals. Finance emphasizes a service-oriented, team approach to provide financial information, systems, and policies that meet fiduciary and regulatory responsibilities, address the operational needs of the city’s departments, and serve the needs of our residents.

Department Overview

- Maintain the city’s official accounting records including the preparation of annual financial statements, financial analyses, and reconciliations
- Administer accounts payable and accounts receivable services, including utility payments and housing loans
- Establish and manage standards for financial internal controls, including maximizing opportunities to improve standardization, efficiency, and fiscal accountability
- Serve as the city’s official revenue collection unit by providing billing, collection, and depositing services, including e-business services
- Provide insurance, claims, and loss control services
- Manage the city’s current debt portfolio, future debt needs, and long-term investment of city funds

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024¹ Proposed	Percent Change FY 2023 FY 2024¹
Expenditures					
Personnel Services	\$7,946,296	\$7,757,632	\$8,856,455	\$8,256,065	-6.8 %
Operating Expenses	\$3,469,581	\$4,042,267	\$4,207,006	\$3,379,586	-19.7 %
Department Charges	-\$361,705	-\$101,428	-\$294,539	-\$310,248	-5.3 %
Interfund Activity Support	\$68,243	\$78,674	\$61,481	\$77,190	25.6 %
Total Expenditures	\$11,122,415	\$11,777,145	\$12,830,403	\$11,402,593	-11.1 %¹

¹ FY 2024 includes the realignment of \$2,114,841 from Finance to Charlotte Water for revenue billing services.

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$179,509
Capture vacancy savings Align the department's personnel budget in FY 2024 to anticipated costs, including personnel attrition.	-	-\$143,000
Enhance internal controls Add an Accountant Lead to support compliance with established standards, financial policies, processes, and the city's financial functions.	1.00	\$98,278
Enhance financial reporting Add a Financial Accountant II to support capital asset accounting and ensure information is recorded correctly and updated timely. The cost for these services will be reimbursed by Enterprise Funds.	1.00	-
Provide funds for revenue and billing systems and software services Technical adjustment to provide funds for contractual increases in the maintenance cost of revenue and billing systems and software.	-	\$124,128
Transfer revenue billing duties to Charlotte Water Transfer the management and administration of revenue billing services to Charlotte Water. A corresponding entry can be found in Charlotte Water Services. This is an accounting change that does not impact service levels.	-9.00	-\$2,114,841
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$358,745
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$71,770

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$2,399
Net Change	-7.00	-\$1,427,810

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Follow Generally Accepted Accounting Principles to create an accurate Annual Comprehensive Financial Report	External auditor's opinion	Achieved an unmodified opinion	Achieve an unmodified opinion	Achieve an unmodified opinion
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Provide timely payment to city vendors	Percent of invoices paid within 30 days	84%	≥70%	≥70%
Improve diversity, equity, and inclusion (DEI) within the Finance Department and for external customers by improving the design and implementation of policies or processes in order to eliminate barriers, address unintended impacts, and increase DEI awareness	Updated policy and process documentation	Implemented two policy or process updates	Implement a minimum of two policy or process updates	Implement a minimum of two policy or process updates

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Accountant I	1.00	1.00	1.00	-	-1.00
Accountant II	5.00	5.00	5.00	-	-5.00
Accountant III	2.00	2.00	3.00	-	-3.00
Accountant IV	5.00	5.00	5.00	-	-5.00
Accountant	-	-	-	8.00	8.00
Accountant Lead	-	-	-	4.00	4.00
Accountant Senior	-	-	-	5.00	5.00
Accounting Analyst	-	-	-	5.00	5.00
Accounting Specialist Senior	7.00	7.00	6.00	-	-6.00
Accounting Supervisor	-	-	-	1.00	1.00
Accounting Technician	11.00	11.00	11.00	9.00	-2.00
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer I	1.00	1.00	1.00	-	-1.00
Administrative Officer II	3.00	3.00	3.00	-	-3.00
Administrative Officer III	1.00	-	-	-	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Administrative Secretary I	1.00	1.00	1.00	-	-1.00
Assistant Chief Accountant	1.00	1.00	1.00	1.00	-
Assistant Financial Services Manager	2.00	2.00	2.00	3.00	1.00
Budget & Finance Analyst	-	-	-	2.00	2.00
Budget & Finance Manager	-	-	-	1.00	1.00
Business Analysis Manager	-	-	1.00	-	-1.00
Business Analyst	-	-	2.00	1.00	-1.00
Business Analyst Associate	-	-	1.00	-	-1.00
Business Analyst Coordinator	-	-	2.00	-	-2.00
Business Analyst Senior	-	-	3.00	-	-3.00
Business Systems Manager	1.00	1.00	-	-	-
Business Systems Specialist	2.00	2.00	-	-	-
Business Systems Specialist Associate	1.00	1.00	-	-	-
Business Systems Specialist Lead	2.00	2.00	-	-	-
Business Systems Specialist Senior	3.00	3.00	-	-	-
Central Cashier	1.00	1.00	1.00	1.00	-
Chief Accountant	1.00	1.00	1.00	1.00	-
Chief Financial Officer	1.00	1.00	1.00	1.00	-
City Treasurer	-	-	1.00	1.00	-
Customer/Revenue Service Assistant	4.00	3.00	1.00	1.00	-
Customer/Revenue Service Assistant Senior	4.00	4.00	4.00	4.00	-
Customer/Revenue Service Specialist	3.00	3.00	3.00	3.00	-
Debt Manager	1.00	1.00	1.00	1.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Deputy Director II	1.00	1.00	1.00	1.00	-
Division Manager	-	1.00	-	-	-
Financial Accountant I	2.00	2.00	2.00	2.00	-
Financial Accountant II	4.00	4.00	4.00	4.00	-
Financial Accountant III	5.00	5.00	6.00	6.00	-
Financial Accountant IV	1.00	1.00	1.00	1.00	-
Financial Services Manager	2.00	2.00	3.00	3.00	-
Investment Manager	1.00	1.00	1.00	1.00	-
Revenue Collections Agent	3.00	3.00	3.00	3.00	-
Department Total FTE	85.00	84.00	82.00	75.00¹	-7.00¹

¹ FY 2024 includes the realignment of 9.0 FTEs from the Finance Business Services Division, within the Department of Finance, to Charlotte Water.

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Contribute to Loss Fund	\$1,600,000	PAYGO	357
Total	\$1,600,000		

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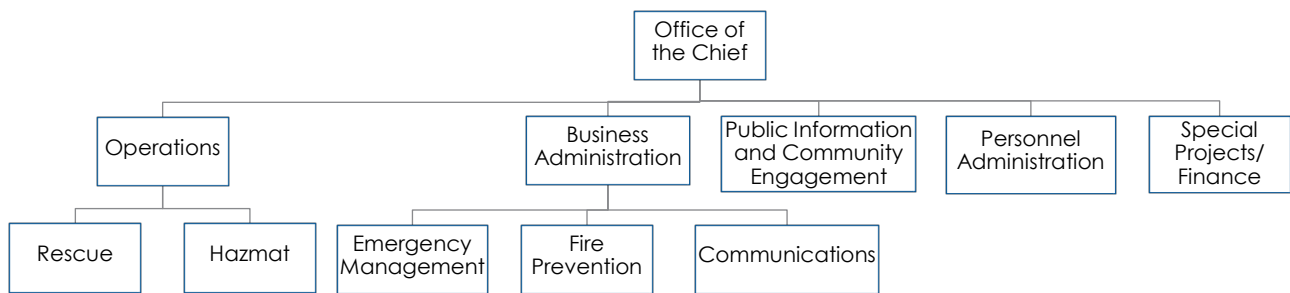
Mission Statement

The Charlotte Fire Department is called to serve all people by minimizing the risk to life and property through professional response, mitigation, prevention, education, planning, and community partnerships.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Intergovernmental	\$3,753,410	\$1,960,956	\$1,954,106	\$1,958,075	0.2 %
Licenses, fees, fines	\$1,664,464	\$1,958,267	\$2,493,014	\$2,052,784	-17.7 %
Charges for current services	\$1,729,538	\$1,906,541	\$2,240,127	\$2,435,192	8.7 %
Miscellaneous	\$33,264	\$33,264	\$33,000	\$35,112	6.4 %
Interfund Fire charges	\$7,117,351	\$7,728,998	\$8,249,355	\$8,615,319	4.4 %
Other	\$61,354	\$15,677	\$75,000	\$70,000	-6.7 %
Private contribution	\$66,746	\$62,860	-	\$60,000	100.0 %
Total Revenues	\$14,426,127	\$13,666,563	\$15,044,602	\$15,226,482	1.2 %
Expenditures					
Personnel Services	\$125,647,247	\$135,099,864	\$138,027,470	\$151,439,591	9.7 %
Operating Expenses	\$14,634,180	\$16,326,836	\$17,070,940	\$18,962,542	11.1 %
Department Charges	-\$122,341	-\$159,738	-\$325,464	-\$262,979	19.2 %
Total Expenditures	\$140,159,086	\$151,266,962	\$154,772,946	\$170,139,154	9.9 %
Net Expenditures	\$125,732,958	\$137,600,399	\$139,728,344	\$154,912,672	10.9 %

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$3,853,175
<p>Provide funds for enhanced compensation and pay structure changes</p> <p>Support additional actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2024 actions include: eliminating the bottom step for Firefighter I; increasing the new Firefighter I first step by 2.5 percent; consolidating four steps to two in the Fire Engineer pay plan; and adding new 2.5 percent or five percent top steps in all Fire pay plans. In total, compensation actions in FY 2024 will result in an eight percent increase in starting pay and a 5.5 percent to eight percent increase in top pay.</p>	-	\$2,319,489
<p>Provide funds to backfill shifts for required trainings</p> <p>Provide funds to backfill shifts while sworn personnel are participating in trainings required for specialized unit assignments.</p>	-	\$234,000
<p>Provide funds for retiree health investment account program</p> <p>Increase annual contribution to retiree health investment account from \$1,040 to \$1,300 for all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.</p>	-	\$99,840
<p>Centralize equipment purchases in Lifecycle Management program</p> <p>Transfer portion of general equipment purchases to the Fire Lifecycle Management capital program. This accounting change will have no impact on service levels.</p>	-	-\$274,000
<p>Establish two new companies and support accelerated recruitment strategy</p> <p>Provide funds to establish two new companies and support overall staffing. One engine company will staff the temporary River District infill station, and the second company will provide additional Ladder service to the southeast Charlotte area that has experienced high levels of vertical density in recent years. The accelerated recruitment strategy supports the creation of these companies, the level of overall staffing, and prepares the department for a new company to staff the Hidden Valley infill station estimated to complete construction in 2025.</p>	42.00	\$2,494,599
<p>Provide funds for non-personnel cost increases</p> <p>Help provide funds for inflationary non-personnel costs. This increased funding will cover escalated costs of operations and supplies at fire facilities as well as the cost of protective equipment, uniforms, and tools for the additional recruits.</p>	-	\$268,640

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
<p>Support fire code inspection and plans review</p> <p>Provide funds to hire two Fire Inspectors. The new inspector positions will support state-mandated fire inspections and the review of UDO specified Land Development Plans. These positions will be funded through user fees. This action also recognizes one half of an existing inspector position that will be reimbursed by Aviation.</p>	2.00	\$228,054
<p>Support human resource management</p> <p>Add a Human Resources Generalist to support efficient personnel management in the Fire Department.</p>	1.00	\$84,065
<p>Provide funds for new Battalion Chief</p> <p>Provide funds for the previously approved reclassification of a Fire Fighter position to a Battalion Chief to help manage accelerated recruitment in FY 2024 and FY 2025.</p>	-	\$81,901
<p>Support inventory management and operations</p> <p>Add a Logistics Warehouse Specialist to assist in efficiently managing equipment and allocated resources.</p>	1.00	\$68,915
<p>Support fire protection at Aviation</p> <p>Provide funds for additional non-personnel support for firefighting at CLT Airport. The cost of these resources will be reimbursed by Aviation.</p>	-	\$23,544
<p>Support regional emergency response</p> <p>Technical adjustment to provide funds for a previously approved lease of an emergency response warehouse. This warehouse organizes and equips the regional response to emergencies and natural disasters.</p>	-	\$430,484
<p>Provide funds for fuel cost increases</p> <p>Technical adjustment to provide funds for fuel based on projected cost and utilization.</p>	-	\$113,329
<p>Support software maintenance</p> <p>Technical adjustment to update software maintenance costs for cloud storage, computer-aided dispatch, records management, and wireless 911 service equipment.</p>	-	\$18,819
<p>Increase city contribution to Charlotte Firefighter's Retirement Systems (CFRS)</p> <p>Increase employer contribution to CFRS by an additional 2.00 percent beyond requirement in FY 2024. This results in an employer contribution of 20.39 percent, which is 7.74 percent higher than the state required employer contribution of 12.65 percent.</p>	-	\$1,788,987

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$1,008,755
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$1,202,800
Update allocations for Internal Services Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated costs of services. ISPs provide services to other city department and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,320,812
Net Change	46.00	\$15,366,208

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Safe Communities				
Timely response to calls for service	Percent of calls for Fire response responded to within six minutes	81%	≥90%	≥90%
	Percent of 911 calls answered within 10 seconds	99.7%	≥90%	≥90%
	Percent of calls with fourth-due fire company (effective firefighting force) total response time for structure fire calls responding within 10 minutes 20 seconds	92.3%	≥90%	≥90%
Efficient dispatch of companies	Percent of 911 calls dispatched within 60 seconds	98.8%	≥90%	≥90%
Provide public education instruction to promote safety for families	Percent of CMS third graders receiving fire prevention education in 111 schools	100%	100%	100%
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Provide training and development for emergency operations members	Percent of emergency operations managers trained	100%	100%	100%
Increase diversity	Percent of women and persons of color included in the firefighter applicant pool	41%	≥45%	≥45%

Full-Time Equivalent (FTE) Position Summary

Public Safety	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Battalion Fire Chief	37.00	38.00	37.00	38.00	1.00
Deputy Fire Chief	3.00	3.00	3.00	3.00	-
Division Fire Chief	7.00	7.00	8.00	8.00	-
Fire Captain	253.00	252.00	252.00	249.00	-3.00
Fire Captain - Special Assignment	7.00	7.00	7.00	16.00	9.00
Fire Chief	1.00	1.00	1.00	1.00	-
Fire Fighter Engineer	201.00	201.00	201.00	207.00	6.00
Fire Fighter I	211.00	224.00	229.00	244.00	15.00
Fire Fighter II	384.00	371.00	366.00	380.00	14.00
Public Safety Total FTE	1,104.00	1,104.00	1,104.00	1,146.00	42.00

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant	-	-	-	4.00	4.00
Administrative Officer I	3.00	4.00	5.00	-	-5.00
Administrative Officer II	2.00	3.00	3.00	-	-3.00
Administrative Officer III	3.00	4.00	4.00	-	-4.00
Administrative Officer IV	1.00	1.00	1.00	-	-1.00
Administrative Officer V	2.00	1.00	1.00	-	-1.00
Administrative Officer Senior	-	-	-	2.00	2.00
Administrative Secretary I	1.00	-	-	-	-
Behavioral Health Coordinator	-	-	1.00	-	-1.00
Behavioral Health Specialist Senior	-	-	-	1.00	1.00
Budget & Finance Analyst	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Budget & Finance Manager	-	-	-	1.00	1.00
Budget & Finance Specialist	-	-	-	1.00	1.00
Building Maintenance Assistant	1.00	1.00	1.00	1.00	-
Chief Fire Inspector	1.00	1.00	1.00	1.00	-
Chief Fire Investigator	1.00	1.00	1.00	1.00	-
Emergency Management Planner	5.00	5.00	5.00	5.00	-
Emergency Management Planning Coordinator	1.00	1.00	1.00	1.00	-
Facilities Services Coordinator	4.00	4.00	4.00	4.00	-
Fire Communication Services Supervisor	1.00	1.00	1.00	1.00	-
Fire EMS Instructor Coordinator	1.00	1.00	1.00	1.00	-
Fire Equipment Technician	3.00	3.00	3.00	3.00	-
Fire Inspector	7.00	10.00	8.00	13.00	5.00
Fire Inspector Certified	27.00	24.00	30.00	26.00	-4.00
Fire Inspector Senior	6.00	6.00	6.00	7.00	1.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Fire Investigator Certified	6.00	6.00	6.00	6.00	-
Fire Investigator Senior	3.00	3.00	3.00	3.00	-
Fire Marshal	1.00	1.00	1.00	1.00	-
Fire Telecommunicator I	24.00	24.00	24.00	24.00	-
Fire Telecommunicator I Lead	7.00	7.00	7.00	7.00	-
Fire Telecommunicator II	6.00	6.00	6.00	6.00	-
Fire Telecommunicator III	2.00	2.00	2.00	2.00	-
GIS Analyst	1.00	1.00	-	-	-
GIS Coordinator	-	-	1.00	1.00	-
Human Resources Generalist	-	-	-	3.00	3.00
Human Resources Specialist Senior	-	-	-	2.00	2.00
Management Analyst	1.00	1.00	1.00	1.00	-
Management Analyst Senior	1.00	1.00	1.00	1.00	-
Office Assistant V	3.00	3.00	3.00	-	-3.00
Office Assistant Senior	-	-	-	2.00	2.00
Public Information Officer	-	-	1.00	1.00	-
Storekeeper	2.00	2.00	2.00	2.00	-
Stores Supervisor	1.00	1.00	1.00	2.00	1.00
General Employee Total FTE	128.00	129.00	136.00	140.00	4.00
DEPARTMENT TOTAL FTE	1,232.00	1,233.00	1,240.00	1,286.00	46.00

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Support Firefighter Lifecycle Management	\$1,750,000	PAYGO	350
Construct Fire Facilities	\$25,000,000	COPS	375
Complete Fire Equity Facilities	\$2,500,000	COPS	376
Total	\$29,250,000		

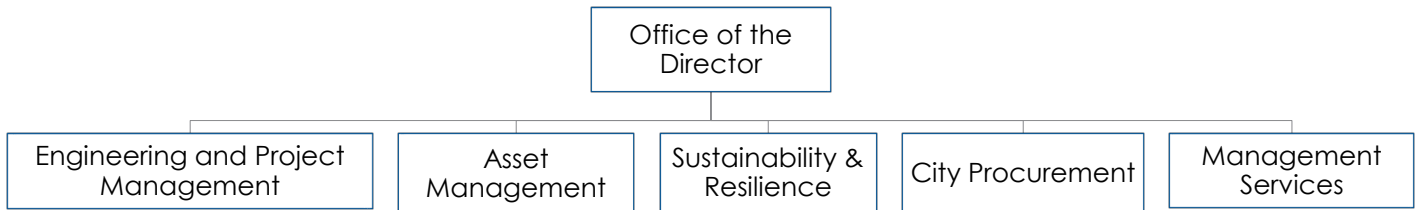
Mission Statement

General Services delivers infrastructure projects, manages city-owned assets, and facilitates procurement processes and other support services in an equitable, resilient, and sustainable manner.

Department Overview

- Design, construct, and maintain capital infrastructure projects, public facilities, and grounds
- Manage the acquisition of real estate, goods, and services through competitive processes
- Provide enterprise-wide fleet and operational equipment management and maintenance to the city and county
- Lead the city’s sustainability and resilience efforts

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 ¹ Actual	FY 2023 Budget	FY 2024 ² Proposed	Percent Change FY 2023 FY 2024
Revenues					
Licenses, Fees, and Fines	\$3,129,185	\$675	-	-	0.0 %
Intergovernmental-Local	\$2,508,757	\$3,190,076	\$3,161,955	\$3,670,269	16.1 %
Charges for Current Services	\$942,182	\$790,402	\$877,505	\$956,400	9.0 %
Miscellaneous	\$756,947	\$738,956	\$994,000	\$654,216	-34.2 %
Administrative charges	\$747,848	\$1,027,107	\$835,000	\$813,000	-2.6 %
Other	\$20,785	-\$7,191	\$15,000	\$10,000	-33.3 %
Sales of assets	\$1,337,349	\$1,220,564	\$1,140,000	\$1,328,000	16.5 %
Total Revenues	\$9,443,053	\$6,960,589	\$7,023,460	\$7,431,885	5.8 %
Expenditures					
Personal Services	\$43,046,202	\$41,666,763	\$47,117,847	\$48,777,901	3.5 %
Operating Expenses	\$26,482,684	\$27,477,163	\$27,926,018	\$28,656,038	2.6 %
Capital Outlay	\$107,823	\$155,041	\$150,000	\$150,000	0.0 %
Department Charges	-\$47,796,999	-\$46,451,876	-\$50,494,683	-\$50,682,032	-0.4 %
Total Expenditures	\$21,839,710	\$22,847,091	\$24,699,182	\$26,901,907	8.9 %
Net Expenditures	\$12,396,657	\$15,886,502	\$17,675,722	\$19,470,022	10.2 %

¹ FY 2022 included the centralization of 15.00 FTEs and \$2,009,279 from the Land Development Division, within the Department of General Services, to Storm Water Services.

²The Proposed FY2024 Budget includes the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment includes a transfer of \$1,098,496 and 9.0 FTEs from General Services to Charlotte Business Inclusion.

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$1,289,724
<p>Capture vacancy savings</p> <p>Align the department's personnel budget in FY 2024 to anticipated costs, including personnel attrition.</p>	-	-\$314,000
<p>Provide funds for inflationary cost increases in landscape management</p> <p>Provide funds for cost increases in landscaping and cemeteries resulting from inflationary impacts, and to provide for median, general ground, and cemetery maintenance.</p>	-	\$256,098
<p>Adjust departmental charges</p> <p>Technical adjustment for department charges to enable General Services to be reimbursed for the cost of positions that provide services directly to specific departments. This adjustment is a routine action that occurs at the beginning of each budget cycle.</p>	-	-\$187,349
<p>Support citywide purchasing and contracting</p> <p>Hire two Procurement Agent Seniors and two Procurement Agent Leads to enhance procurement capacity. One position will support citywide purchasing and contracting, one will support fleet purchases, and two will focus on, and be reimbursed by CATS.</p>	4.00	\$172,492
<p>Provide funds for inflationary cost increases in building maintenance</p> <p>Provide funds to support contractual increases and other costs associated with building management.</p>	-	\$104,190
<p>Support maintenance of city facilities</p> <p>Hire two additional HVAC Technicians to enhance the city's ability to perform repair and maintenance of heating, ventilation, and air conditioning equipment at city owned facilities.</p>	2.00	\$151,386
<p>Improve monitoring of citywide energy usage</p> <p>Provide funds to support utility bill reconciliation to improve monitoring of energy usage and adherence to the Sustainable Facilities policy.</p>	-	\$74,750

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for contractual adjustments and inflationary cost increases in the operation of city buildings Technical adjustment to provide funds for contractual increases in: custodial services; security services in the Government Center and Old City Hall; and the Asset and Recovery Disposal facility lease.	-	\$283,453
Realign Charlotte Business Inclusion as a department Realign Charlotte Business Inclusion funds from General Services to the newly formed Charlotte Business Inclusion Office. There is a corresponding entry in Charlotte Business Inclusion.	-9.00	-\$1,098,496
Transfer a position to Innovation & Technology Realign a position from General Services to Innovation & Technology to provide data analytics support to the Charlotte Business Inclusion office. There is a corresponding entry in Innovation & Technology.	-1.00	-\$138,095
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$1,111,226
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$343,585
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$153,761
Net Change	-4.00	\$2,202,725

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Transportation and Planning				
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects constructed by established target dates	New Measure	≥85%	≥85%
	Percent of real estate processes that meet the estimated real estate portion of the construction schedule	New Measure	≥75%	≥75%
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Protect a healthy tree canopy	Average number of days to remove extreme priority hazardous street trees after notification	≤1 day	≤2 days	≤2 days
	Achieve canopy-neutral impacts when comparing trees removed to trees planted	New Measure	Maintain at least 100% canopy neutrality	Maintain at least 100% canopy neutrality
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects delivered within established budget	99%	≥90%	≥90%
Effectively maintain vehicles and large equipment to ensure availability for departments to deliver services to the community	Percent of vehicles that are available for use in normal operations	94%	≥95%	≥95%
Provide cost effective building maintenance of the 200+ facilities within the city's portfolio that are at or below the Building Owners and Managers Association standards/Federal average	Maintenance and repair costs per square foot	New Measure	At or below the Building Owners and Managers Association standards/Federal average (currently ≤\$9.04 per sq. ft.)	At or below the Building Owners and Managers Association standards/Federal average

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant	-	-	-	5.00	5.00
Administrative Assistant Senior	-	-	-	2.00	2.00
Administrative Officer I	13.00	13.00	13.00	- ²	-13.00
Administrative Officer II	14.00	14.00	14.00	-	-14.00
Administrative Officer III	10.00	9.00	9.00	-	-9.00
Administrative Officer IV	5.00	5.00	4.00	-	-4.00
Administrative Officer V	3.00	2.00	2.00	-	-2.00
Administrative Officer	-	-	-	8.00	8.00
Administrative Officer Lead	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	2.00	2.00
Administrative Secretary I	1.00	1.00	1.00	-	-1.00
Administrative Services Manager	-	1.00	1.00	1.00	-
Administrative Specialist	-	-	-	4.00	4.00
Arborist	2.00	3.00	3.00	3.00	-
Assistant Arborist	-	1.00	1.00	1.00	-
Assistant Field Operations Supervisor	7.00	7.00	8.00	8.00	-
Associate Urban Forestry Specialist	1.00	-	-	-	-
Budget & Finance Analyst	-	-	-	2.00	2.00
Budget & Finance Analyst Lead	-	-	-	3.00	3.00
Budget & Finance Analyst Senior	-	-	-	5.00	5.00
Budget & Finance Manager	-	-	-	2.00	2.00
Building Maintenance Superintendent	1.00	1.00	1.00	1.00	-
Building Services Manager	1.00	1.00	1.00	1.00	-
Business Development Program Manager	1.00	1.00	1.00	- ²	-1.00
Business Inclusion Specialist	-	-	-	1.00	1.00
Business Inclusion Specialist Lead	-	-	-	1.00	1.00
Business Systems Specialist	1.00	1.00	-	-	-
Business Systems Specialist Associate	1.00	1.00	-	-	-
Carpenter	1.00	1.00	1.00	1.00	-
Carpenter Senior	3.00	3.00	3.00	3.00	-
Chief Administrative Officer	-	-	-	1.00	1.00
Chief Airport Construction Inspector	1.00	1.00	1.00	1.00	-
Chief Arborist	1.00	1.00	1.00	1.00	-
Chief Maintenance Mechanic	6.00	6.00	6.00	6.00	-
Chief Procurement Officer	1.00	1.00	-	-	-
Chief Resilience & Sustainability Officer	-	-	-	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	-
Construction Contracts Admin Coordinator Lead	5.00	5.00	5.00	-	-5.00
Construction Inspector	23.00	26.00	26.00	29.00	3.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Construction Inspector Senior	6.00	6.00	6.00	7.00	1.00
Construction Manager	2.00	2.00	1.00	1.00	-
Construction Supervisor	7.00	6.00	6.00	7.00	1.00
Contract Technician	2.00	2.00	2.00	2.00	-
Contracts Admin Coordinator	16.00	18.00	18.00	-	-18.00
Contracts Admin Specialist	4.00	2.00	2.00	-	-2.00
Contracts Admin Specialist Lead	1.00	1.00	1.00	-	-1.00
Courier	2.00	2.00	2.00	2.00	-
Courier Lead	1.00	1.00	1.00	1.00	-
Deputy Director I	2.00	2.00	2.00	2.00	-
Drafting Technician	5.00	5.00	5.00	4.00	-1.00
Economic Development Program Manager	2.00	2.00	2.00	- ²	-2.00
Electrician Lead	-	1.00	1.00	1.00	-
Electrician Senior	-	4.00	4.00	4.00	-
Energy Manager	1.00	1.00	1.00	1.00	-
Energy Management Specialist	2.00	2.00	2.00	2.00	-
Energy Sustainability Coordinator	2.00	3.00	3.00	3.00	-
Engineering Contracts Manager	2.00	2.00	2.00	-	-2.00
Engineering Contracts Specialist	8.00	8.00	8.00	-	-8.00
Engineering Division Manager	3.00	2.00	2.00	3.00	1.00
Engineering Program Manager	10.00	8.00	7.00	5.00	-2.00
Engineering Project Coordinator	5.00	5.00	5.00	3.00	-2.00
Engineering Project Manager	24.00	24.00	25.00	23.00	-2.00
Engineering Project Manager Senior	-	15.00	15.00	15.00	-
Environmental Compliance Specialist	1.00	1.00	1.00	-	-1.00
Equipment Management Division Manager	1.00	-	-	-	-
Equipment Operator I	1.00	1.00	1.00	-	-1.00
Equipment Operator II	7.00	6.00	6.00	-	-6.00
Equipment Operator III	2.00	2.00	2.00	-	-2.00
Equipment Operator	-	-	-	7.00	7.00
Equipment Operator Senior	-	-	-	2.00	2.00
Equipment Parts Manager	1.00	-	-	-	-
Equipment Parts Team Leader	2.00	2.00	2.00	2.00	-
Equipment Shop Manager	4.00	5.00	6.00	6.00	-
Equipment Shop Supervisor	9.00	11.00	11.00	11.00	-
Erosion Control Coordinator	6.00	-	-	-	-
Facilities and Property Supervisor	-	2.00	1.00	1.00	-
Facilities Services Coordinator	1.00	1.00	1.00	1.00	-
Field Operations Supervisor	3.00	3.00	3.00	3.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Fleet Specification Analyst	3.00	3.00	3.00	3.00	-
General Services Director	1.00	1.00	1.00	1.00	-
General Services Division Manager	-	3.00	3.00	3.00	-
GIS Technician	1.00	-	-	-	-
Government Plaza Property Manager	1.00	1.00	1.00	1.00	-
Government Plaza Security Coordinator	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Evt	4.00	4.00	4.00	4.00	-
Heavy Equipment Service Evt Lead	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Associate	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Lead	4.00	6.00	6.00	6.00	-
Heavy Equipment Service Technician Master	12.00	14.00	14.00	15.00	1.00
Heavy Equipment Service Technician Senior	26.00	26.00	26.00	25.00	-1.00
Horticulturist	1.00	1.00	1.00	1.00	-
Human Resources Specialist Senior	-	-	-	3.00	3.00
HVAC Technician	-	-	-	2.00	2.00
HVAC Technician Senior	9.00	9.00	9.00	9.00	-
Labor Crew Chief II	7.00	6.00	6.00	6.00	-
Laborer	2.00	2.00	2.00	2.00	-
Landscape Architect	1.00	1.00	1.00	1.00	-
Landscape Crew Member	2.00	2.00	1.00	1.00	-
Landscape Division Manager	1.00	1.00	1.00	1.00	-
Landscape Supervisor	2.00	2.00	2.00	2.00	-
Light Equipment Service Technician Associate	2.00	2.00	2.00	2.00	-
Light Equipment Service Technician Lead	3.00	3.00	3.00	3.00	-
Light Equipment Service Technician Master	13.00	13.00	13.00	13.00	-
Light Equipment Service Technician Senior	12.00	12.00	12.00	12.00	-
Locksmith	1.00	1.00	1.00	1.00	-
Management Analyst	3.00	3.00	3.00	3.00	-
Office Assistant IV	1.00	1.00	-	-	-
Office Assistant V	1.00	1.00	1.00	-	-1.00
Office Assistant Senior	-	-	-	1.00	1.00
Operations Supervisor	6.00	6.00	6.00	7.00	1.00
Pesticide Applicator	1.00	1.00	1.00	1.00	-
Plan Review Engineer	3.00	-	-	-	-
Planning/Design Engineer	3.00	3.00	3.00	3.00	-
Procurement Agent	-	-	-	8.00	8.00
Procurement Agent Lead	-	-	-	17.00	17.00
Procurement Agent Senior	-	-	-	9.00	9.00
Procurement Manager	-	-	-	5.00	5.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Procurement Officer	-	-	-	4.00	4.00
Procurement Officer Senior	-	-	-	2.00	2.00
Procurement Services Assistant Division Manager	1.00	1.00	1.00	1.00	-
Procurement Services Division Manager	-	-	1.00	1.00	-
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	1.00	-	-	-	-
Purchasing Agent	3.00	3.00	3.00	-	-3.00
Real Estate Agent II	9.00	9.00	8.00	8.00	-
Real Estate Agent III	1.00	1.00	1.00	-	-1.00
Real Estate Division Manager	1.00	1.00	1.00	1.00	-
Real Estate Program Manager	3.00	2.00	2.00	3.00	1.00
Resilience & Sustainability Officer	1.00	1.00	1.00	-	-1.00
Safety Coordinator	1.00	1.00	-	-	-
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Engineer	6.00	2.00	2.00	2.00	-
Senior Engineering Project Manager	15.00	-	-	-	-
Service Order Specialist	8.00	10.00	10.00	10.00	-
Small Business Program Specialist	6.00	6.00	6.00	⁻²	-6.00
Stores Supervisor	1.00	1.00	1.00	1.00	-
Survey Mapping Manager	1.00	1.00	1.00	1.00	-
Survey Party Chief	9.00	9.00	9.00	10.00	1.00
Survey Supervisor	2.00	2.00	2.00	2.00	-
Survey Technician	6.00	6.00	6.00	6.00	-
Systems Maintenance Mechanic Senior	9.00	5.00	5.00	5.00	-
Technology Support Specialist	-	-	1.00	1.00	-
Technology Support Specialist Senior	-	-	1.00	1.00	-
Tree Trimmer	7.00	7.00	7.00	7.00	-
Urban Forestry Specialist	1.00	-	-	-	-
Water Quality Program Admin	1.00	-	-	-	-
Department Total FTE	473.00	466.00¹	461.00	457.00²	-4.00

¹FY 2022 included the centralization of 15.00 FTEs to Storm Water Services.

²FY 2024 includes 9.00 FTEs from General Services which are being realigned to the newly created Charlotte Business Inclusion Office.

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Renovate Median Landscapes	\$250,000	PAYGO	348
Trim and Remove Trees	\$2,000,000	PAYGO	358
Support Environmental Services Program	\$1,000,000	PAYGO	358
Replace Trees	\$1,375,000	PAYGO	359
Support Americans with Disabilities Act Program	\$1,000,000	PAYGO	352
Analyze Sustainability Efforts	\$250,000	PAYGO	359
Maintain City-Owned Facilities	\$5,716,171	PAYGO	357
Repair City-Owned Parking Lots/Decks	\$400,000	PAYGO	358
Maintain Government Center Parking Deck	\$200,000	PAYGO	357
Increase Building Sustainability	\$2,500,000	COPS	431
Implement ADA Transition Plan in Facilities	\$3,000,000	COPS	432
Replace Government Center HVAC	\$6,400,000	COPS	429
Construct Zero Carbon CMPD Police Station	\$3,000,000	COPS	377
Construct Capital Building Improvements	\$4,500,000	COPS	430
Total	\$31,591,171		

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Housing & Neighborhood Services

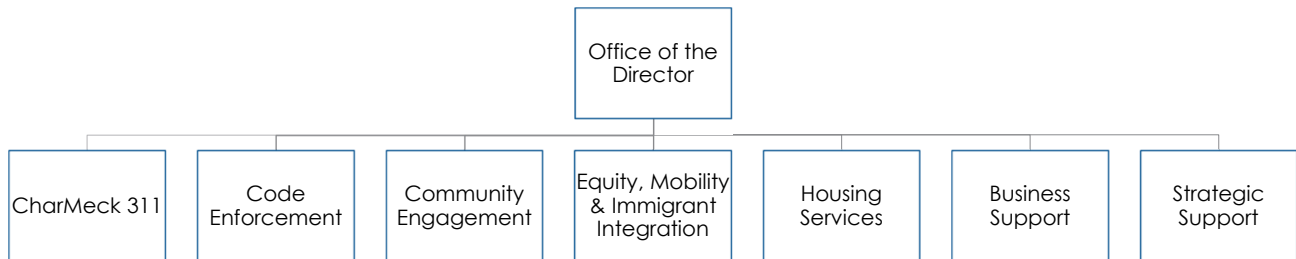
Mission Statement

Housing and Neighborhood Services focuses on creating diverse, equitable, and vibrant neighborhoods through the delivery of five major service areas: CharMeck 311; Code Enforcement; Community Engagement; Equity, Mobility and Immigrant Integration; and Housing Services.

Department Overview

- CharMeck 311: Serves as the customer contact center providing information and services for customers in the City of Charlotte and Mecklenburg County
- Code Enforcement: Enforces the city’s codes and ordinances to improve the appearance of the community, ensure homes are safe and healthy, and maintain community standards for a lower crime rate and a higher quality of life
- Community Engagement: Focuses on the integration and improvement of neighborhoods to create more vibrant, connected communities, and empowers youth with job and career readiness opportunities
- Equity, Mobility & Immigrant Integration: Creates welcoming communities through immigrant integration efforts and furthers equity and mobility opportunities for employees and residents
- Housing Services: Provides affordable housing programs for low-to-moderate income residents through the construction of new affordable housing, preservation of existing affordable housing, helping residents age in place, and creating homeownership opportunities

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Intergovernmental-Local	\$1,171,210	\$1,268,718	\$1,302,237	\$1,538,727	18.2 %
Licenses, Fees, and Fines	\$209,133	\$319,641	\$410,000	\$235,000	-42.7 %
Charges for Current Services	\$712,897	\$666,473	\$900,000	\$810,000	-10.0 %
Total Revenues	\$2,093,240	\$2,254,832	\$2,612,237	\$2,583,727	-1.1 %
Expenditures					
Personnel Services	\$17,579,539	\$18,426,338	\$20,348,737	\$22,031,922	8.3 %
Operating Expenses	\$3,238,547	\$4,025,045	\$4,211,578	\$3,966,795	-5.8 %
Department Charges	-\$1,968,536	-\$2,016,885	-\$2,926,402	-\$3,036,408	-3.8 %
Total Expenditures	\$18,849,550	\$20,434,498	\$21,633,913	\$22,962,309	6.1 %
Net Expenditures	\$16,756,310	\$18,179,666	\$19,021,676	\$20,378,582	7.1 %

Housing & Neighborhood Services

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$663,445
<p>Adjust non-essential department expenditures</p> <p>Adjust discretionary non-personnel budget based on anticipated utilization. This adjustment includes reductions to contractual services and office supplies.</p>	-	-\$162,335
<p>Adjust funding for completed and discontinued programs</p> <p>Remove funding for the Neighborhood Exchange and Leadership Awards (NEXLA) and the Legacy Commission. The work associated with the Legacy Commission will be complete in fiscal year 2023. The NEXLA event has been retooled and will take place in a different format in the future.</p>	-	-\$80,000
<p>Eliminate vacant Office Assistant</p> <p>Eliminate vacant Office Assistant position. The duties of this position will be absorbed by existing staff. This action will not result in an impact to existing service levels.</p>	-1.00	-\$70,016
<p>Reduce funds for temporary employees</p> <p>Reduce funds for temporary employees based on recent and anticipated utilization.</p>	-	-\$25,650
<p>Support enhanced code enforcement for quality-of-life initiatives</p> <p>Hire four additional Code Enforcement Inspectors to improve service delivery. These positions will support the enforcement of illegal parking and continue to provide proactive engagement within Corridors of Opportunity.</p>	4.00	\$339,196
<p>Support 311 Customer Service</p> <p>Hire one additional 311 Contact Center Representative to enhance capacity for the 311 call center. This position will help decrease call handling times.</p>	1.00	\$68,008
<p>Support implementation of SAFE Charlotte framework</p> <p>Hire one Administrative Officer Senior to monitor programs related to SAFE Charlotte. This position will provide contract management for SAFE Charlotte grantees, and oversight for the Alternatives to Violence Program.</p>	1.00	\$76,119

Housing & Neighborhood Services

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Support implementation of equity in governance framework Add a Program Manager position to support equity work citywide, focused on the advancement of the equity in government framework, and Diversity, Equity and Inclusion (DEI) action planning.	1.00	\$90,406
Add federally supported Program Manager Add a Program Manager to improve service delivery. This position will manage federally-funded programs, create capacity to support successful implementation of the housing developments under new UDO guidelines, and help developers navigate the many new incentives for affordable housing. This position will be reimbursed with federal grant funds.	1.00	-
Provide funds for contractual increases Technical adjustment to provide funds for rent and lease increases at the 311 call center and the Code Enforcement office.	-	\$49,552
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$180,183
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$220,190
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$20,702
Net Change	7.00	\$1,328,396

Housing & Neighborhood Services

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Workforce and Business Development				
Increase economic mobility, social capital, and career opportunities for youth	Number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences	108	≥80	≥80
Strategic Priority Area: Great Neighborhoods				
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	≥90%	≥90%
Preserve and increase affordable housing	Number of new affordable housing units funded	1,217	≥900	≥900
	Number of units acquired and/or rehabilitated and restricted for low- to moderate-income residents	150	≥200	≥200
	Number of down payment assistance loans provided	90	≥250	≥125 ¹
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to economically-disadvantaged communities for neighborhood improvement projects such as art and beautification, festivals, special events, and public safety	35	≥60	≥60
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Provide excellent customer service to residents	Percent of 311 calls answered within 30 seconds	55%	>70%	>70%
	Percent of all calls abandoned by the caller	1.0%	≤5%	≤5%
	Percent of 311 customers surveyed that are satisfied with their service	New Measure	≥85%	≥85%

¹Target reduced based on down payment assistance projections and market conditions.

Housing & Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
311 Contact Center Program Analyst	9.00	9.00	9.00	10.00	1.00
311 Contact Center Representative	38.00	38.75	36.75	41.75	5.00
311 Contact Center Representative Lead	5.00	5.00	5.00	5.00	-
311 Contact Center Representative Senior	25.75	25.00	26.00	21.00	-5.00
311 Contact Center Supervisor	7.00	7.00	7.00	7.00	-
311 Program Administrator	3.00	3.00	3.00	2.00	-1.00
311 Program Manager	3.00	3.00	3.00	4.00	1.00
Administrative Assistant	-	-	-	2.00	2.00
Administrative Assistant Senior	-	-	-	3.00	3.00
Administrative Officer I	3.00	3.00	5.00	-	-5.00
Administrative Officer II	4.00	4.00	4.00	-	-4.00
Administrative Officer III	6.00	6.00	4.00	-	-4.00
Administrative Officer IV	-	-	2.00	-	-2.00
Administrative Officer V	2.00	2.00	2.00	-	-2.00
Administrative Officer Lead	-	-	-	2.00	2.00
Administrative Officer Manager	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	5.00	5.00
Administrative Specialist	-	-	-	7.00	7.00
Assistant Director	3.00	3.00	2.00	2.00	-
Budget & Finance Analyst Lead	-	-	-	2.00	2.00
Budget & Finance Manager	-	-	-	1.00	1.00
Code Enforcement Coordinator	4.00	4.00	4.00	4.00	-
Code Enforcement Inspector	34.00	35.00	35.00	38.00	3.00
Code Enforcement Inspector Lead	11.00	11.00	11.00	12.00	1.00
Code Enforcement Supervisor	-	5.00	5.00	5.00	-
Code Process Specialist	1.00	-	-	-	-
Community & Commerce Specialist	10.00	1.00	1.00	1.00	-
Community Engagement Specialist	-	8.00	8.00	8.00	-
Community Engagement Specialist Lead	-	5.00	5.00	5.00	-
Community Relations Administrator	-	-	1.00	-	-1.00
Community Relations Manager	1.00	1.00	1.00	1.00	-
Community Relations Specialist	1.00	1.00	-	-	-
Content Webmaster	1.00	1.00	1.00	2.00	1.00
Customer/Revenue Service Specialist	5.00	5.00	5.00	5.00	-
Deputy Director I	1.00	1.00	1.00	1.00	-
Economic Development Program Manager	4.00	4.00	-	-	-
Housing and Neighborhood Services Director	1.00	1.00	1.00	1.00	-
Housing Area Supervisor	10.00	1.00	1.00	1.00	-

Housing & Neighborhood Services

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Housing Services Division Manager	5.00	5.00	6.00	5.00	-1.00
Housing Services Supervisor	1.00	1.00	1.00	2.00	1.00
Neighborhood Development Specialist	3.00	3.00	3.00	3.00	-
Office Assistant IV	9.00	9.00	8.00	-	-8.00
Office Assistant V	4.00	4.00	4.00	-	-4.00
Office Assistant	-	-	-	6.00	6.00
Operations Manager	2.00	2.00	2.00	2.00	-
Operations Manager Senior	1.00	1.00	1.00	2.00	1.00
Program Coordinator	6.00	6.00	6.00	5.00	-1.00
Program Manager	-	-	4.00	5.00	1.00
Procurement Agent	-	-	-	1.00	1.00
Procurement Agent Senior	-	-	-	1.00	1.00
Public Information Specialist Senior	1.00	1.00	1.00	1.00	-
Training Specialist	2.00	2.00	2.00	1.00	-1.00
Department Total FTE	226.75	226.75	226.75	233.75	7.00

Housing & Neighborhood Services

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Support Innovative Housing	\$3,550,000	PAYGO	347
Support Neighborhood Grants	\$400,000	PAYGO	347
Offer In Rem Remedy - Residential	\$500,000	PAYGO	350
Support Hospital Based Alternatives to Violence	\$250,000	PAYGO	349
Total	\$4,700,000		

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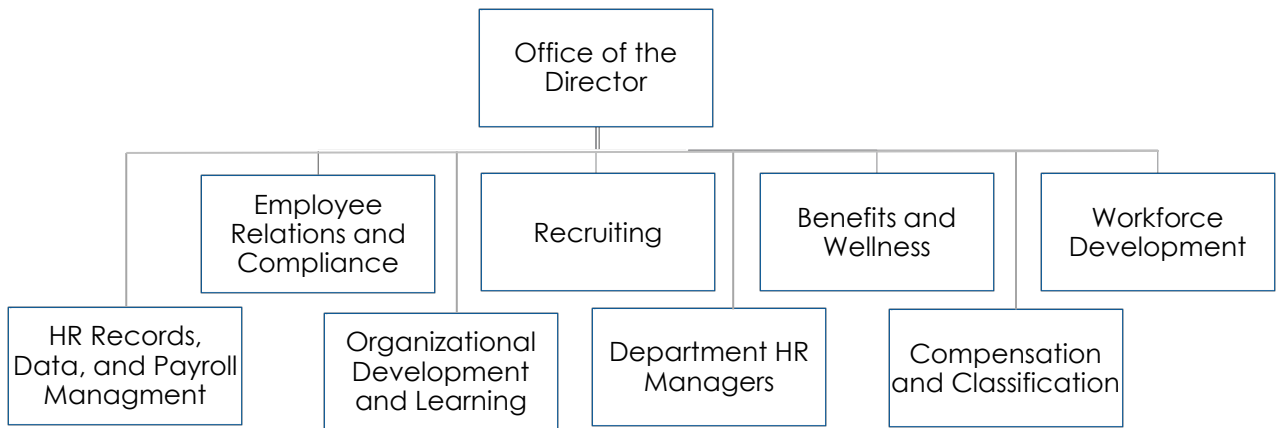
Mission Statement

A commitment to help employees thrive through an enriched employee experience. The Department of Human Resources strives to create a work environment that values and embraces workforce diversity by recognizing that employees have unique and changing needs through each stage of their career.

Department Overview

- Establish a Human Resource model that recognizes the uniqueness of each city department while also providing uniform best practices across departments
- Lead workforce development programs to provide professional growth opportunities to increase upward mobility through reskilling and education access
- Provide a comprehensive and competitive portfolio of compensation, benefits, and education assistance designed to promote economic mobility, health, and financial well-being for employees
- Develop, deploy, and ensure compliance with human resource related city policies and practices, while continuously reviewing policies and practices through a Diversity, Equity, and Inclusion lens

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$6,476,383	\$6,683,335	\$6,673,748	\$7,184,094	7.6 %
Operating Expenses	\$613,347	\$683,690	\$911,489	\$873,487	-4.2 %
Department Charges	-\$937,437	-\$1,016,442	-\$1,189,944	-\$1,199,319	-0.8 %
Total Expenditures	\$6,152,293	\$6,350,583	\$6,395,293	\$6,858,262	7.2 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$191,175
Adjust non-essential department expenditures to protect core service Adjust non-essential department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to miscellaneous contractual services based on anticipated utilization.	-	-\$21,625
Provide non-personnel funds to support citywide workforce development Provide funds for creation of affinity groups and a third-party career coach. These resources are dedicated to initiatives providing city employee workforce development, education, and career pathing opportunities.	-	\$97,000
Support HR data and records management Add a Human Resources Generalist Senior to enhance capacity to meet service needs within departments and monitor the city's data and records team.	1.00	\$95,508
Add citywide workforce development Human Resources Generalist Add a Human Resources Generalist Senior to help promote access to higher education and career development opportunities. This position will be dedicated to the city's workforce development initiatives.	1.00	\$95,508
Transition Human Resources position to support CATS Dedicate HR compensation position to support CATS. This includes the reclassification of the position to better meet compensation review and classification needs within the department.	-	-\$84,375
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$36,952
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$51,410

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,416
Net Change	2.00	\$462,969

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Workforce and Business Development				
Leverage joint resources between the city and Central Piedmont Community College (CPCC) to support multiple workforce development initiatives through placement of graduated CPCC students into full-time city job vacancies	Number of CPCC graduates placed directly from school to employment in a full-time city job	New Measure	≥3	≥3
Provide new skills-training for city employees within jobs that are experiencing transitioning duties	Review all city job classes to determine areas with transitioning duties and services, and identify relevant skills-training for the revised service needs	New Measure	100%	100%
Support workforce development through the Education Assistance Policy that provides pre-payment assistance for certain courses or job certifications at the community college level	Number of employees enrolled in a course of study under the terms of the policy	New Measure	≥30	≥30
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Create an enhanced applicant experience through transparency and communication in the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	88%	≥80%	>80%
Promote employee wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	73%	≥85%	≥85%
Review administrative policies with the goal of breaking down barriers to employment through a focus on diversity, equity, and inclusion	Number of policies reviewed with a diversity, equity, and inclusion lens	3	≥3	≥3

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Accountant II	1.00	1.00	1.00	-	-1.00
Administrative Officer I	6.00	6.00	5.00	-	-5.00
Administrative Officer II	1.00	1.00	3.00	-	-3.00
Administrative Officer III	1.00	1.00	2.00	-	-2.00
Administrative Officer IV	2.00	2.00	3.00	-	-3.00
Administrative Officer V	10.00	10.00	8.00	-	-8.00
Administrative Officer Lead	-	-	-	1.00	1.00
Administrative Officer Manager	-	-	-	2.00	2.00
Administrative Officer Senior	-	-	-	1.00	1.00
Business Analyst	-	-	1.00	2.00	1.00
Business Systems Specialist	1.00	1.00	-	-	-
Deputy Director I	1.00	1.00	1.00	1.00	-
Director of Human Resources	1.00	1.00	1.00	1.00	-
Human Resources Analyst	15.00	15.00	16.00	13.00	-3.00
Human Resources Analyst Associate	2.00	2.00	1.00	-	-1.00
Human Resources Division Manager	5.00	5.00	6.00	5.00	-1.00
Human Resources Generalist	-	-	-	2.00	2.00
Human Resources Generalist Senior	-	-	-	4.00	4.00
Human Resources Management System Analyst	1.00	1.00	1.00	1.00	-
Human Resources Manager	-	-	-	5.00	5.00
Human Resources Manager Senior	-	-	-	2.00	2.00
Human Resources Program Manager	-	-	-	2.00	2.00
Human Resources Specialist	-	-	-	3.00	3.00
Human Resources Specialist Senior	-	-	-	6.00	6.00
Management Analyst Senior	-	-	1.00	1.00	-
Office Assistant V	1.00	1.00	-	-	-
Payroll Manager	1.00	1.00	-	-	-
Payroll Specialist	2.00	2.00	2.00	2.00	-
Payroll Supervisor	-	-	1.00	1.00	-
Department Total FTE	51.00	51.00	53.00	55.00	2.00

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Innovation and Technology

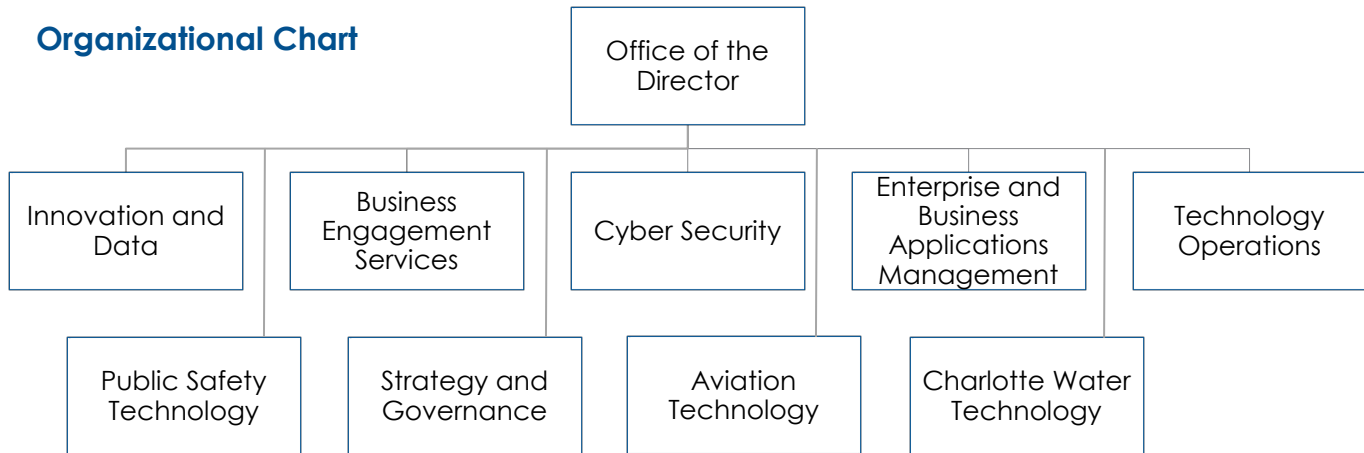
Mission Statement

To innovate, deliver, and secure technologies that empower Charlotte.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Radio Services	\$3,614,516	\$3,714,027	\$3,805,238	- ¹	-100.0 %
Intergovernmental-Local	\$73,137	\$60,385	-	-	0.0 %
Licenses, Fees, and Fines	\$16,969	\$14,597	-	\$15,000	100.0 %
Smart City Grant	\$145,000	\$100,000	-	-	0.0 %
Total Revenues	\$3,849,621	\$3,889,009	\$3,805,238	\$15,000	-99.6 %
Expenditures					
Personnel Services	\$27,533,947	\$28,215,611	\$30,484,662	\$30,483,454	0.0 %
Operating Expenses	\$20,846,618	\$24,463,330	\$24,640,140	\$20,011,611	-18.8 %
Department Charges	-\$5,378,672	-\$5,601,143	-\$6,309,482	-\$2,727,683	56.8 %
Total Expenditures	\$43,001,894	\$47,077,798	\$48,815,320	\$47,767,382¹	-2.1 %
Net Expenditures	\$39,152,273	\$43,188,789	\$45,010,082	\$47,752,382	6.1 %

¹FY 2024 includes the realignment of \$3,631,195 from the Public Safety Communications Division within Innovation & Technology's operating budget to the newly created Public Safety Communications Fund.

Innovation and Technology

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$640,152
<p>Reduce license and application costs</p> <p>Reduce planned expenditures for various applications based on identified efficiencies. This action is based on planned utilization and will not result in service level impacts.</p>	-	-\$444,000
<p>Provide funds for software licensing and services support</p> <p>Provide funds for software licensing and support for various city services including: Granicus, which is used to produce the City Council meeting agenda; Accela, which supports the city's land development permitting process; and licenses for Oracle which is used to support various databases.</p>	-	\$214,887
<p>Enhance staffing to bridge the Digital Divide and advance Smart Cities initiatives</p> <p>Add an IT Project Coordinator and IT Project Coordinator Sr. to increase residents' access to online and digital resources and advance Smart Cities initiatives.</p>	2.00	\$205,241
<p>Enhance document management system</p> <p>Add funds to support the upgrade and cloud migration of the city's document management system.</p>	-	\$191,597
<p>Add Software Developer Lead for CLT+ App</p> <p>Add a Software Developer Lead to provide ongoing support for the CLT+ app. This will ensure the app remains a reliable resource for residents, as well as enable the ability to add additional features in the future.</p>	1.00	\$175,608
<p>Provide funds to ensure robust cybersecurity posture</p> <p>Provide network security funds to ensure the city's technology systems and data are adequately protected.</p>	-	\$161,370
<p>Provide funds for data storage system</p> <p>Provide funds for the cloud subscription for the city's data storage and backup system.</p>	-	\$81,561

Innovation and Technology

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
<p>Provide funds for technology support related to UDO Implementation</p> <p>Add two positions to provide enhanced support to the Charlotte Development Center, as well as non-personnel funds for licenses for all new positions related to UDO implementation. This action also includes funds to enable enhanced reporting and data analysis related to UDO implementation. These costs will be reimbursed by user fee revenue.</p>	2.00	-
<p>Provide funds to maintain subscriptions for Microsoft applications</p> <p>Provide funds to ensure city employees maintain access to Microsoft applications.</p>	-	\$130,617
<p>Add funds for Data Center Lease</p> <p>Technical adjustment to provide funds for the city's Data Center lease.</p>	-	\$7,251
<p>Insource cybersecurity services</p> <p>Utilize funds previously used to pay for services from an external vendor to create a new Cyber Security Analyst position.</p>	1.00	-
<p>Transfer Public Safety Radio to new Special Revenue Fund</p> <p>Transfer funds for the regional public safety radio network to a new special revenue fund. The network is financially supported by the city and regional partners, and this adjustment reflects an accounting change so that these funds are accounted for in a separate fund. There is a corresponding entry in the Public Safety Communications Fund.</p>	-22.00	-\$3,631,195
<p>Transfer Position from General Services</p> <p>Realign a position from General Services to Innovation & Technology to provide data analytics support to the Charlotte Business Inclusion Office. There is a corresponding entry in General Services.</p>	1.00	\$138,095
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This adjustment also includes funds for a Cyber Security Analyst and a Business Systems Analyst.</p>	2.00	\$856,032
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.</p>	-	\$223,110

Innovation and Technology

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,736
Net Change	-13.00	-\$1,047,938

Innovation and Technology

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Improve effectiveness, efficiency, and equity through process improvements	Number of citywide process improvements implemented annually	Internally-Focused: 2 Resident-Focused: 0	Internally-Focused: ≥1 Resident-Focused: ≥1	Internally-Focused: ≥1 Resident-Focused: ≥1
Secure the city's information technology systems	Percent of city staff annually completing refresher information technology security training	100%	100%	100%
Achieve operational excellence	Maintain high availability of critical emergency radio communications network	99.999999% availability	99.999% availability	99.999% availability
	Percent of PC issues causing user downtime that are repaired or replaced by the IT Service Desk within four hours	97.7%	≥95%	≥95%
Enable access to data, technology, and digital services to empower the community	Annual percentage increase in the community's use of city mobile apps including CLT+	37.0%	≥10%	≥10%

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Active Directory Administrator	2.00	1.00	1.00	1.00	-
Active Directory Specialist	1.00	-	-	-	-
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer I	1.00	-	-	-	-
Administrative Officer II	-	2.00	2.00	-	-2.00
Administrative Officer III	4.00	4.00	4.00	-	-4.00
Administrative Officer	-	-	-	1.00	1.00
Administrative Secretary I	1.00	1.00	1.00	-	-1.00
Application Administrator	1.00	7.00	8.00	7.00	-1.00
Application Administrator Associate	-	1.00	1.00	1.00	-
Application Administrator Lead	-	3.00	3.00	3.00	-
Application Administrator Senior	-	17.00	17.00	18.00	1.00
Application Development Support Manager	-	3.00	4.00	4.00	-
Application Development Support Supervisor	-	7.00	7.00	7.00	-
Application Development Manager	2.00	-	-	-	-
Application Services Manager	2.00	-	-	-	-
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Business Systems Analyst	-	3.00	3.00	5.00	2.00
Business Systems Analyst Senior	-	5.00	5.00	6.00	1.00
Business Systems Analyst Associate	-	1.00	-	-	-
Business Systems Coordinator	-	11.00	10.00	9.00	-1.00
Business Systems Manager	4.00	3.00	3.00	2.00	-1.00
Business Systems Manager Senior	1.00	1.00	1.00	1.00	-
Business Systems Program Manager	2.00	1.00	-	-	-
Business Systems Specialist	16.00	-	-	-	-
Business Systems Specialist Lead	14.00	-	-	-	-
Business Systems Specialist Senior	16.00	-	-	-	-
Business Systems Supervisor	1.00	3.00	3.00	4.00	1.00
Chief Information Officer	1.00	1.00	1.00	1.00	-
Communications Technician	-	1.00	-	-	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Corporate Project Management Office Mgr	1.00	-	-	-	-
Corporate Technology Program Manager	1.00	-	-	-	-
Cyber Security Analyst	-	1.00	1.00	3.00	2.00
Cyber Security Analyst Lead	-	2.00	2.00	3.00	1.00
Cyber Security Analyst Senior	-	5.00	5.00	4.00	-1.00
Cyber Security Manager	-	2.00	2.00	2.00	-
Data Analytics Manager	1.00	-	-	-	-

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Data Analytics Specialist	-	2.00	2.00	1.00	-1.00
Data Analytics Specialist Senior	-	1.00	1.00	-	-1.00
Data Center Coordinator	-	1.00	1.00	1.00	-
Data Center Services Manager	1.00	-	-	-	-
Data Center Specialist	1.00	-	-	-	-
Data Services Manager	3.00	-	-	-	-
Data Storage Administrator	1.00	-	-	-	-
Data Storage Coordinator	-	2.00	2.00	2.00	-
Database Administration Manager	-	1.00	1.00	1.00	-
Database Administrator	4.00	7.00	8.00	8.00	-
Database Administrator Senior	4.00	4.00	4.00	4.00	-
Deputy Chief Information Officer	1.00	1.00	2.00	2.00	-
Electronics Technician II	4.00	-	-	-	-
Equipment Parts Manager	1.00	-	-	-	-
GIS Analyst	3.00	5.00	5.00	4.00	-1.00
GIS Coordinator	1.00	1.00	1.00	1.00	-
GIS Supervisor	1.00	-	-	-	-
GIS Technician	1.00	-	-	-	-
Information Security Administrator	5.00	-	-	-	-
Information Security Analyst	1.00	-	-	-	-
Information Security Officer	1.00	1.00	1.00	1.00	-
Information Security Supervisor	4.00	-	-	-	-
Information Tech Administrator	26.00	-	-	-	-
Information Tech Supervisor	2.00	-	-	-	-
Information Tech Team Lead	1.00	-	-	-	-
IT Asset Administrator	-	2.00	2.00	2.00	-
IT Asset Analyst	-	1.00	1.00	-	-1.00
IT Change Process Coordinator	-	1.00	1.00	1.00	-
IT Client Services Manager	1.00	-	-	-	-
IT Client Support Manager	3.00	-	-	-	-
IT Communications Technician	1.00	-	1.00	1.00	-
IT Communications Service Manager	1.00	-	-	-	-
IT Data Analytics Manager	-	1.00	1.00	1.00	-
IT Data Analytics Specialist	-	-	-	1.00	1.00
IT Data Analytics Specialist Senior	-	-	-	2.00	2.00
IT Data Services Administrator	-	2.00	2.00	2.00	-
IT Data Services Analyst	-	1.00	1.00	2.00	1.00
IT Data Services Manager	-	1.00	1.00	1.00	-

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
IT Division Manager	2.00	-	-	-	-
IT Enterprise Architect	1.00	1.00	1.00	1.00	-
IT EPMO Manager	-	1.00	1.00	1.00	-
IT Incident Response Coordinator	-	1.00	1.00	1.00	-
IT Infrastructure Manager	-	4.00	4.00	4.00	-
IT Portfolio Manager	-	1.00	1.00	1.00	-
IT Process Manager	4.00	-	2.00	2.00	-
IT Program Manager	-	1.00	-	1.00	1.00
IT Project Coordinator	-	-	-	1.00	1.00
IT Project Coordinator Senior	-	1.00	1.00	2.00	1.00
IT Project Manager Associate	1.00	-	-	-	-
IT Project Manager	3.00	2.00	3.00	3.00	-
IT Project Manager Senior	4.00	3.00	4.00	5.00	1.00
IT Quality Assurance Analyst	-	1.00	1.00	-	-1.00
IT Quality Assurance Analyst Senior	-	1.00	1.00	1.00	-
IT Services Portfolio Manager	1.00	-	-	-	-
IT Systems Architect	-	4.00	4.00	4.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Middleware Specialist	1.00	1.00	-	-	-
Network Administrator	-	2.00	2.00	2.00	-
Network Architect Senior	3.00	-	-	-	-
Network Communications Integrator Associate	5.00	-	-	-	-
Network Communications Integrator	12.00	-	-	-	-
Network Communications Integrator Senior	2.00	-	-	-	-
Network Engineer	-	6.00	6.00	6.00	-
Network Operations Supervisor	2.00	-	-	-	-
Network Technician	-	2.00	2.00	2.00	-
Planning Program Manager	1.00	-	-	-	-
Procurement Agent Lead	-	-	-	1.00	1.00
Procurement Agent Senior	-	-	-	2.00	2.00
Radio System Specialist	-	3.00	3.00	-	-3.00
Radio System Specialist, Senior	-	7.00	7.00	-	-7.00
Radio System Supervisor	-	2.00	2.00	-	-2.00
Radio System Technician	-	3.00	4.00	-	-4.00
Senior Tech Service Specialist	3.00	-	-	-	-
Server Administrator	3.00	2.00	2.00	2.00	-
Server Engineer	-	5.00	5.00	5.00	-
SharePoint Administrator	2.00	-	-	-	-

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Software Developer	5.00	5.00	5.00	5.00	-
Software Developer Lead	-	4.00	4.00	5.00	1.00
Software Developer Senior	6.00	6.00	7.00	7.00	-
Technical Support Coordinator	1.00	5.00	5.00	5.00	-
Technical Systems Specialist	5.00	5.00	-	-	-
Technology Services Officer	4.00	5.00	5.00	5.00	-
Technology Support Specialist	-	9.00	9.00	5.00	-4.00
Technology Support Specialist Senior	-	3.00	4.00	5.00	1.00
Training Specialist	1.00	-	-	-	-
Wireless Communications Manager	1.00	1.00	1.00	-	-1.00
Department Total FTE	219.00	220.00	221.00	208.00¹	-13.00

¹FY 2024 includes the realignment of 22.0 FTEs from the Public Safety Communications Division within Innovation & Technology's operating budget to the newly created Public Safety Communications Fund.

Innovation and Technology

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Upgrade Business System Software	\$20,000,000	PAYGO/Other Sources	356
Enhance Innovation and Technology Assets	\$1,250,000	PAYGO	356
Total	\$21,250,000		

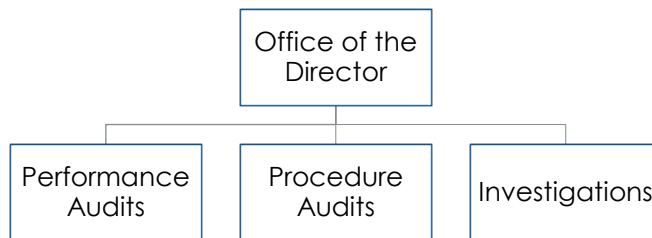
Mission Statement

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

Department Overview

- Conduct independent reviews of the city’s system of internal controls
- Assist management in evaluating the effectiveness of operations
- Provide audit assistance for special projects
- Provide recommendations for improvement in key control areas

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$1,237,824	\$1,213,130	\$1,473,403	\$1,545,588	4.9 %
Operating Expenses	\$157,923	\$248,210	\$122,445	\$127,594	4.2 %
Total Expenditures	\$1,395,747	\$1,461,340	\$1,595,848	\$1,673,182	4.8 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$17,116
Support software maintenance Technical adjustment to provide funds for the maintenance of auditing software.	-	\$4,975
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$44,399
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$10,670
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$174
Net Change	-	\$77,334

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Deliver timely audit services to facilitate a well-managed government	Number of performance audits issued	9	≥12	≥12
Ensure audit recommendations are implemented following the completion of audits	Percent of recommendations implemented within six months	77%	≥75%	≥75%
Promote an appreciation and understanding of the importance of equity among staff	Percent of staff who participate in an equity training throughout the fiscal year	88%	≥95%	≥95%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Deputy Internal Audit Manager	1.00	1.00	1.00	1.00	-
Internal Audit Manager	1.00	1.00	1.00	1.00	-
Internal Audit Supervisor	1.00	1.00	1.00	1.00	-
Internal Audit Supervisor IT	1.00	1.00	1.00	1.00	-
Internal Auditor	2.00	2.00	2.00	2.00	-
Internal Auditor Senior	5.00	5.00	5.00	5.00	-
Department Total FTE	11.00	11.00	11.00	11.00	-

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Mission Statement

Set policies and provide guidance to the City Manager to support smart growth, address key strategic areas, and meet resident needs such as:

- Make neighborhoods safe, sustainable, and affordable
- Create a thriving economic climate where businesses are connected to highly skilled talent and technologies
- Work to help residents earn sustainable wages and benefits
- Guide the growth of the city's transportation systems to connect residents from all walks of life to valuable resources and opportunities

Department Overview

- Appoint the City Manager, City Attorney, City Clerk, and various members to Boards and Commissions
- Adopt ordinances, resolutions, and orders
- Adopt the annual budget, which sets the tax rate and approves the financing of city operations

Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY2024
Expenditures					
Personal Services	\$569,107	\$788,765	\$811,032	\$841,306	3.7 %
Operating Expenses	\$123,638	\$186,440	\$178,065	\$178,065	0.0 %
Total Expenditures	\$692,745	\$975,205	\$989,097	\$1,019,371	3.1 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase	-	\$20,085
Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.		
Update healthcare expenditures	-	\$10,189
Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.		
Net Change	-	\$30,274

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Council Member	11.00	11.00	11.00	11.00	-
Mayor	1.00	1.00	1.00	1.00	-
Department Total FTE	12.00	12.00	12.00	12.00	-

Planning, Design, and Development

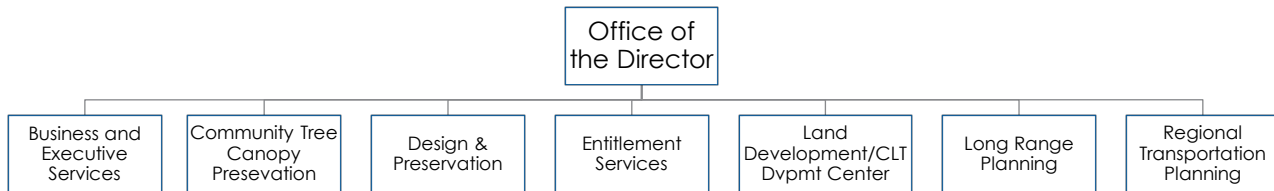
Mission Statement

The Charlotte Planning Design & Development Department shapes, connects, and designs great places to preserve our built and natural spaces, plan for growth, and guide development of our thriving communities.

Department Overview

- Provide planning and regulatory services in support of the city’s priorities to advance affordable housing and economic development initiatives
- Provide a comprehensive array of long-range planning, development, and strategic planning services to improve the quality of life in Charlotte, particularly focusing efforts to obtain more equitable development and address land use policy, the regulatory environment, community planning, urban design, tree canopy policy and regional transportation planning (Charlotte Regional Transportation Planning Organization, CRTPO)
- Develop plans and policies to advance our community values and aspirations around equity, transportation, quality of life, economic development, jobs, affordable housing, health, safety, and sustainability
- Offer Urban Design and strategic planning functions that facilitate high quality development and transformative capital investments

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Licenses, Fees, and Fines	\$1,322,178	\$1,202,451	\$1,623,000	\$1,688,155	4.0 %
Charges for Current Services	\$6,336,851	\$7,467,163	\$6,972,390	\$8,571,850	22.9 %
Total Revenues	\$7,659,029	\$8,669,614	\$8,595,390	\$10,260,005	19.4 %
Expenditures					
Personnel Services	\$10,589,743	\$11,157,011	\$13,002,152	\$15,777,780	21.3 %
Operating Expenses	\$1,108,639	\$1,247,915	\$1,359,209	\$1,395,952	2.7 %
Department Charges	-\$1,126,473	-\$1,304,197	-\$1,622,361	-\$2,207,636	-36.1 %
Total Expenditures	\$10,571,909	\$11,100,729	\$12,739,000	\$14,966,096	17.5 %
Net Expenditures	\$2,912,880	\$2,431,115	\$4,143,610	\$4,706,091	13.6 %

Planning, Design, and Development

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$291,631
<p>Adjust CRTPO reimbursement</p> <p>Align Charlotte Regional Transportation Planning Organization's reimbursement for planning personnel costs to anticipated utilization.</p>	-	-\$232,819
<p>Reduce non-essential department expenditures</p> <p>Adjust non-essential department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to travel, office supplies, and contractual services based on anticipated utilization.</p>	-	-\$20,000
<p>Support Community Tree Canopy Preservation and the implementation of the Unified Development Ordinance</p> <p>Add 10 positions in Community Tree Preservation that will facilitate and administer the UDO's updated development regulations. These resources will ensure timely plan review and inspection associated with new tree canopy regulations and non-development heritage tree canopy regulations established in the UDO. These positions will be reimbursed with user fee revenue.</p>	10.00	\$913,152
<p>Support Land Development and the implementation of the Unified Development Ordinance</p> <p>Add 10 positions in Land Development that will facilitate and administer the UDO's updated development regulations. These resources will ensure timely interpretations of zoning regulations, zoning review, review of appeals and variance applications, and on-site inspections as established in the UDO. These positions will be reimbursed with user fee revenue.</p>	10.00	\$549,949
<p>Add Program Manager to support implementation of the Charlotte Future 2040 Comprehensive Plan</p> <p>Add a Program Manager to support implementation of the Charlotte Future 2040 Comprehensive Plan. This position will manage the monitoring and reporting of key metrics related to the adopted plan and support key projects that seek to provide neighborhood-level refinements to the city's future growth and development strategy.</p>	1.00	\$126,542

Planning, Design, and Development

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Provide non-personnel support for Charlotte Future 2040 Comprehensive Plan implementation Support continued implementation of the Charlotte Future 2040 Comprehensive Plan with funding for the Community Area Plan Toolkit, 2040 Dashboard and Annual Report, and meals for community engagement events.	-	\$20,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$430,370
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$122,230
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$26,041
	Net Change	21.00
		\$2,227,096

Planning, Design, and Development

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Great Neighborhoods				
Create and enhance community vibrancy and identity in the Corridors of Opportunity	Annual number of Corridors of Opportunity placemaking projects completed	New Measure	≥5	≥5
Strategic Priority Area: Transportation and Planning				
Partner with customers to approve development plans in an efficient and collaborative manner that help build a safe and thriving community	Percent of land development reviews and inspections completed by targeted timeframe within compliance	89.63%	≥90%	≥90%
	Percent of rezoning cases reviewed by staff by the designated deadline	New Measure	≥90%	≥90%
	Percent of Historic District administrative review applications completed within 30 days of complete application submission	New Measure	100%	100%

Planning, Design, and Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant	-	-	-	1.00	1.00
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer I	4.00	5.00	6.00	-	-6.00
Administrative Officer II	2.00	2.00	3.00	-	-3.00
Administrative Officer III	2.00	2.00	1.00	-	-1.00
Administrative Officer IV	-	1.00	1.00	-	-1.00
Administrative Officer V	1.00	1.00	1.00	-	-1.00
Administrative Officer	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	1.00	1.00
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Administrative Specialist	-	-	-	5.00	5.00
Budget & Finance Analyst	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Manager	-	-	-	1.00	1.00
Business Systems Analyst Associate	-	-	1.00	-	-1.00
Chief Urban Forester	-	1.00	1.00	-	-1.00
Code Enforcement Inspector	4.00	4.00	4.00	7.00	3.00
Code Enforcement Inspector Lead	2.00	2.00	2.00	2.00	-
Code Enforcement Supervisor	-	-	-	1.00	1.00
Code Process Specialist	2.00	2.00	2.00	2.00	-
Construction Inspector	4.00	5.00	5.00	5.00	-
Construction Inspector Senior	1.00	1.00	1.00	2.00	1.00
Construction Manager	-	-	1.00	2.00	1.00
Construction Supervisor	1.00	1.00	1.00	1.00	-
Deputy Planning Director	1.00	1.00	1.00	1.00	-
Engineering Services Investigator	2.00	2.00	2.00	5.00	3.00
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
Office Assistant V	2.00	2.00	1.00	-	-1.00
Office Assistant Senior	-	-	-	1.00	1.00
Planner	15.00	15.00	17.00	16.00	-1.00
Planner Associate	11.00	12.00	12.00	20.00	8.00
Planner Senior	11.00	-	-	-	-
Planner Technician	-	-	1.00	1.00	-
Planning Director	1.00	1.00	1.00	1.00	-
Planning Division Manager	5.00	5.00	5.00	6.00	1.00
Planning Program Manager	8.00	7.00	7.00	10.00	3.00
Planning Project Coordinator	-	13.00	15.00	18.00	3.00

Planning, Design, and Development

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Planning Project Manager	8.00	8.00	9.00	8.00	-1.00
Planning Project Manager Senior	7.00	7.00	7.00	8.00	1.00
Plans Reviewer	1.00	-	-	-	-
Urban Forestry Specialist	6.00	6.00	7.00	7.00	-
Urban Forestry Supervisor	1.00	1.00	1.00	1.00	-
Department Total FTE	104.00	109.00	118.00	139.00	21.00

Planning, Design, and Development

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Invest in Corridors of Opportunity	\$5,000,000	PAYGO	347
Enhance Placemaking Citywide	\$250,000	PAYGO	348
Support 2040 Community Area Planning	\$400,000	PAYGO	351
Total	\$5,650,000		

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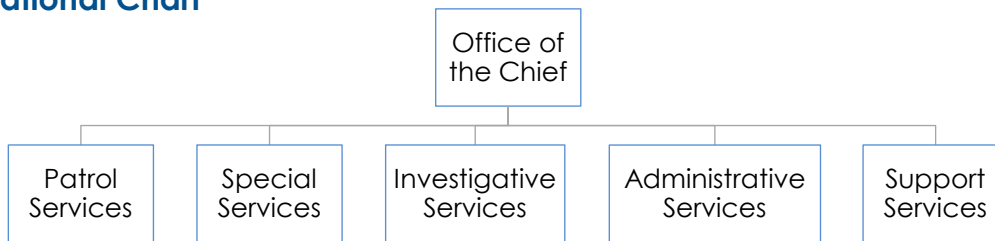
Mission Statement

The Charlotte-Mecklenburg Police Department implements solutions and expands collaborative relationships within our organization and community to increase public safety through enhanced trust, fairness, and respect.

Department Overview

- Strengthens vulnerable communities by communicating and implementing crime prevention strategies that address causes of crime and improve quality of life
- Builds community trust by embracing collaboration and reflecting the Charlotte community in the workforce
- Increases public safety through crime management, community collaboration, professional accountability, and employee wellness

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Law Enforcement Services	\$18,255,868	\$22,965,791	\$24,219,838	\$25,269,875	4.3 %
Interfund Police Charges	\$10,224,665	\$11,140,113	\$11,314,405	\$12,194,739	7.8 %
Licenses, Fees, and Fines	\$1,754,144	\$1,724,812	\$1,906,000	\$2,506,779	31.5 %
Convention Center Traffic	\$500,000	\$250,000	\$250,000	\$250,000	0.0 %
Charges for Services	\$131,123	\$126,041	\$125,000	\$120,000	-4.0 %
Other	\$193,280	\$167,745	\$906,779	\$139,694	-84.6 %
Total Revenues	\$31,059,080	\$36,374,502	\$38,722,022	\$40,481,087	4.5 %
Expenditures					
Personnel Services	\$248,934,276	\$256,505,882	\$270,148,660	\$286,745,804	6.1 %
Operating Expenses	\$41,650,631	\$46,392,444	\$47,976,248	\$48,435,647	1.0 %
Capital Outlay	\$623,114	\$16,558	-	-	0.0 %
Department Charges	-\$270,685	-\$301,823	-\$558,296	-\$509,765	8.7 %
Total Expenditures	\$290,937,336	\$302,613,061	\$317,566,612	\$334,671,686	5.4 %
Net Expenditures	\$259,878,256	\$266,238,559	\$278,844,590	\$294,190,599	5.5 %

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$7,210,532
<p>Provide funds for enhanced compensation and pay structure changes</p> <p>Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2024 actions include: eliminating the bottom two steps for Police Officers, collapsing steps four and five for Police Officers, adding a 5% and 2.5% step for Senior Police Officers effective September and January, respectively, and dropping the bottom step and adding a new top step for Sergeants. This action also includes adjustments to avoid compression. In total, FY 2024 actions will result in increases in starting and top pay of Police Officers of 10.5 percent by January 2024.</p>	-	\$6,406,016
<p>Provide funds for retiree health investment account program</p> <p>Increase annual contribution to retiree health investment account from \$1,040 to \$1,300 for all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.</p>	-	\$129,740
<p>Support SAFE Charlotte recommendation to civilianize functions</p> <p>Support civilianization of five vacant sworn positions to an Administrative Officer, Public Information Specialist, Public Information Specialist Senior, and two Data Analytics Specialists. This action will provide CMPD with additional administrative support staff while allowing officers to return to response duty. These conversions are an ongoing process and a SAFE Charlotte recommendation.</p>	-	\$127,578
<p>Capture vacancy savings</p> <p>Align the department's personnel budget in FY 2024 to anticipated costs, including personnel attrition.</p>	-	-\$951,000
<p>Add a Veterinarian and Animal Health Technician to support Animal Care and Control</p> <p>Add an Animal Health Technician and provide ongoing funding to retain a Veterinarian currently supported by grant funding to provide the Animal Care and Control unit with adequate capacity to care for the average volume of shelter animals.</p>	2.00	\$112,468

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
<p>Support separation allowance for Law Enforcement Officers</p> <p>Technical adjustment to provide additional funds for the state mandated separation allowance for law enforcement officers from retirement until age 62.</p>	-	\$832,716
<p>Provide funds for contractual increases</p> <p>Technical adjustment to provide funds for custodial services, leases at the airport and North Division, security services at CMPD Headquarters, and tow services used to recover property.</p>	-	\$255,634
<p>Provide funds for fuel cost increases</p> <p>Technical adjustment to provide funds for fuel based on projected cost and utilization.</p>	-	\$195,140
<p>Provide funds for software support and technology maintenance</p> <p>Technical adjustment to provide funds for technology maintenance and software support related to CMPD's video management servers, computer aided dispatch system, database servers, license plate readers, and pawn property database.</p>	-	\$137,070
<p>Provide funds for food and medical supply costs at Animal Care and Control</p> <p>Technical adjustment to provide funds for animal food and medical supplies based on anticipated utilization.</p>	-	\$59,568
<p>Provide funds to support Community Policing Crisis Response Team</p> <p>Technical adjustment to support CMPD's Community Policing Crisis Response Team by providing funds for contractual increases with the city's partner for the mental health clinicians that partner with officers to respond to mental health crises.</p>	-	\$46,716
<p>Provide funds for helicopter maintenance</p> <p>Technical adjustment to provide funds for inflationary cost increases in essential helicopter maintenance.</p>	-	\$43,750
<p>Provide mandated psychological screening for 911 telecommunicators</p> <p>Technical adjustment to provide funds for state-mandated psychological screening of new 911 telecommunicators.</p>	-	\$27,000

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
<p>Transfer funds for youth mediation training</p> <p>Transfer funds to support the addition of an existing Community Relations Specialist as a full-time employee in the Community Relations Department. This employee provides mediation, conflict resolution training, and youth programming in partnership with CMPD. There is a corresponding entry in Community Relations.</p>	-	-\$96,675
<p>Eliminate support for Pineville extra-territorial jurisdiction</p> <p>Reduce personnel funds previously used to support the Pineville extra-territorial jurisdiction (ETJ). Pineville has elected to police their own ETJ area, and revenue to CMPD for policing services has been eliminated.</p>	-	-\$497,683
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$792,044
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.</p>	-	\$2,383,290
<p>Update allocations for Internal Services Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated costs of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	-\$108,830
Net Change	2.00	\$17,105,074

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Safe Communities				
Reduce victimization	Percent change in crime rate per 100,000 population	1.4% decrease	≥3% decrease	≥3% decrease
Build trust and confidence with the community	Percent of 911 calls answered within 10 seconds or less	80%	≥90%	≥90%
Provide alternative response options for Police calls	Year-over-year change in number of Police response events responded to by the Community Policing Crisis Response Team	67% increase	≥15% increase	≥15% increase
Timely response to calls for service	Average Police response time to priority 1 emergency calls for service	7 minutes	<7 minutes	<7 minutes
Provide alternatives to incarceration for youth	Percent change in number of juvenile diversions	63% increase	≥5% increase	≥5% increase
	Average daily calls for services responded to by Civilian Assistance: Respond, Engage, Support (CARES) Team	New Measure	New Measure	>4 per day
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain a diverse workforce	Percent of applicant base that are minorities and/or females	72%	≥60%	≥60%

Full-Time Equivalent (FTE) Position Summary

Law Enforcement Officers	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Police Chief	1.00	1.00	1.00	1.00	-
Deputy Police Chief	5.00	5.00	5.00	5.00	-
Police Major	14.00	14.00	12.00	12.00	-
Police Captain	35.00	35.00	30.00	30.00	-
Police Lieutenant	45.00	45.00	52.00	52.00	-
Police Sergeant	157.00	157.00	157.00	164.00	7.00
Police Officer	1,725.00	1,722.00	1,685.00	1,673.00	-12.00
Sworn Total¹	1,982.00	1,979.00	1,942.00¹	1,937.00	-5.00¹

¹Reduction in Law Enforcement Officers due to civilianization of vacant positions to relieve officers from clerical and administrative functions. This is an ongoing process and part of a SAFE Charlotte recommendation.

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
311 Contact CTE Program Analyst	2.00	2.00	2.00	2.00	-
Administrative Assistant	-	-	-	3.00	3.00
Administrative Assistant Senior	-	-	-	3.00	3.00
Administrative Officer I	18.00	18.00	25.00	-	-25.00
Administrative Officer II	13.00	12.00	15.00	-	-15.00
Administrative Officer III	6.00	7.00	10.00	-	-10.00
Administrative Officer IV	5.00	5.00	6.00	-	-6.00
Administrative Officer V	2.00	1.00	2.00	-	-2.00
Administrative Officer	-	-	-	8.00	8.00
Administrative Officer Lead	-	-	-	2.00	2.00
Administrative Officer Manager	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	2.00	2.00
Administrative Secretary I	1.00	1.00	1.00	-	-1.00
Administrative Services Manager	1.00	1.00	2.00	2.00	-
Administrative Specialist	-	-	-	14.00	14.00
Animal Control Bureau Manager	1.00	1.00	1.00	1.00	-
Animal Control Officer	21.00	20.00	19.00	19.00	-
Animal Control Officer Lead	11.00	11.00	11.00	11.00	-
Animal Control Officer Senior	6.00	6.00	6.00	6.00	-
Animal Control Officer Supervisor	8.00	7.00	7.00	-	-7.00
Animal Control Supervisor	-	-	-	6.00	6.00
Animal Health Technician	5.00	5.00	5.00	6.00	1.00
Animal Health Technician Lead	-	-	-	1.00	1.00
Animal Services Officer	-	1.00	-	-	-
Animal Shelter Manager	1.00	1.00	1.00	1.00	-
Animal Trainer	1.00	1.00	1.00	1.00	-
Behavioral Health Specialist	-	-	1.00	1.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Behavioral Health Specialist Senior	-	-	-	1.00	1.00
Budget & Finance Analyst	-	-	-	2.00	2.00
Budget & Finance Analyst Lead	-	-	-	3.00	3.00
Budget & Finance Analyst Senior	-	-	-	3.00	3.00
Budget & Finance Manager	-	-	-	1.00	1.00
Budget & Finance Specialist	-	-	-	2.00	2.00
Business Services Manager	1.00	1.00	1.00	1.00	-
Business Systems Specialist	1.00	1.00	-	-	-
Chief Criminalist	3.00	3.00	3.00	3.00	-
Community Relations Manager	2.00	2.00	1.00	1.00	-
Community Relations Specialist	2.00	2.00	2.00	2.00	-
Construction Contracts Admin Coordinator Lead	1.00	1.00	1.00	-	-1.00
Contract Technician	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	-	-	1.00	-	-1.00
Crime Lab Technician	1.00	1.00	1.00	1.00	-
Crime Laboratory Director	1.00	1.00	1.00	1.00	-
Crime Scene Supervisor	-	-	1.00	1.00	-
Crime Scene Technician	28.00	28.00	28.00	28.00	-
Crime Scene Technician Lead	-	-	6.00	6.00	-
Crime Scene Technician Senior	6.00	6.00	-	-	-
Criminalist DNA Analyst	4.00	4.00	5.00	5.00	-
Criminalist Drug Chemistry	3.00	3.00	3.00	3.00	-
Criminalist Firearms Toolmarks	2.00	2.00	2.00	2.00	-
Criminalist Questioned Document Specialist	1.00	1.00	-	-	-
Criminalist Serology	1.00	1.00	1.00	1.00	-
Customer/Revenue Service Assistant	7.00	7.00	7.00	7.00	-
Data Analytics Manager	1.00	1.00	1.00	1.00	-
Data Analytics Specialist	9.00	9.00	10.00	12.00	2.00
Data Analytics Specialist Lead	3.00	3.00	3.00	3.00	-
Data Analytics Specialist Senior	2.00	2.00	2.00	2.00	-
Data Analytics Supervisor	1.00	1.00	1.00	1.00	-
Division Training Specialist	-	-	2.00	2.00	-
DNA Analysis Team Leader	2.00	2.00	2.00	2.00	-
Domestic Violence Counselor	4.00	4.00	4.00	4.00	-
Field Operations Supervisor	-	1.00	1.00	2.00	1.00
Fleet Specification Analyst	1.00	1.00	1.00	1.00	-
Forensic Analyst	-	-	4.00	4.00	-
H&NS Program Coordinator	2.00	2.00	2.00	2.00	-
Human Resources Generalist	-	-	-	4.00	4.00

Full-Time Equivalent (FTE) Position Summary (continued)

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Human Resources Generalist Senior	-	-	-	3.00	3.00
Human Resources Specialist	-	-	-	5.00	5.00
Human Resources Specialist Senior	-	-	-	3.00	3.00
Kennel Attendant	9.00	9.00	9.00	9.00	-
Kennel Supervisor	2.00	2.00	2.00	2.00	-
Latent Fingerprint Examiner	3.00	3.00	3.00	3.00	-
Latent Fingerprint Supervisor	1.00	1.00	1.00	1.00	-
Law Enforcement Training Supervisor	-	-	1.00	1.00	-
Management Analyst	5.00	8.00	8.00	8.00	-
Management Analyst Senior	2.00	2.00	2.00	1.00	-1.00
Non-Emergency Police Services Manager	1.00	1.00	1.00	1.00	-
Office Assistant IV	10.00	10.00	11.00	-	-11.00
Office Assistant V	6.00	6.00	6.00	-	-6.00
Office Assistant	-	-	-	6.00	6.00
Office Assistant Senior	-	-	-	9.50	9.50
Operations Supervisor	1.00	1.00	1.00	1.00	-
Police Aircraft Mechanic	1.00	1.00	1.00	1.00	-
Police Communications Manager	-	-	1.00	1.00	-
Police Communications Services Supervisor	1.00	1.00	2.00	2.00	-
Police Customer Service Supervisor	5.00	5.00	6.00	6.00	-
Police Equipment Technician	-	-	2.00	2.00	-
Police Investigation Technician	44.00	44.00	45.00	45.00	-
Police Property Control Supervisor	3.00	3.00	3.00	3.00	-
Police Property Control Technician	14.00	14.00	15.00	14.00	-1.00
Police Property Manager	1.00	1.00	1.00	1.00	-
Police Records Supervisor	1.00	1.00	1.00	1.00	-
Police Records Support Technician	-	-	4.00	2.00	-2.00
Police Records Technician	5.00	5.00	1.00	3.00	2.00
Police Support Technician	16.00	16.00	16.00	16.00	-
Police Telecommunicator	125.50	125.50	125.50	95.00	-30.50
Police Telecommunicator Senior	-	-	-	30.00	30.00
Police Telecommunicator Supervisor	14.00	14.00	14.00	14.00	-
Polygraph Examiner	1.00	1.00	2.00	2.00	-
Procurement Agent Senior	-	-	-	1.00	1.00
Procurement Officer	-	-	-	1.00	1.00
Psychologist	-	1.00	-	-	-
Public Information Specialist	-	-	2.00	3.00	1.00
Public Information Specialist Senior	2.00	2.00	2.00	3.00	1.00
Public Service Coordinator	1.00	1.00	1.00	2.00	1.00

Full-Time Equivalent (FTE) Position Summary (continued)

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Public Services Division Manager	1.00	1.00	1.00	-	-1.00
Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Questioned Document Specialist	-	-	1.00	1.00	-
Real Time Crime Supervisor	-	-	1.00	1.00	-
Recreation Specialist	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Specialist	-	-	-	3.00	3.00
Special Events Coordinator	-	-	1.00	1.00	-
Training Specialist	2.00	2.00	3.00	3.00	-
Vendor Management Supervisor	-	-	-	1.00	1.00
Veterinarian	-	-	1.00	2.00	1.00
Veterinary Technician	1.00	1.00	1.00	-	-1.00
Non-LEO Total FTE	473.50	476.50	514.50	521.50	7.00
DEPARTMENT TOTAL FTE	2,455.50	2,455.50	2,456.50	2,458.50	2.00

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Purchase Police Technology	\$2,000,000	PAYGO	349
Replace Police Helicopter	\$3,000,000	COPS	378
Total	\$5,000,000		

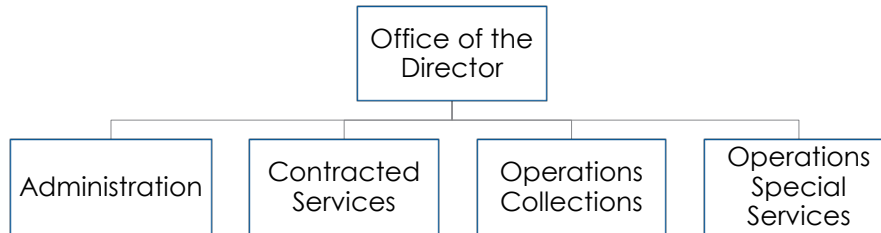
Mission Statement

To protect the public health of the City of Charlotte by partnering with the community to provide safe, competitive, and efficient services that deliver environmentally friendly and equitable collection programs.

Department Overview

- Deliver weekly curbside collection service city-wide for garbage, yard waste, and bulky waste
- Provide bi-weekly curbside collection of recyclables
- Collect weekly garbage, recycling, and bulky waste for multi-family communities
- Collect weekly small business garbage and provide refuse and recycling collection from public receptacles
- Remove litter and dead animals from city streets and rights-of-way
- Participate in specialized cleaning programs, including continual maintenance of the Central Business District, neighborhood clean-ups, and support of special events and transportation corridors.

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Intergovernmental-state	\$645,509	\$673,372	\$615,000	\$615,000	0.0 %
Licenses, fees, fines	\$24,752,722	\$27,726,710	\$31,985,611	\$35,678,207	11.5 %
Miscellaneous	-	\$24,462	\$40,000	\$40,000	0.0 %
Total Revenues	\$25,398,231	\$28,424,544	\$32,640,611	\$36,333,207	11.3 %
Expenditures					
Personnel Services	\$24,261,333	\$23,432,611	\$26,918,406	\$29,528,728	9.7 %
Operating Expenses	\$42,918,339	\$44,152,275	\$49,759,800	\$51,005,416	2.5 %
Department Charges	-\$832,124	-\$921,897	-\$1,403,368	-\$1,566,710	-11.6 %
Total Expenditures	\$66,347,548	\$66,662,989	\$75,274,838	\$78,967,434	4.9 %
Net Expenditures	\$40,949,317	\$38,238,445	\$42,634,227	\$42,634,227	0.0 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$849,000
Adjust Tipping Fees Adjust tipping fee funds due to utilization trends. Tipping fees are fees the city pays Mecklenburg County for disposal of refuse and yard waste at their respective disposal sites.	-	-\$380,506
Adjust Multifamily Recycling Contract Adjust multifamily recycling contract due to utilization trends.	-	-\$10,001
Establish apprenticeship program for Sanitation Equipment Operators Hire one new Safety Coordinator to oversee an apprenticeship program to improve recruitment and provide for the cost to establish 10 apprenticeships that will address staffing, workforce development, and to eliminate the financial barrier of needing a Commercial Drivers' License.	1.00	\$308,473
Establish dedicated backdoor service crews for customers with a qualifying disability Hire additional four Sanitation Equipment Operators to improve operational efficiency by creating two dedicated crews to service the city's disability backdoor routes.	4.00	\$223,912
Provide funds for inflationary increases in the curbside recycling contract Technical adjustment to provide funds for contractual cost increases in curbside recycling collection.	-	\$1,223,126
Provide funds for fuel cost increases Technical adjustment to provide funds for fuel based on projected cost and utilization.	-	\$294,292
Provide funds for inflationary increases in the vehicle tires and service contract Technical adjustment to provide funds for contractual cost increases for vehicle tires and service.	-	\$181,383

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for IT application increases Technical adjustment to provide funds for annual IT application increases. The applications provide a document management system and tracking services for Solid Waste vehicles, utilizing real-time information to increase efficiency of collection routes.	-	\$67,623
Update Reimbursement of Solid Waste services provided to CATS Adjust the department charge amount for Solid Waste services along the CATS Blue Line, Goldline, bus stops, and other CATS facilities. These services are reimbursed by CATS through department charges.	-	-\$163,342
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This adjustment also includes overtime funds for the addition of Juneteenth as a city holiday in 2023.	-	\$923,387
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$305,550
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$130,301
Net Change	5.00	\$3,692,596

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Great Neighborhoods				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.46	≤2	≤2
Provide equitable residential curbside services	Geographic distribution of yard waste collections and bulky item collection requests	Bulky calls-for-service collections GIS data analyzed; frequency analyzed by address	Analyze GIS data to determine equity metric	Analyze GIS data to determine equity metric
Strategic Priority Area: Workforce and Business Development				
Facilitate upward mobility for employees	Number of employees participating in upward mobility initiatives, such as professional licensing, degree programs, continuing education courses, etc.	40%	≥33% of Solid Waste employees participate	≥33% of Solid Waste employees participate
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	\$163/ton (FY 2022 North Carolina Average \$221)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$75/ton (FY 2022 North Carolina Average \$95)	< North Carolina statewide average	< North Carolina statewide average
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	38	≥38	≥42

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Officer I	3.00	4.00	5.00	-	-5.00
Administrative Officer II	2.00	2.00	2.00	-	-2.00
Administrative Officer III	6.00	6.00	6.00	-	-6.00
Administrative Officer IV	2.00	2.00	2.00	-	-2.00
Administrative Officer V	2.00	2.00	2.00	-	-2.00
Administrative Officer	-	-	-	2.00	2.00
Administrative Officer Senior	-	-	-	3.00	3.00
Administrative Specialist	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Business Services Manager	-	-	-	1.00	1.00
Community Programs Coordinator	1.00	1.00	1.00	1.00	-
Community Relations Specialist	-	1.00	1.00	1.00	-
Contract Technician	8.00	8.00	8.00	8.00	-
Contracts Admin Coordinator	-	1.00	1.00	-	-1.00
Contracts Admin Specialist	1.00	1.00	1.00	-	-1.00
Customer/Revenue Service Specialist	-	-	-	2.00	2.00
Deputy Solid Waste Services Director	2.00	2.00	2.00	2.00	-
Dispatcher	-	-	-	2.00	2.00
Equipment Operator III	15.00	15.00	15.00	-	-15.00
Field Operations Supervisor	4.00	4.00	4.00	4.00	-
Human Resources Generalist	-	-	-	2.00	2.00
Human Resources Generalist Senior	-	-	-	1.00	1.00
Human Resources Manager	-	-	-	1.00	1.00
Labor Crew Chief II	16.00	16.00	17.00	17.00	-
Management Analyst	1.00	-	-	-	-
Management Analyst Senior	1.00	1.00	1.00	1.00	-
Office Assistant IV	2.00	2.00	2.00	-	-2.00
Office Assistant V	4.00	3.00	2.00	-	-2.00
Office Assistant	-	-	-	1.00	1.00
Operations Supervisor	5.00	3.00	3.00	3.00	-
Procurement Agent	-	-	-	1.00	1.00
Public Information Specialist Senior	1.00	-	-	-	-
Public Service Coordinator	1.00	-	-	-	-
Safety Coordinator	-	1.00	1.00	1.00	-
Safety Specialist	-	-	-	2.00	2.00
Safety Supervisor	-	-	-	1.00	1.00
Safety Technician	-	-	-	5.00	5.00
Sanitation Equipment Operator	69.00	69.00	69.00	71.00	2.00
Sanitation Equipment Operator Senior	70.00	70.00	70.00	87.00	17.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Sanitation Team Leader	5.00	5.00	5.00	-	-5.00
Sanitation Technician	57.00	56.00	56.00	55.00	-1.00
Sanitation Technician Senior	29.00	29.00	35.00	36.00	1.00
Solid Waste Services Director	1.00	1.00	1.00	1.00	-
Solid Waste Services Operations Manager	-	1.00	1.00	1.00	-
Storekeeper	-	1.00	1.00	1.00	-
Training Specialist	1.00	1.00	1.00	1.00	-
Vender Management Specialist Lead	-	-	-	1.00	1.00
Vendor Management Supervisor	-	-	-	1.00	1.00
Department Total FTE	309.00	308.00	315.00	320.00	5.00

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Reduce Litter	\$250,000	PAYGO	348
Total	\$250,000		

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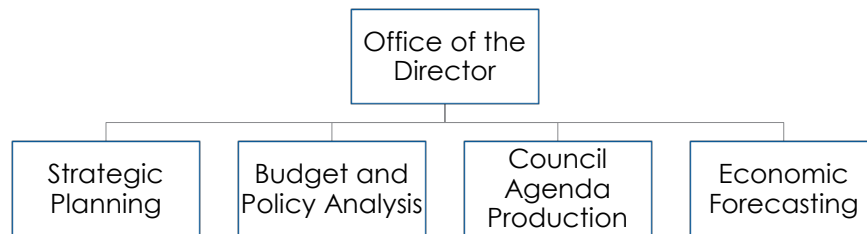
Mission Statement

To prepare a balanced annual budget that prioritizes community and organizational needs while supporting the goals of the city and to increase efficiencies of city services through research, policy analysis, and long-range planning strategies.

Department Overview

- Develop and monitor the city’s current fiscal year budget to ensure a balanced budget at year-end
- Plan for the current and future needs of the city through the utilization of a long-range capital investment program
- Implement strategic initiatives and economic analysis that support operational efficiency and data-driven public service delivery
- Administer the organization’s performance management and strategic planning processes
- Develop and recommend changes/improvements to city policy
- Coordinate the development of agendas for City Council Business Meetings

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$1,963,795	\$1,984,709	\$2,206,561	\$2,356,134	6.8 %
Operating Expenses	\$261,870	\$133,719	\$191,410	\$191,788	0.2 %
Department Charges	-	-	-\$74,575	-\$74,575	0.0 %
Total Expenditures	\$2,225,665	\$2,118,428	\$2,323,396	\$2,473,347	6.5 %

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$48,337
<p>Capture vacancy savings</p> <p>Align the department's personnel budget in FY 2024 to anticipated costs, including personnel attrition.</p>	-	-\$22,000
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$107,716
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.</p>	-	\$15,520
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$378
	Net Change	\$149,951

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Prepare high quality budget documents that follow best practices	GFOA Distinguished Budget award	Received	Receive Award	Receive Award
Promote strong financial management	Percent of variance between forecasted and actual revenue received	9.8% more revenue than projected	≤2.5%	≤2.5%
Expand community outreach and engagement to ensure all members of the community have an opportunity to share their voice within the city's budget development process	Number of budget listening sessions for the public in-person and virtually to provide engagement opportunities about budget priorities	New Measure	New Measure	Four budget listening sessions
	Gather community feedback via the city's Community Input Survey about budget priorities and services	New Measure	New Measure	≥1,000 surveys completed

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer II	1.00	1.00	1.00	-	-1.00
Deputy Strategy & Budget Director	1.00	1.00	1.00	1.00	-
Economist	1.00	1.00	1.00	1.00	-
Financial Process Manager	1.00	1.00	1.00	-	-1.00
Strategy and Budget Analyst	2.00	2.00	3.00	5.00	2.00
Strategy and Budget Analyst Associate	4.00	4.00	3.00	2.00	-1.00
Strategy and Budget Analyst Lead	-	2.00	1.00	-	-1.00
Strategy and Budget Analyst Senior	4.00	3.00	3.00	3.00	-
Strategy and Budget Director	1.00	1.00	1.00	1.00	-
Strategy and Budget Manager	1.00	-	1.00	2.00	1.00
Department Total FTE	16.00	16.00	16.00	16.00	-

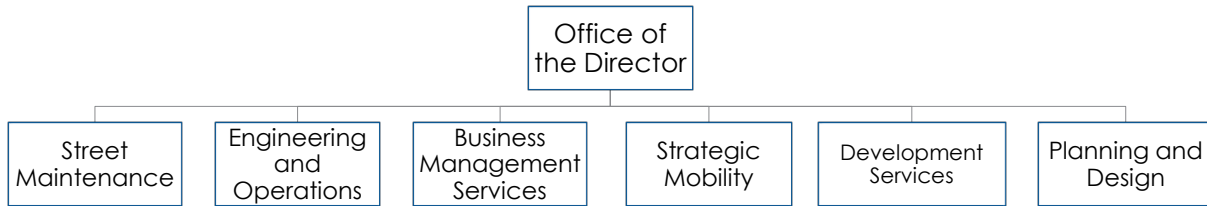
Mission Statement

To connect Charlotte and enhance the driving, cycling, and walking experience by providing a safe and efficient multi-modal transportation system that supports economic mobility and sustains the community’s quality of life.

Department Overview

- Maintain and preserve a multi-modal transportation system of 308 square miles, including more than 5,500 lane miles of streets, 864 traffic signals, 2,265 miles of sidewalks, 195 miles of bicycle facilities, and 145,000 traffic signs
- Keep pace with growth and foster economic vitality by providing transportation choices through transportation planning and capital investment, land development, right-of-way management, special events, neighborhood services, and curb lane management
- Provide safer streets for all using Vision Zero principles to eliminate traffic-related fatalities and serious injuries by focusing on engineering, education, and enforcement efforts

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Intergovernmental - State	\$1,760,973	\$1,008,328	\$875,000	\$900,000	2.9 %
Licenses, Fees, Fines	\$3,414,303	\$4,706,904	\$4,368,010	\$5,751,375	31.7 %
Charges for Current Services	\$2,596,117	\$2,461,726	\$2,519,035	\$2,717,175	7.9 %
Miscellaneous	-	-	\$3,000	\$3,000	0.0 %
Other	\$26,814	\$360,608	\$590,000	\$727,950	23.4 %
Total Revenues	\$7,798,207	\$8,537,566	\$8,355,045	\$10,099,500	20.9 %
Expenditures					
Personnel Services	\$32,245,574	\$31,671,235	\$36,374,908	\$38,831,510	6.8 %
Operating Expenses	\$9,393,611	\$10,176,491	\$10,740,499	\$11,351,665	5.7 %
Department Charges	-\$16,298,483	-\$15,679,376	-\$16,747,600	-\$16,665,186	-0.5 %
Total Expenditures	\$25,340,702	\$26,168,350	\$30,367,807	\$33,517,989	10.4 %
Net Expenditures	\$17,542,495	\$17,630,784	\$22,012,762	\$23,418,489	6.4 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$1,038,407
Capture vacancy savings Align the department's personnel budget in FY 2024 to anticipated costs, including personnel attrition.	-	-\$213,728
Adjust non-essential department expenditures Adjust non-essential department expenditures based on identified efficiencies in uniform purchases, equipment, and equipment rentals.	-	-\$177,272
Provide funds for inflationary maintenance cost increases Provide funds for inflationary increases in essential maintenance of existing right-of-way transportation infrastructure.	-	\$124,800
Support Coordination of Special Events Add a Special Events Coordinator to enhance the city's coordination of high-profile events. This position will be reimbursed with user fee revenue.	1.00	\$82,461
Support Comprehensive Transportation Review and Streets Manual with the implementation of the Unified Development Ordinance Add four positions that will facilitate the site inspections and code inspections with the implementation of the UDO. These resources will ensure timely review of developer projects and complete the requirements of the Comprehensive Transportation Review and the Streets Manual. These positions will be reimbursed with user fee revenue.	4.00	\$681,261
Provide funds for traffic signals Technical adjustment to provide funds for increased utility costs from citywide traffic signals.	-	\$65,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes transferring salary funding to support the citywide ERP and the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$730,242

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures	-	\$364,680
Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.		
Update allocations for Internal Service Providers (ISPs)	-	\$454,331
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	5.00	\$3,150,182

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Safe Communities				
Remove physical barriers for people with disabilities in the right-of-way as per the ADA	Number of physical barriers removed in accordance with ADA	483 Curb Ramps	≥400	≥400
Strategic Priority Area: Transportation and Planning				
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Number of high injury network corridors that receive new or upgraded street lighting	4 corridors	≥3 corridors	≥3 corridors
	Miles of new sidewalks	12.23	≥10	≥10
	Miles of new bikeways	11.34	≥10	≥10
	Number of new pedestrian safety projects	32	≥25	≥25
	Number of new signals (city and developer funded)	33	≥10	≥10
	Number of upgraded signals (city and developer funded)	27	≥15	≥15
Maintain existing infrastructure	Percent of emergency signal service requests responded to within 1 hour during regular shift	87%	≥95%	≥95%
	Percent of signal service requests responded to within 2 hours during on-call shift	82%	≥95%	≥95%
	Annual pavement condition rating	82.16%	≥85%	≥85%
	Percent of pothole service requests responded to within 5 business days	95%	≥95%	≥95%
	Percent of emergency pothole service requests responded to within 4 hours	100%	100%	100%

Transportation

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Maintain existing infrastructure	Number of transportation department service requests completed within the six Corridors of Opportunity	Freedom Dr/ Wilkinson: 221 Graham St/N Tryon: 386 West Blvd: 59 Beatties Ford/ Rozzelles Ferry: 184 Central/ Albemarle: 291 Sugar Creek/I-85: 114	≥600	≥600

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Assistant	-	-	-	2.00	2.00
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer I	8.00	9.00	8.00	-	-8.00
Administrative Officer II	3.00	3.00	4.00	-	-4.00
Administrative Officer III	4.00	4.00	5.00	-	-5.00
Administrative Officer IV	3.00	3.00	3.00	-	-3.00
Administrative Officer V	1.00	1.00	1.00	-	-1.00
Administrative Officer	-	-	-	2.00	2.00
Administrative Officer Lead	-	-	-	2.00	2.00
Administrative Officer Senior	-	-	-	2.00	2.00
Administrative Specialist	-	-	-	2.00	2.00
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	2.00	2.00
Budget & Finance Manager	-	-	-	1.00	1.00
Budget & Finance Specialist	-	-	-	2.00	2.00
Business Services Manager	1.00	1.00	1.00	1.00	-
Business Systems Specialist	1.00	1.00	-	-	-
Chief Construction Inspector	1.00	1.00	1.00	1.00	-
Code Enforcement Coordinator	1.00	1.00	-	-	-
Community Engagement Specialist	-	-	-	1.00	1.00
Construction Inspector	8.00	8.00	7.00	7.00	-
Construction Inspector Senior	6.00	6.00	6.00	5.00	-1.00
Construction Supervisor	2.00	2.00	2.00	3.00	1.00
Content Webmaster	-	-	1.00	1.00	-
Contract Administration Coordinator	2.00	2.00	1.00	-	-1.00
Contract Estimator	2.00	2.00	2.00	2.00	-
Contract Estimator Supervisor	1.00	1.00	1.00	1.00	-
Deputy Transportation Director	2.00	2.00	2.00	2.00	-
Director of Transportation	1.00	1.00	1.00	1.00	-
Drafting Technician Senior	2.00	2.00	2.00	2.00	-
Electronics Technician II	-	1.00	-	-	-
Engineer Senior	7.00	7.00	5.00	5.00	-
Engineering Assistant	4.00	4.00	4.00	7.00	3.00
Engineering Program Manager	6.00	6.00	8.00	8.00	-
Engineering Project Coordinator	9.00	9.00	9.00	10.00	1.00
Engineering Project Manager	13.00	12.00	12.00	14.00	2.00
Engineering Project Manager Senior	10.00	10.00	13.00	15.00	2.00
Engineering Services Investigator	3.00	3.00	3.00	-	-3.00
Engineering Services Supervisor	4.00	4.00	4.00	4.00	-
Equipment Operator II	45.00	45.00	46.00	-	-46.00
Equipment Operator III	25.00	25.00	24.00	-	-24.00
Equipment Operator	-	-	-	46.00	46.00

Full-Time Equivalent (FTE) Position Summary (continued)

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Equipment Operator Senior	-	-	-	24.00	24.00
Field Operations Supervisor	10.00	10.00	10.00	10.00	-
GIS Analyst	1.00	1.00	1.00	1.00	-
GIS Supervisor	1.00	1.00	1.00	1.00	-
GIS Technician	-	1.00	1.00	1.00	-
Human Resources Generalist	-	-	-	1.00	1.00
Human Resources Specialist	-	-	-	1.00	1.00
Human Resources Specialist Sr	-	-	-	2.00	2.00
ITS Program Coordinator	2.00	2.00	2.00	2.00	-
Labor Crew Chief I	17.00	17.00	17.00	17.00	-
Labor Crew Chief II	43.00	42.00	42.00	42.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Mason	31.00	31.00	31.00	31.00	-
Office Assistant IV	3.00	3.00	3.00	-	-3.00
Office Assistant V	1.00	-	-	-	-
Office Assistant	-	-	-	3.00	3.00
Operations Supervisor	6.00	7.00	7.00	7.00	-
Program Manager Demand Modeling	-	-	-	1.00	1.00
Public Information Specialist Senior	2.00	-	-	-	-
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	2.00	2.00	2.00	2.00	-
Service Dispatcher	2.00	2.00	2.00	2.00	-
Sign and Marking Technician	3.00	3.00	3.00	3.00	-
Sign Fabrication Supervisor	1.00	1.00	1.00	1.00	-
Sign Fabricator	3.00	3.00	3.00	3.00	-
Signal Systems Specialist	2.00	2.00	2.00	2.00	-
Special Events Coordinator	1.00	1.00	1.00	2.00	1.00
Special Events Coordinator Senior	1.00	1.00	1.00	1.00	-
Special Events Supervisor	1.00	1.00	1.00	1.00	-
Storekeeper Senior	3.00	3.00	3.00	3.00	-
Stores Supervisor	1.00	1.00	1.00	1.00	-
Street Crew Member	52.00	52.00	48.00	47.00	-1.00
Street Maintenance Operations Manager	2.00	2.00	1.00	1.00	-
Traffic Counter II	0.75	0.75	0.75	0.75	-
Traffic Electronics Technician I	3.00	3.00	3.00	3.00	-
Traffic Signal Electrician	7.00	7.00	7.00	7.00	-
Traffic Signal Electrician Lead	3.00	3.00	3.00	3.00	-
Training Specialist	1.00	1.00	1.00	1.00	-
Transportation Analyst	2.00	2.00	2.00	1.00	-1.00
Transportation Electronics Supervisor	1.00	-	-	-	-
Transportation Electronics Technician II	5.00	5.00	6.00	6.00	-
Transportation Electronics Technician II Lead	2.00	2.00	2.00	2.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

General Employees	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Transportation Engineering Manager	4.00	4.00	4.00	4.00	-
Transportation Planner I	1.00	1.00	1.00	1.00	-
Transportation Planner II	5.00	5.00	4.00	4.00	-
Transportation Planner III	3.00	3.00	3.00	3.00	-
Transportation Planning Division Manager	1.00	1.00	1.00	1.00	-
Transportation Planning Program Manager	2.00	3.00	4.00	4.00	-
Travel Demand Modeler	1.00	1.00	1.00	1.00	-
Travel Demand Modeler Senior	2.00	2.00	2.00	2.00	-
Travel Demand Modeling Program Manager	1.00	1.00	1.00	-	-1.00
Vendor Management Coordinator	-	-	-	1.00	1.00
Department Total FTE	412.75	411.75	407.75	412.75	5.00

FY 2024 Capital Investment Plan Projects

The table below provides a summary of all Adopted FY 2024 capital investments associated with the department. The table includes the project or program name, the FY 2024 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2024 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2024 Capital Investment Plan Projects			
Project/Program	FY 2024 Budget	Funding Type	Page Number
Resurface Streets	\$2,500,000	PAYGO	351
Complete Traffic Studies	\$400,000	PAYGO	351
Purchase Transportation Equipment	\$200,000	PAYGO	352
Support Bikeshare Program	\$300,000	PAYGO	352
Complete the Cross Charlotte Trail	\$7,600,000	Other Sources	393
Total	\$11,000,000		

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NON-DEPARTMENTAL ACCOUNTS

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The City of Charlotte uses “Non-Departmental” accounts to reflect services or functions not specifically associated with a particular department. These functions are grouped into four categories: Community Investments, Infrastructure Investments, Organizational Investments, and Employee Investments.

COMMUNITY INVESTMENTS	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
<p>Alliance Center for Education The Alliance Center for Education, formerly known as The Bethlehem Center, provides out of school time services to low-income children and youth and serves grades K-12 year-round.</p>	\$52,096	\$90,000	\$90,000
<p>Arts and Culture Contribution Supports cultural and arts agencies throughout the city and expands cultural art programs and education. These funds are expected to be matched with \$2 million in American Rescue Plan Act Funds and \$6 million in private-sector support to provide a total of \$12 million in support of arts and culture initiatives. FY2024 will complete the three year plan.</p>	\$4,000,000	\$4,000,000	\$4,000,000
<p>Bengali Women’s Forum Provide constructive programming around current affairs and social concerns affecting the Asian American community.</p>	\$10,000	\$10,000	\$10,000
<p>Cable Access Television Support The city receives sales tax revenue from the state, some of which is required to support the Charlotte Mecklenburg Public Access Corporation, as well as public, educational, or governmental access channels provided by CPCC, UNCC, and the city.</p>	\$533,064	\$529,558	\$614,834
<p>Charlotte-Mecklenburg Historic Landmarks Commission Contribution to the Charlotte-Mecklenburg Historic Landmarks Commission.</p>	\$70,000	\$84,354	-
<p>Charlotte Regional Visitors Authority (CRVA) Funds the city's general tourism marketing services contract with CRVA. The FY 2023 adjustment reflected an accounting change. This occupancy tax revenue and expenditure was accounted for in the Tourism Fund beginning in FY 2023.</p>	\$1,260,779	-	-
<p>Charlotte Regional Business Alliance Supports business and economic development as well as regional marketing.</p>	\$166,553	\$167,322	\$168,341

COMMUNITY INVESTMENTS (continued)	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
<p>Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.</p>	\$79,355	\$80,000	\$80,000
<p>City Participation in Regional Grants and Organizations Supports organizations such as the Charlotte Regional Transportation Planning Organization and provides a match for the Unified Planning Work Program grants for regional transportation planning.</p>	\$451,659	\$510,600	\$457,585
<p>Community Building Initiative Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity.</p>	\$50,000	\$50,000	\$50,000
<p>Elections Office Provides the city's share of the normal expenses of the County Elections Office, per the cost-sharing formula in the City-County Interlocal Agreement. Additional costs for the FY2024 Presidential Primary are included in the Pay-As-You-Go Fund.</p>	\$2,596,892	\$3,111,434	\$3,162,279
<p>Greater Enrichment of Charlotte The Greater Enrichment Program provides out of school time programming for low- income K-6th grade students and their parents and has multiple sites across Charlotte through partnerships within the community and Charlotte-Mecklenburg Schools.</p>	\$150,212	\$200,000	\$200,000
<p>Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.</p>	\$2,500	\$2,500	\$2,500
<p>Mecklenburg Towns' Tourism Subsidy Distributes a portion of the occupancy and prepared food and beverage taxes to Mecklenburg County's six towns. The FY 2023 adjustment reflected an accounting change. The occupancy tax revenue and prepared food and beverage tax revenue and the expenditure was accounted for in the Convention Center Tax Fund beginning in FY 2023.</p>	\$4,413,382	-	-

COMMUNITY INVESTMENTS (continued)	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
My Brother's Keeper Charlotte-Mecklenburg My Brother's Keeper CLT-Meck program was launched to address persistent opportunity gaps faced by boys and young men of color and to help ensure all young people can reach their full potential.	\$100,000 ¹	\$50,000	\$50,000
Race Matters for Juvenile Justice RMJJ offers workshops designed to build the capacity of educators, health practitioners, child welfare advocates, judicial officers, elected officials, law enforcement, and other community leaders, who are interested in understanding and eliminating racial inequities, disparities, and disproportionality within the community.	-	-	\$51,468
Safe Alliance Provides counseling and guidance for crime victims and their families.	\$397,038	\$397,038	\$397,038
SAFE Charlotte Civilian Response Previously supported alternative civilian response model based on recommendations from the City Council adopted SAFE Charlotte Plan. This program is now funded in the Police budget.	\$214,548	-	-
SAFE Charlotte Grant Supplement Previously provided local funds to complement Community Development Block Grant funding.	\$1,025,000	\$100,000	-
Siloam School One-time contribution in FY 2022 to the Siloam School for the cost of architectural services needed to complete the moving and restoration of the structure.	\$10,000	-	-
TreesCharlotte Public / private nonprofit collaboration aimed at improving tree canopy coverage throughout the city.	\$150,000	\$250,000	\$250,000
UNC Charlotte Urban Institute for Social Capital One-time funding to support data infrastructure improvements to assist with data analysis for SAFE Charlotte and other city initiatives.	\$187,500	-	-

¹\$50,000 of funding was approved in FY 2021, but not paid until FY 2022

COMMUNITY INVESTMENTS (continued)	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Women's Business Center of Charlotte Provides substantive training for women interested in starting businesses or managing current businesses through impactful educational training opportunities that stimulate growth.	\$50,000	\$50,000	\$50,000
Workforce Development Child Care Support One-time funding to assist with daycare needs during participation in workforce development programs.	-	\$75,000	-
Total Community Investments	\$15,970,578	\$9,757,806	\$9,634,045

INFRASTRUCTURE INVESTMENTS	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Street Resurfacing Supplement General Fund contribution to the Powell Bill Fund to support street resurfacing.	-	\$1,000,000	\$1,000,000
Other Transfers to Capital Funds Miscellaneous transfers made to other capital funds to support infrastructure needs.	\$1,303,159	-	-
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$214,383	\$214,383	\$214,383
Street Lighting Represents electrical operating costs for the city's street lighting program.	\$9,486,923	\$9,791,023	\$9,992,971
Total Infrastructure Investments	\$11,004,465	\$11,005,406	\$11,207,354

ORGANIZATIONAL INVESTMENTS	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Annual Audit Represents the pro rata amount charged to the General Fund for the city's annual financial audit.	\$81,461	\$64,283	\$67,606
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	\$117,243	\$122,211	\$129,444
Alliance for Innovation	-	\$9,000	-
NC League of Municipalities	\$112,575	\$115,178	\$119,431
US Conference of Mayors	\$26,216	\$26,216	\$26,216
National League of Cities	\$26,754	\$27,254	\$28,072
NC Metropolitan Mayors Coalition	\$20,425	\$20,425	\$20,425
Centralina Council of Governments	\$207,356	\$210,406	\$210,907
African American Mayors Association	-	-	\$25,000
City Storm Water Fee Supports an additional General Fund contribution for Storm Water Services.	\$4,663,097	\$4,539,291	\$4,539,291
Citywide Attrition Rate Attrition rate based on additional projected savings from staff turnover held centrally for all General Fund departments.	-	-\$1,100,000	-\$1,100,000
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions received during the year.	\$14,014	\$150,000	\$150,000
County Storm Water Supports the city's payment of its county storm water fees based on the impervious area of streets dedicated to the City of Charlotte.	\$2,480,420	\$2,803,666	\$3,021,795
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	\$298,661	\$248,889	\$311,333
Intergovernmental Support Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.	\$119,821	\$126,504	\$116,900
Municipal Equipment Contribution to the Municipal Debt Service Fund for annual purchase of capital equipment such as police cars, fire trucks, and solid waste trucks.	\$19,665,411	\$20,665,411	\$21,665,411

ORGANIZATIONAL INVESTMENTS (continued)	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$502,048	\$200,000	\$200,000
Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs.	-	\$1,000,000	\$1,000,000
Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from public/private investment to support the Levine Center for the Arts which includes the Mint Museum of Art, the Bechtler Museum of Modern Art, the Knight Theater, and the Harvey B. Gantt Center for African-American Art + Culture.	\$1,296,068	\$1,296,068	\$1,307,516
Undesignated Balance Operating contingency funds used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.	-	-	\$101,469
Total Organizational Investments	\$29,631,570	\$30,524,802	\$31,940,816
EMPLOYEE INVESTMENTS	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Employee Compensation Initiatives Funding provided to address compensation compression resulting from compensation initiatives.	-	\$353,836	\$94,268
Charlotte-Mecklenburg Government Center (CMGC) Parking Supports operations, utilities, and maintenance of the CMGC parking deck. This is a shared cost between the city and Mecklenburg County.	\$386,856	\$419,633	\$419,633
Health Care Premium Relief Program Funds for a rebate incentive for city employees if their family income is below \$55,000 and they are not able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.83 percent of their weekly salary. This adjustment reflects historical utilization of the program by employees and recent actions which have increased employee compensation.	\$15,002	\$50,000	\$10,000
Transit Passes for City Employees Provide all access transit passes to all city employees for an employee contribution of \$33 per employee.	\$378,444	\$380,094	\$385,407
Total Employee Investments	\$780,302	\$1,203,563	\$909,308
TOTAL NON-DEPARTMENTAL	\$57,386,915	\$52,491,577	\$53,691,523

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NONGENERAL FUNDS
ENTERPRISE FUNDS

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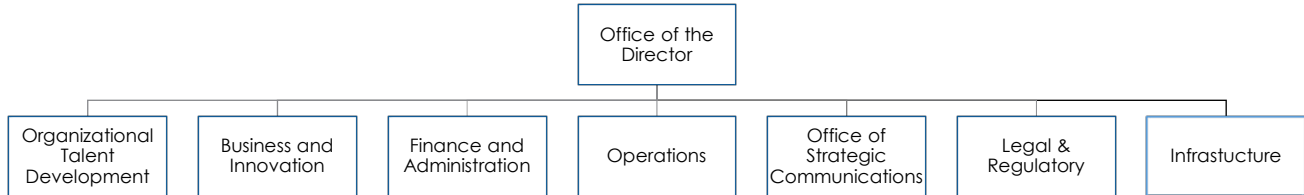
Mission Statement

We will be the preferred airport and airline hub by providing the highest quality product for the lowest possible costs.

Department Overview

- Ensure continuous operation of the Airport’s complex facilities, infrastructure, technology, and fleet providing an average of approximately 700 daily departures and serving approximately 46.2 million passengers
- Develop the Aviation Capital Investment Plan and provide oversight of planning, design, and construction of new facilities at the Airport to meet the demand of the nation’s sixth largest airport by operations

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Terminal Area	\$46,657,140	\$73,779,189	\$83,303,018	\$93,630,252	12.4 %
Airfield	\$23,077,553	\$39,830,006	\$34,794,326	\$47,247,359	35.8 %
Concessions	\$34,050,103	\$57,060,424	\$57,585,917	\$63,789,226	10.8 %
Rental Car	\$9,319,110	\$17,867,645	\$18,000,000	\$21,700,000	20.6 %
Parking	\$27,203,115	\$81,444,663	\$76,000,000	\$97,825,217	28.7 %
Fixed Base Operator	\$18,592,431	\$32,210,428	\$40,145,237	\$44,303,220	10.4 %
Other	\$12,484,307	\$16,792,147	\$14,681,224	\$22,335,740	52.1 %
Total Operating Revenues	\$171,383,759	\$318,984,502	\$324,509,722	\$390,831,014	20.4 %
Passenger Facility Charge Fund	\$45,961,389	\$60,655,812	\$64,990,320	\$76,261,060	17.3 %
Contract Facility Charge Fund	\$7,160,360	\$11,070,684	\$12,644,000	\$15,690,000	24.1 %
Discretionary Fund	\$126,487,054	\$69,792,185	\$149,347,759	\$158,163,382	5.9 %
Total Revenues	\$350,992,562	\$460,503,183	\$551,491,801	\$640,945,456	16.2 %

Budget Overview (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures					
Personnel Services	\$60,686,334	\$63,966,595	\$73,180,006	\$87,105,246	19.0 %
Operating Expenses	\$72,400,808	\$101,894,123	\$130,446,022	\$148,745,651	14.0 %
Capital Outlay	\$685,867	\$439,903	\$752,000	\$12,000	-98.4 %
Grants, Contributions, and Other	\$24,421,343	\$24,931,166	\$25,136,625	\$26,788,855	6.6 %
Department Charges	-	-\$2,514,911	-\$4,623,673	-\$4,944,636	-6.9 %
Operating Expenditures	\$158,194,352	\$188,716,876	\$224,890,980	\$257,707,116	14.6 %
Discretionary and Debt Support¹	\$139,281,279	\$176,975,991	\$248,966,499	\$291,287,281	17.0 %
Reserved for Future Years	\$53,516,930	\$94,810,316	\$77,634,322	\$91,951,059	18.4 %
Total Expenditures	\$350,992,562	\$460,503,183	\$551,491,801	\$640,945,456	16.2 %

¹Passenger Facility Charge and Customer Facility Charge are included.

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$2,458,632
<p>Capture savings in contractual services and programmatic support</p> <p>Reduce funds for contractual services and programmatic support based on achieved savings with partners and internal resources.</p>	-	-\$1,301,660
<p>Provide additional funding for technology hardware and services</p> <p>Provide funding for reliable technology support. This includes hardware refreshes, technology service and maintenance agreements, telephone bills, and IT consulting.</p>	-	\$1,749,443
<p>Transition security contracts</p> <p>Provide funding for new contracts to assume security functions previously conducted by the Transportation Security Administration (TSA), respond to federally mandated biometrics initiative, and bolster cyber security efforts.</p>	-	\$1,745,000
<p>Support for additional janitorial services at the airport</p> <p>Allocate funds to support janitorial services due to the expanding footprint of the terminal building and enhancing post-COVID cleaning efforts.</p>	-	\$3,857,649
<p>Restore funding for activity-based contracts</p> <p>Restore funding for service contracts that were reduced due to the impact of COVID-19. This restores funding to reflect the return of passengers, and respond to inflationary pressures.</p>	-	\$3,758,224
<p>Respond to department wide cost increases for goods and services</p> <p>Provide support for increases in costs of goods and services across the aviation department.</p>	-	\$2,967,567
<p>Maintain contingency funds</p> <p>Provide funds to ensure continuity of operations and personal services during emergencies and other unanticipated events.</p>	-	\$1,586,982
<p>Preserve assets through contractual services</p> <p>Support contractual increases in the areas of vehicle parts, landscaping, flooring repairs and maintenance, and mechanical and electrical infrastructure.</p>	-	\$1,215,743

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Maintain assets through maintenance services Provide funds for nine additional positions to provide maintenance services to the terminal building.	9.00	\$461,973
Enhance customer experience Provide funds for fourteen positions to provide additional coverage for terminal operations, landside operations, innovation and business intelligence.	14.00	\$665,133
Support safety and security Provide funds for sixteen positions to enhance safety, driver training, and continue staffing transitions that began before the COVID-19 pandemic.	16.00	\$817,710
Advance strategic growth Provide funds for twenty-two positions to support revenue generating activities, business diversity and inclusion, financial operations and management, oversight of construction activities, administrative services, and strategic communications.	22.00	\$1,499,568
Support employee success Provide funds for five positions to aid in recruitment and professional development of Aviation department staff.	5.00	\$265,561
Promote positive partnerships Provide funds for four positions to support commercial and community engagement with the real estate acquisition program, public communication, and tenant coordination at the airport terminal.	4.00	\$250,049
Adjust transfers for capital projects Technical adjustment to update the cash transfer to capital projects based on Aviation's financial planning and capital project schedule. This is a routine action that occurs at the beginning of the budget cycle.	-	\$56,637,521
Increase department chargeouts to the capital program Technical adjustment to update department chargeouts based on anticipated project demands.	-	-\$320,963
Reduce funding for Capital Equipment from the Airport Operating Fund Decrease funding of capital equipment in the annual operating budget. Due to supply chain constraints all capital equipment will be purchased out of the Capital Investment Plan.	-	-\$740,000
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$508,614

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Increase funding for customs and border protection support Provide funding for expanded hours for processing of international passengers.	-	\$750,000
Increase funding to support non-aeronautical revenue development Provide funding for supporting marketing efforts to attract new customers to the new online prebooking service.	-	\$2,249,750
Increase funding for public safety functions and emergency response Technical adjustment to update funds needed for the critical life safety and law enforcement operations provided at the airport by Charlotte Mecklenburg Police Department, Charlotte Fire Department, and Medic Services.	-	\$1,335,887
Increase utility expenses Technical adjustment for the cost of utility services provided at the airport.	-	\$360,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$5,354,903
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$736,230
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$584,139
	Net Change	70.00
		\$89,453,655

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Great Neighborhoods				
Engage with and support the community	Regularly meet with Aviation Neighborhood Committee	4	4	4
Engage with and support the community	Number of residents completing the Aviation Academy (8-month program)	27	≥25	≥25
Strategic Priority Area: Transportation and Planning				
Provide infrastructure growth that provides access to the Charlotte Douglas International Airport	Progress on studies, land acquisitions, and land development	Completed procurement process for a Land Development advisor for implementation of the Destination District	Identify winning proposals for four development areas in Destination District West	Obtain signed leases on remaining sections of Destination District West
Support a Vibrant and Growing Community	Completion of capital projects that improve the passenger and customer experience	Achieved the completion of 40% of construction of the Terminal Lobby Expansion (TLE)	Terminal Lobby Expansion is under construction, with a goal to complete 50% of construction by end of FY 2023	Terminal Lobby Expansion is under construction, with a goal to complete 90% of construction by end of FY 2024
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain Airport's financial ratings	Debt service coverage ratio	Achieved a debt service coverage ratio of 5.3	Generate debt service coverage ratio of ≥1.25	Generate debt service coverage ratio of ≥1.25
Expand tax base and revenues	Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration	\$1.57	≤\$10.65	≤\$10.65
Maintain and support Charlotte's transportation assets	Progress to provide fully operational electric transit fleet services	14%	Convert ≥20% of transit fleet to electric	Convert ≥25% of transit fleet to electric
Strategic Priority Area: Workforce and Business Development				
Provide access to job training and employment opportunities for youth and adults	Number of apprentices in Aviation's Apprenticeship Program	6	≥5	≥8
	Number of students in summer and/or year-long internship opportunities	8	≥6	≥9

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Accountant II	3.00	3.00	3.00	-	-3.00
Accountant III	2.00	2.00	3.00	-	-3.00
Accountant IV	1.00	1.00	1.00	-	-1.00
Accountant	-	-	-	4.00	4.00
Accountant Lead	-	-	-	1.00	1.00
Accountant Senior	-	-	-	4.00	4.00
Accounting Supervisor	-	-	-	2.00	2.00
Accounting Technician	3.00	3.00	2.00	1.00	-1.00
Administrative Assistant	-	-	-	11.00	11.00
Administrative Assistant Sr.	-	-	-	1.00	1.00
Administrative Officer I	11.00	11.00	12.00	-	-12.00
Administrative Officer II	19.00	18.00	19.00	-	-19.00
Administrative Officer III	15.00	14.00	19.00	-	-19.00
Administrative Officer IV	7.00	7.00	7.00	-	-7.00
Administrative Officer V	4.00	4.00	6.00	-	-6.00
Administrative Officer	-	-	-	4.00	4.00
Administrative Officer Lead	-	-	-	2.00	2.00
Administrative Officer Manager	-	-	-	4.00	4.00
Administrative Officer Senior	-	-	-	8.00	8.00
Administrative Services Manager	1.00	1.00	-	-	-
Administrative Specialist	-	-	-	1.00	1.00
Airfield Maintenance Crew Chief	6.00	6.00	6.00	6.00	-
Airfield Maintenance Technician I	11.00	11.00	11.00	11.00	-
Airfield Maintenance Technician II	9.00	9.00	10.00	10.00	-
Airfield Maintenance Technician III	13.00	13.00	14.00	14.00	-
Airport Business Manager I	-	-	-	8.00	8.00
Airport Business Manager II	-	-	-	10.00	10.00
Airport Business Revenue Manager	2.00	2.00	2.00	-	-2.00
Airport Development Manager	2.00	2.00	2.00	-	-2.00
Airport Division Manager	-	1.00	3.00	-	-3.00
Airport Electronics Technician Lead	1.00	-	-	-	-
Airport Electronics Technician Senior	10.00	-	-	-	-
Airport Engineer	2.00	2.00	2.00	2.00	-
Airport Financial Services Manager	-	-	1.00	-	-1.00
Airport Manager I	-	15.00	17.00	-	-17.00
Airport Manager II	-	-	7.00	-	-7.00
Airport Manager III	-	1.00	4.00	-	-4.00
Airport Noise Abatement Coordinator	-	-	-	1.00	1.00
Airport Operations Manager I	17.00	2.00	-	13.00	13.00
Airport Operations Manager II	8.00	8.00	-	12.00	12.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Airport Operations Manager III	2.00	2.00	-	3.00	3.00
Airport Operations Officer I	23.00	23.00	23.00	20.00	-3.00
Airport Operations Officer II	41.00	41.00	46.00	59.00	13.00
Airport Operations Officer III	39.00	39.00	48.00	57.00	9.00
Airport Operations Supervisor I	15.00	15.00	17.00	23.00	6.00
Airport Operations Supervisor II	18.00	18.00	20.00	22.00	2.00
Airport Shuttlebus Dispatcher	7.00	7.00	6.00	-	-6.00
Airport Shuttlebus Driver	104.00	103.00	104.00	108.00	4.00
Airport Technology Manager	1.00	-	-	-	-
Airports Services Representative	32.00	32.00	33.00	31.00	-2.00
Assistant Airport Director I	-	-	-	4.00	4.00
Assistant Airport Director II	-	-	-	6.00	6.00
Assistant Airport Director III	-	-	-	2.00	2.00
Application Administrator	-	-	-	1.00	1.00
Application Administrator Senior	-	2.00	4.00	5.00	1.00
Application Development Support Manager	-	-	1.00	1.00	-
Application Development Support Supervisor	-	1.00	-	-	-
Assistant Field Operations Supervisor	-	1.00	1.00	1.00	-
Assistant Maintenance Mechanic	10.00	9.00	9.00	8.00	-1.00
Aviation Director	1.00	1.00	1.00	-	-1.00
Aviation Projects Controls Manager	-	-	-	1.00	1.00
Aviation Project Coordinator	-	-	-	2.00	2.00
Budget & Finance Analyst	-	-	-	2.00	2.00
Budget & Finance Analyst Lead	-	-	-	2.00	2.00
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Business Analyst	-	1.00	1.00	1.00	-
Business Analyst Associate	-	-	1.00	1.00	-
Business Inclusion Specialist	-	-	-	6.00	6.00
Business Inclusion Specialist Lead	-	-	-	3.00	3.00
Business Inclusion Supervisor	-	-	-	1.00	1.00
Business System Specialist Associate	6.00	2.00	-	-	-
Business Systems Analyst	-	1.00	1.00	-	-1.00
Business Systems Coordinator	-	4.00	4.00	4.00	-
Business Systems Specialist	1.00	-	-	-	-
Business Systems Specialist Lead	2.00	-	-	-	-
Business Systems Manager	-	-	1.00	1.00	-
Business Systems Manager Senior	1.00	1.00	1.00	1.00	-
Business Systems Program Manager	1.00	-	-	-	-
Business Systems Supervisor	5.00	-	-	-	-
Carpenter Senior	5.00	5.00	5.00	5.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Chief Airport Construction Inspector	3.00	3.00	3.00	3.00	-
Chief Locksmith	1.00	1.00	1.00	1.00	-
Chief Maintenance Mechanic	16.00	16.00	20.00	20.00	-
Community Engagement Specialist Lead	-	-	-	1.00	1.00
Community Programs Coordinator	1.00	1.00	1.00	-	-1.00
Construction Inspector	3.00	3.00	3.00	3.00	-
Construction Inspector Senior	1.00	1.00	1.00	3.00	2.00
Content Webmaster	-	-	-	1.00	1.00
Contracts Admin Coordinator	5.00	5.00	6.00	-	-6.00
Contracts Admin Specialist	5.00	5.00	5.00	-	-5.00
Contracts Admin Specialist Lead	1.00	1.00	2.00	-	-2.00
Conveyor Load Bridge Technician	12.00	12.00	12.00	12.00	-
Conveyor Load Bridge Technician Lead	3.00	3.00	3.00	3.00	-
Conveyor Load Bridge Technician Senior	11.00	11.00	10.00	10.00	-
Cyber Security Analyst Senior	-	-	1.00	1.00	-
Data Storage Administrator	1.00	-	-	-	-
Data Storage Coordinator	-	1.00	1.00	1.00	-
Deputy Aviation Director Business Innovation	1.00	1.00	1.00	-	-1.00
Deputy Aviation Director Operations	1.00	1.00	1.00	-	-1.00
Deputy Aviation Director	1.00	1.00	1.00	-	-1.00
Deputy Director Airport	-	-	-	4.00	4.00
Director of Aviation	-	-	-	1.00	1.00
Dispatcher	-	-	-	6.00	6.00
Drafting Technician Senior	1.00	-	-	-	-
Economic Development Specialist	-	-	1.00	1.00	-
Electrician	-	9.00	10.00	10.00	-
Electrician Lead	-	2.00	2.00	2.00	-
Electrician Senior	-	13.00	13.00	13.00	-
Electronics Technician II	1.00	-	-	-	-
Energy Sustainability Coordinator	1.00	1.00	1.00	1.00	-
Engineer Planning & Design	3.00	3.00	3.00	2.00	-1.00
Engineering Assistant	1.00	1.00	1.00	-	-1.00
Engineering Program Manager	3.00	3.00	3.00	3.00	-
Engineering Project Coordinator	7.00	7.00	7.00	6.00	-1.00
Engineering Project Manager	6.00	6.00	6.00	7.00	1.00
Engineering Project Manager Senior	-	-	-	3.00	3.00
Environmental Compliance Specialist	1.00	1.00	1.00	2.00	1.00
Environmental Program Coordinator	1.00	1.00	1.00	1.00	-
Equipment Operator	-	-	-	3.00	3.00
Equipment Operator I	1.00	1.00	1.00	-	-1.00
Equipment Operator II	2.00	2.00	2.00	-	-2.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Equipment Parts Technician	1.00	1.00	-	-	-
Equipment Shop Supervisor	1.00	1.00	1.00	2.00	1.00
Facilities/Property Supervisor	1.00	1.00	2.00	3.00	1.00
Field Operations Supervisor	3.00	3.00	3.00	-	-3.00
GIS Analyst	1.00	1.00	2.00	2.00	-
GIS Coordinator	-	1.00	1.00	1.00	-
GIS Supervisor	-	1.00	1.00	1.00	-
GIS Technician	2.00	3.00	1.00	1.00	-
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Associate	-	7.00	7.00	8.00	1.00
Heavy Equipment Service Technician Lead	2.00	2.00	2.00	2.00	-
Heavy Equipment Service Technician Master	2.00	2.00	2.00	2.00	-
Heavy Equipment Service Technician Senior	10.00	10.00	9.00	9.00	-
Human Resources Generalist	-	-	-	6.00	6.00
Human Resources Generalist Senior	-	-	-	1.00	1.00
Human Resources Manager	-	-	-	1.00	1.00
Human Resources Specialist	-	-	-	1.00	1.00
Human Resources Specialist Senior	-	-	-	4.00	4.00
HVAC Technician	1.00	7.00	7.00	7.00	-
HVAC Technician Lead	-	3.00	3.00	3.00	-
HVAC Technician Senior	12.00	12.00	14.00	14.00	-
Information Technology Administrator	9.00	1.00	1.00	-	-1.00
IT Asset Administrator	-	-	-	1.00	1.00
IT Asset Analyst	-	1.00	1.00	1.00	-
IT Communications Technician	1.00	1.00	-	-	-
IT Data Services Administrator	-	-	-	1.00	1.00
IT Infrastructure Manager	-	-	-	2.00	2.00
IT Infrastructure Supervisor	-	1.00	1.00	-	-1.00
IT Portfolio Manager	-	1.00	1.00	1.00	-
IT Project Manager	1.00	1.00	2.00	2.00	-
IT Systems Architect	-	-	1.00	1.00	-
Labor Crew Chief I	1.00	1.00	1.00	-	-1.00
Labor Crew Chief II	3.00	2.00	2.00	-	-2.00
Landscape Supervisor	1.00	-	-	-	-
Light Equipment Service Technician	9.00	1.00	1.00	-	-1.00
Locksmith	3.00	3.00	3.00	3.00	-
Lost & Found Coordinator	-	-	-	4.00	4.00
Management Analyst	2.00	2.00	2.00	6.00	4.00
Management Analyst Senior	-	1.00	2.00	4.00	2.00
Marketing Coordinator	-	-	-	1.00	1.00

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Marketing Specialist	-	-	-	2.00	2.00
Mobility and Access Manager	-	1.00	1.00	1.00	-
Network Administrator	-	3.00	3.00	3.00	-
Network Communications Integrator	2.00	-	-	-	-
Network Communications Integrator Senior	1.00	-	-	-	-
Network Engineer	-	1.00	1.00	1.00	-
Network Technician	-	1.00	1.00	1.00	-
Office Assistant III	3.00	2.00	1.00	-	-1.00
Office Assistant	-	-	-	1.00	1.00
Office Assistant IV	5.00	9.00	10.00	-	-10.00
Office Assistant Senior	-	-	-	2.00	2.00
Office Assistant V	1.00	2.00	2.00	-	-2.00
Operations Supervisor	5.00	6.00	6.00	5.00	-1.00
Planner	-	-	-	3.00	3.00
Planning Division Manager	-	-	-	1.00	1.00
Planning Program Manager	-	-	-	1.00	1.00
Planner Associate	1.00	1.00	1.00	-	-1.00
Planning Project Manager Senior	1.00	1.00	1.00	2.00	1.00
Principal Planner	3.00	3.00	3.00	-	-3.00
Procurement Agent	-	-	-	3.00	3.00
Procurement Agent Senior	-	-	-	3.00	3.00
Procurement Officer	-	-	-	4.00	4.00
Process Improvement Manager	1.00	1.00	1.00	-	-1.00
Public Information Specialist	3.00	3.00	5.00	5.00	-
Public Information Specialist Senior	3.00	3.00	1.00	1.00	-
Public Service Coordinator	1.00	1.00	3.00	3.00	-
Real Estate Agent I	-	-	1.00	2.00	1.00
Real Estate Agent II	2.00	2.00	1.00	1.00	-
Real Estate Agent III	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	2.00	1.00
Safety Coordinator Senior	-	-	-	1.00	1.00
Safety Supervisor	1.00	1.00	1.00	-	-1.00
Server Administrator	-	-	1.00	1.00	-
Server Engineer	-	2.00	1.00	1.00	-
Service Order Specialist	1.00	1.00	1.00	1.00	-
Small Business Program Administrator	1.00	-	-	-	-
Software Developer Associate	1.00	1.00	-	-	-
Storekeeper	3.00	4.00	4.00	3.00	-1.00
Storekeeper Senior	3.00	3.00	3.00	3.00	-
Stores Supervisor	1.00	1.00	1.00	1.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Superintendent of Airport Facilities	1.00	1.00	1.00	-	-1.00
Superintendent of Airport Operations	1.00	1.00	1.00	-	-1.00
Systems Maintenance Mechanic	24.00	8.00	7.00	11.00	4.00
Systems Maintenance Mechanic Lead	-	1.00	1.00	1.00	-
System Maintenance Mechanic Senior	12.00	5.00	5.00	5.00	-
Technical Systems Specialist	1.00	-	-	-	-
Technology Services Officer	-	1.00	1.00	1.00	-
Technology Support Specialist	-	4.00	5.00	5.00	-
Technology Support Supervisor	-	1.00	1.00	1.00	-
Tenant Services Coordinator	-	-	-	3.00	3.00
Tenant Services Specialist Senior	-	-	-	3.00	3.00
Training Specialist	-	1.00	1.00	1.00	-
Transit Maintenance Assistant	-	2.00	2.00	7.00	5.00
Transportation Planning Division Manager	1.00	1.00	1.00	-	-1.00
Web Content Administrator	1.00	1.00	1.00	-	-1.00
Department Total FTE	708.00	714.00	759.00	829.00	70.00

Consolidated Aviation Debt Service Funds

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Contribution from Aviation Operating	\$113,759,228	\$70,320,368	\$51,483,383	\$47,102,163	-8.5%
Contribution from Passenger Facility Charges	-	\$34,569,662	\$35,232,905	\$64,095,632	81.9%
Contribution from Rental Car Facilities	\$40,946,180	\$2,632,266	-	-	0.0%
Proceeds from Sale of Debt	\$326,222,897	\$95,104,017	\$152,000	\$1,235,000	712.5%
Premium from Sale of Debt	\$85,065,578	\$10,887,253	-	-	0.0%
Interest on Investments	-\$108,680	\$184,799	-	-	0.0%
Fund Balance	-	\$16,577,683	-	-	0.0%
Total Revenues	\$565,885,202	\$230,276,048	\$86,868,288	\$112,432,795	29.4 %
Expenditures					
Retirement of Debt	\$264,385,787	\$65,455,000	\$27,250,000	\$38,335,000	40.7%
Interest on Debt	\$42,521,769	\$43,934,022	\$59,443,888	\$72,427,095	21.8%
Cost of Bond Sale	\$2,750,970	\$2,798,380	-	\$1,235,000	100.0%
Fees and Other Charges	\$82,773	\$38,675	\$174,400	\$435,700	149.8%
Payment to Refunding Escrow Agent	\$221,200,000	\$115,001,816	-	-	0.0%
Transfers to Operating Fund	\$682,430	-	-	-	0.0%
Transfers to Capital Fund	\$3,758,566	-	-	-	0.0%
Transfers to Rental Car Facilities	-	\$3,048,155	-	-	0.0%
Reserved for Future Years	\$30,502,907	-	-	-	0.0%
Total Expenditures	\$565,885,202	\$230,276,048	\$86,868,288	\$112,432,795	29.4%

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Charlotte Area Transit System

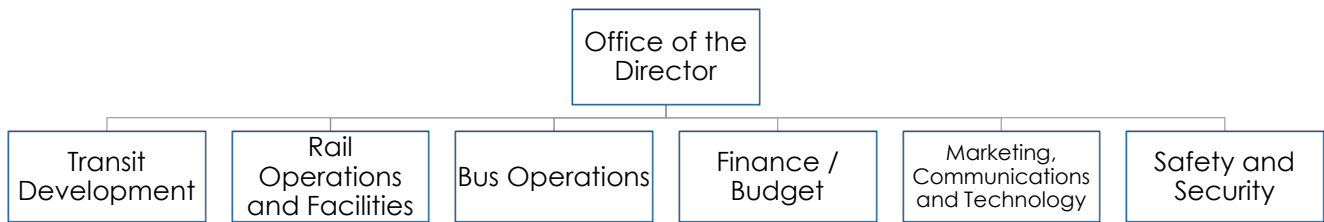
Mission Statement

To improve the quality of life for everyone in the greater Charlotte region by providing outstanding community-wide public transportation services while proactively contributing to focused growth and sustainable regional development.

Department Overview

- Provide core transportation services via bus, vanpool, light rail, streetcar, and Americans with Disabilities Act (ADA) paratransit service
- Service the community with a fleet of buses, including hybrid buses, ADA equipped buses, vanpool vans, and light rail cars
- Plan for the build-out the 2030 Transit Corridor System Plan

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues¹					
Article 43 Sales Tax	\$116,669,192	\$139,225,568	\$136,807,021	\$154,839,296	13.2 %
Federal Grants	\$36,211,140	\$24,320,743	\$43,541,148	\$30,938,523	-28.9 %
Interlocal Agreements	\$211,508	\$211,508	\$211,508	\$211,508	0.0 %
State Grants	\$138,656	\$9,343,918	\$11,411,403	\$11,411,400	0.0 %
Advertising	-\$75,643	\$1,465,884	\$1,831,999	\$4,000,000	118.3 %
Other Charges	\$916,609	\$1,251,782	\$1,820,009	\$300,000	-83.5 %
Passenger Fares	\$11,035,992	\$12,287,852	\$16,282,798	\$16,843,668	3.4 %
Interest Earnings	-\$2,231,887	-\$2,529,303	\$941,000	\$2,945,000	213.0 %
Miscellaneous Revenue	\$251,420	\$277,992	\$900,000	\$1,539,685	71.1 %
Sale of Assets	\$84,165	\$547,567	\$4,000	\$104,000	2,500.0 %
Transit Pay-Go Transfer	\$26,399,355	\$27,687,083	\$29,430,130	\$30,313,034	3.0 %
Total Revenues	\$189,610,507	\$214,090,594	\$243,181,016	\$253,446,114	4.2 %

Charlotte Area Transit System

Budget Overview (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Expenditures¹					
Personnel Services	\$103,779,494	\$110,639,994	\$122,104,705	\$112,556,970	-7.8 %
Operating Expenses	\$50,611,627	\$55,108,393	\$80,398,961	\$107,045,301	33.1 %
City Administrative Costs	\$6,688,451	\$8,387,206	\$8,601,923	\$8,011,357	-6.9 %
Department Charges	-\$590,405	-\$763,410	-	-	0.0 %
Transfer to Other funds	\$51,276	-	\$100,000	\$84,447	-15.6 %
Subtotal Operating	\$160,540,442	\$173,372,183	\$211,205,589	\$227,698,075	7.8 %
Transfer to Debt Service	\$16,975,589	\$16,939,110	\$15,168,881	\$14,437,556	-4.8 %
Transfer to Control Account	\$11,468,192	\$23,779,301	\$16,806,546	\$11,310,483	-32.7 %
Total Expenditures	\$188,984,223	\$214,090,594	\$243,181,016	\$253,446,114	4.2 %

¹Both CATS operating and Sales Tax Consolidation funds are included.

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$1,567,757
Adjust planned vacancy rates Align the personnel budget to reflect anticipated costs within Administration, Facilities, Development, Marketing, Special Transportation, Rail, and Safety & Security operations.	-	-\$5,599,134
Support bus and rail operations Provide funds for 21 additional positions to support operations, planning, and safety on bus, rail, and special transportation services. The positions include a Special Transportation Supervisor, Budget and Finance Analyst Senior, Rail Operations Manager, Safety Coordinator Senior, Administrative Officer, Transportation Planner II, six Storekeepers, six Operations Supervisors, and three Training Specialists.	21.00	\$2,087,823
Support executive leadership and administration Provide funds for six additional positions to support CATS' leadership and administration. The positions include an Accounting Supervisor, Administrative Officer Lead, two Human Resources Generalists, and two Budget and Finance Analyst Seniors.	6.00	\$624,224
Support transit development Provide funds for four additional positions to support the development of transit systems. The positions include a Transportation Planner III, Engineering Program Manager, Engineering Project Coordinator, and Asset Manager.	4.00	\$454,255
Support marketing and communications Provide funds for three additional positions to support marketing and public communication. The positions include a Public Information Specialist, Technology Support Supervisor, and Business Systems Analyst.	3.00	\$353,910
Update allocations for anticipated life cycle management Provide funds for compliance mandates, inflation, aging equipment, licenses, and other contingencies.	-	\$6,093,801
Support rail operations Provide additional funds to support routine light rail maintenance and operations costs.	-	\$3,811,113

Charlotte Area Transit System

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Support bus operations Provide additional funds to support routine bus maintenance and operations costs.	-	\$1,647,227
Support planning and scheduling operations - Microtransit key service solution Provide funds for booking and strategic services to support implementation of a first- and last-mile microtransit solution to enhance transit frequency and connectivity.	-	\$2,250,000
Support development operations through North Corridor transit-oriented development planning Provide funds for North Corridor transit-oriented development planning in conjunction with advancing the North Corridor Design.	-	\$1,000,000
Provide funds for Electric Sustainable Environmentally Reliable Vehicle Education (eSERVE) Academy Support CATS' workforce development program to produce industry valued and recognized electric vehicle certified technicians to increase the number of apprenticeships and cooperative education participants in transit.	-	\$510,240
Provide funds for a modeling consultant to support development operations Provide funds for a modeling consultant for ridership forecasting to support the Silver Line, Gold Line, and Red Line projects	-	\$500,000
Support vanpool operations with a service management solution Provide funds for a turnkey service management solution to utilize and grow vanpool service.	-	\$268,728
Support technology operations Provide funds for technology and software support for bus and rail operations, and the expansion of the CATS' Pass Module to implement additional functionality such as electronic alerts, web pass sales, and planning.	-	\$222,680
Support development operations through a pedestrian crossing study Provide funds to develop design criteria, standard construction details, and construction specifications for pedestrian crossings.	-	\$120,000
Support quality assurance operations Provide funds for professional survey services to obtain actionable data via independent, objective, advanced feedback to enhance transit customers ridership experiences.	-	\$50,000

Charlotte Area Transit System

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for bus and light rail operations safety Technical adjustment to provide funds for safety and security along bus and light rail lines. This includes contracted police security services and unarmed guard security services.	-	\$3,515,531
Provide funds for contractual obligations Technical adjustment to provide additional funds for contractual agreements for tires, leases, telecommunications, modems, and software.	-	\$2,075,508
Provide funds for fuel Technical adjustment to provide funds for fuel based on anticipated utilization. CATS purchases fuel futures through a hedging program that locks in the price of diesel and provides budget stability.	-	\$1,694,398
Provide funds for utilities expenses Technical adjustment to provide funds for utilities based on anticipated utilization.	-	\$317,087
Update costs for city services Technical adjustment to update the reimbursement for central support services provided by the General Fund. This action also adjusts funding for the critical life safety and law enforcement operations provided for CATS by Charlotte-Mecklenburg Police Department, City Attorneys legal services, Solid Waste Services collection services, and General Services landscaping grounds services.	-	-\$268,802
Transfer funds for light rail maintenance costs Technical adjustment to transfer rail maintenance costs for light rail vehicles to the Capital Investment Plan. This is an accounting change and will have no impact to service levels.	-	-\$5,258,914
Adjust contribution to debt service program Technical adjustment to adjust the annual Debt Service transfer. CATS pays Debt Service from federal, state, and local revenue sources to support its Capital Investment Plan.	-	-\$731,325
Adjust transfer to debt service reserve fund Technical adjustment to adjust transfer to Debt Service Reserve Fund. This control account is used for stabilizing revenue fluctuations and future capital needs. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$5,496,063

Charlotte Area Transit System

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	-\$3,864,154
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$704,360
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,614,848
Net Change	34.00	\$10,265,098

Charlotte Area Transit System

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Transportation and Planning				
Financial stability	Percent of total operating costs subsidized by taxpayers	91.1%	≤80%	≤80%
	Net debt service coverage ratio	3.27	≥1.15	≥1.15
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)	12,640,017	≥11,393,862	≥11,393,862
	On-time performance (bus)	86%	≥85%	≥85%
Provide effective service	Passengers per revenue hour (bus)	12.6	≥8.9	≥8.9
	Passengers per revenue hour (light rail)	72.7	≥53.7	≥53.7
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Customer focused services	Overall customer satisfaction (Percent of responding customer rating service as satisfied or above)	80%	≥85%	≥85%
	Net Promoter Score (Percentage of surveyed customers who rate the service favorably)	50%	≥58%	≥58%
Provide riders with frequent access to key destinations including major employment centers, hospitals, and grocery stores	Percentage of riders with 15-minute or better service frequency	59%	≥24%	≥24%

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Accountant	-	-	-	2.00	2.00
Accountant Lead	-	-	-	3.00	3.00
Accountant Senior	-	-	-	4.00	4.00
Accountant Supervisor	-	-	-	5.00	5.00
Accountant II	7.00	7.00	7.00	-	-7.00
Accountant III	3.00	3.00	3.00	-	-3.00
Accountant IV	2.00	2.00	2.00	-	-2.00
Administrative Assistant	-	-	-	4.00	4.00
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer	-	-	-	8.00	8.00
Administrative Officer Lead	-	-	-	2.00	2.00
Administrative Officer Manager	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	3.00	3.00
Administrative Officer I	7.00	7.00	9.00	-	-9.00
Administrative Officer II	11.00	10.00	11.00	-	-11.00
Administrative Officer III	3.00	4.00	4.00	-	-4.00
Administrative Officer IV	4.00	4.00	5.00	-	-5.00
Administrative Officer V	3.00	3.00	4.00	-	-4.00
Administrative Services Manager	1.00	1.00	1.00	-	-1.00
Administrative Specialist	-	-	-	4.00	4.00
Application Administrator	-	-	1.00	1.00	-
Application Development Support Supervisor	-	1.00	1.00	1.00	-
Asset Manager	-	-	-	1.00	1.00
Assistant Field Operations Supervisor	1.00	1.00	1.00	1.00	-
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	6.00	6.00
Building Maintenance Assistant	2.00	2.00	2.00	6.00	4.00
Business Inclusion Specialist	-	-	-	1.00	1.00
Business Systems Analyst	-	-	-	1.00	1.00
Business Systems Analyst Senior	-	1.00	1.00	1.00	-
Business Systems Coordinator	-	1.00	1.00	1.00	-
Business Systems Manager Senior	2.00	1.00	1.00	1.00	-
Business Systems Program Manager	1.00	1.00	-	-	-
Business Systems Specialist Associate	2.00	2.00	-	-	-
Business Systems Specialist Intermediate	2.00	2.00	-	-	-
Business Systems Specialist Lead	3.00	-	-	-	-
Business Systems Specialist Senior	5.00	1.00	1.00	1.00	-
Business Systems Supervisor	1.00	-	-	-	-
Chief Rail Controller	-	-	2.00	-	-2.00

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Construction Manager	1.00	1.00	1.00	1.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	2.00	2.00	2.00	2.00	-
Customer/Revenue Service Assistant	25.00	25.00	26.00	24.00	-2.00
Customer/Revenue Service Assistant Senior	3.00	3.00	3.00	3.00	-
Customer/Revenue Service Specialist	5.00	5.00	4.00	3.00	-1.00
Deputy Director I	-	1.00	1.00	1.00	-
Deputy Director II	2.00	2.00	1.00	2.00	1.00
Director Of Transit	1.00	1.00	1.00	1.00	-
Dispatcher	-	-	-	9.00	9.00
Division Training Specialist	-	-	-	5.00	5.00
Energy Sustainability Coordinator	-	-	-	2.00	2.00
Engineer Light Rail Transit Systems	1.00	1.00	1.00	1.00	-
Engineer Senior	6.00	5.00	4.00	5.00	1.00
Engineering Program Manager	-	-	-	1.00	1.00
Engineering Projects Coordinator	3.00	3.00	2.00	4.00	2.00
Equipment Operator I	6.00	6.00	6.00	-	-6.00
Equipment Parts Manager	1.00	1.00	1.00	-	-1.00
Facilities Services Coordinator	1.00	1.00	1.00	1.00	-
Facilities/ Property Supervisor	3.00	3.00	3.00	3.00	-
Fare Collection Manager	1.00	1.00	-	-	-
Field Operations Supervisor	19.00	19.00	19.00	19.00	-
GIS Coordinator	-	-	1.00	1.00	-
Graphic Artist	1.00	1.00	1.00	1.00	-
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Human Resources Generalist	-	-	-	4.00	4.00
Human Resources Generalist Senior	-	-	-	2.00	2.00
Human Resources Manager	-	-	-	1.00	1.00
Human Resources Specialist Senior	-	-	-	3.00	3.00
IT Infrastructure Supervisor	-	1.00	1.00	1.00	-
IT Project Manager	-	1.00	1.00	1.00	-
Labor Crew Chief II	8.00	8.00	8.00	9.00	1.00
Maintenance Training Supervisor	-	-	1.00	-	-1.00
Management Analyst	3.00	3.00	5.00	3.00	-2.00
Management Analyst Senior	-	1.00	1.00	3.00	2.00
Marketing Representative	-	-	1.00	-	-1.00
Marketing Specialist	-	-	-	1.00	1.00
Mobility & Access Manager	-	-	-	1.00	1.00
Network Engineer	-	1.00	1.00	1.00	-
Office Assistant	-	-	-	4.00	4.00

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Office Assistant Senior	-	-	-	3.00	3.00
Office Assistant III	7.00	7.00	10.00	-	-10.00
Office Assistant IV	6.00	6.00	6.00	-	-6.00
Office Assistant V	5.00	5.00	4.00	-	-4.00
Operations Supervisor	3.00	3.00	2.00	8.00	6.00
Public & Community Relations Specialist	1.00	1.00	-	-	-
Public Information Specialist	2.00	2.00	4.00	6.00	2.00
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	2.00	2.00	2.00	2.00	-
Purchasing Agent	1.00	1.00	1.00	-	-1.00
Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Rail Car Maintenance Supervisor	9.00	9.00	10.00	11.00	1.00
Rail Car Technician	54.00	54.00	54.00	54.00	-
Rail Car Technician Lead	3.00	3.00	3.00	3.00	-
Rail Controller	11.00	11.00	14.00	14.00	-
Rail Maintenance Assistant	12.00	-	-	-	-
Rail Maintenance of Way Supervisor	10.00	10.00	10.00	10.00	-
Rail Mow Maintainer	25.00	26.00	25.00	25.00	-
Rail Mow Maintainer Lead	7.00	7.00	7.00	7.00	-
Rail Operations Manager	2.00	2.00	2.00	3.00	1.00
Rail Operator	79.00	79.00	79.00	79.00	-
Rail Track Maintainer	15.00	14.00	13.00	13.00	-
Real Estate Program Manager	-	-	-	1.00	1.00
Safety Coordinator	11.00	10.00	13.00	13.00	-
Safety Coordinator Senior	4.00	5.00	6.00	6.00	-
Safety Supervisor	3.00	3.00	4.00	3.00	-1.00
Social Media Specialist	1.00	1.00	-	-	-
Software Developer Lead	-	1.00	1.00	1.00	-
Special Transportation Dispatcher	9.00	9.00	9.00	-	-9.00
Special Transportation Driver	100.75	100.75	100.75	97.75	-3.00
Special Transportation Manager	1.00	1.00	1.00	1.00	-
Special Transportation Reservationist	-	-	-	7.00	7.00
Special Transportation Supervisor	1.00	1.00	1.00	2.00	1.00
Storekeeper	5.00	5.00	5.00	11.00	6.00
Storekeeper Senior	1.00	1.00	1.00	2.00	1.00
Technology Support Associate	-	-	2.00	2.00	-
Technology Support Coordinator	-	1.00	1.00	1.00	-
Technology Support Specialist	-	-	3.00	3.00	-
Technology Support Specialist Senior	-	1.00	2.00	2.00	-
Technology Support Supervisor	-	-	-	1.00	1.00
Traffic Counter I	2.00	2.00	2.00	2.00	-

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Traffic Counter II	1.00	1.00	1.00	1.00	-
Training Specialist	5.00	5.00	6.00	5.00	-1.00
Transit Accounting Manager	-	-	-	3.00	3.00
Transit Administration Manager	-	-	-	1.00	1.00
Transit Arts Program Manager	1.00	1.00	1.00	1.00	-
Transit Business Services Manager	1.00	-	-	-	-
Transit Corridor Asst Project Manager	2.00	2.00	2.00	2.00	-
Transit Corridor Project Manager Senior	1.00	1.00	2.00	3.00	1.00
Transit Development Administrator	-	1.00	1.00	-	-1.00
Transit Development Manager	-	-	-	1.00	1.00
Transit Energy Manager	-	-	1.00	1.00	-
Transit Energy Analyst	-	-	1.00	-	-1.00
Transit Energy Coordinator	-	-	1.00	-	-1.00
Transit Engineering Manager	-	-	-	1.00	1.00
Transit Maintenance Assistant	-	12.00	12.00	12.00	-
Transit Marketing Manager	-	-	-	1.00	1.00
Transit Marketing & Technology Manager	1.00	1.00	1.00	-	-1.00
Transit Operations Manager	2.00	2.00	2.00	1.00	-1.00
Transit Operations Services Manager	2.00	2.00	2.00	5.00	3.00
Transit Operations Training Manager	-	-	-	1.00	1.00
Transit Operations Training Supervisor	-	-	3.00	4.00	1.00
Transit Planning Manager	1.00	1.00	2.00	2.00	-
Transit Procure & eContracts Administrator	1.00	-	-	-	-
Transit Project Development Manager	2.00	2.00	2.00	1.00	-1.00
Transit Quality Assurance Manager	1.00	1.00	1.00	1.00	-
Transit Rail Operations Manager	-	1.00	1.00	1.00	-
Transit Safety & Security Manager	1.00	1.00	1.00	1.00	-
Transit Scheduling Analyst	1.00	1.00	1.00	1.00	-
Transit Scheduling Manager	2.00	2.00	2.00	2.00	-
Transportation Planner I	2.00	2.00	2.00	2.00	-
Transportation Planner II	4.00	4.00	4.00	6.00	2.00
Transportation Planner III	2.00	2.00	2.00	3.00	1.00
Department Total FTE	582.75	583.75	610.75	644.75	34.00



Charlotte Area Transit System

Debt Service Fund

CATS' Debt Service Fund is used to pay principal, interest, and related costs for outstanding debt related to capital investments in transit maintenance and expansion.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Transfers from CATS Operating	\$17,368,654	\$16,939,110	\$15,168,881	\$14,437,556	-4.8 %
Transfers from CATS Capital	\$81,810,000	\$39,909,989	-	-	0.0 %
Federal Grants	\$4,646,121	\$3,549,976	\$2,929,475	\$3,659,800	24.9 %
State Grants	\$863,031	\$259,657	-	-	0.0 %
Interest on Investments	\$35,502	\$13,530	-	-	0.0 %
Total Revenues	\$104,723,308	\$60,672,262	\$18,098,356	\$18,097,356	0.0 %
Expenditures					
Principal Payments	\$91,346,094	\$50,070,000	\$8,920,000	\$9,365,000	5.0 %
Interest Payments	\$13,329,951	\$10,591,234	\$9,064,356	\$8,618,356	-4.9 %
Other Fees	\$47,263	\$11,028	\$114,000	\$114,000	0.0 %
Total Expenditures	\$104,723,308	\$60,672,262	\$18,098,356	\$18,097,356	0.0 %

Debt Service Reserve Fund

CATS' Debt Service Reserve Fund is used to maintain a \$30 million fund balance in accordance with financial policies adopted by the Metropolitan Transit Commission. Excess funds over the \$30 million are available for one-time expenses.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Transfer from CATS Operating	\$11,468,192	\$23,729,158	\$16,806,546	\$11,310,483	-32.7 %
Interest on Investments	\$464,956	\$275,195	-	-	0.0 %
Fund Balance	-	-	\$17,638,789	\$45,654,894	158.8 %
Total Revenues	\$11,933,147	\$24,004,353	\$34,445,335	\$56,965,377	65.4 %
Expenditures					
Transfer to CATS CIP	\$5,821,667	-	\$17,638,789	\$45,654,894	158.8 %
Reserved for Future Years	\$6,111,480	\$24,004,353	\$16,806,546	\$11,310,483	-32.7 %
Total Expenditures	\$11,933,147	\$24,004,353	\$34,445,335	\$56,965,377	65.4 %

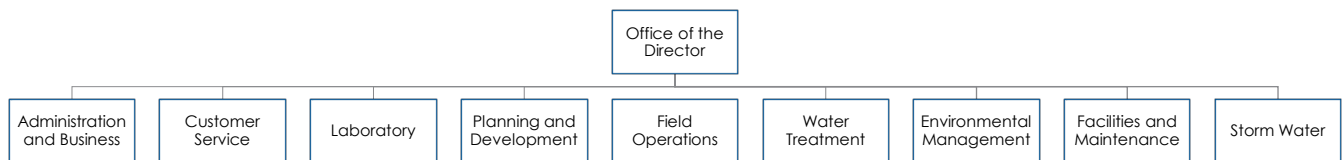
Mission Statement

Charlotte Water provides reliable, high-quality services to our community through valued employees, financial stability, and environmental stewardship.

Department Overview

- Attract, develop, and retain a highly skilled and collaborative workforce that is engaged, motivated, and dedicated
- Provide accessible, timely, and consistent customer service
- Understand and engage the customers and communities we serve
- Ensure reliable infrastructure to serve the community today and into the future
- Equitably manage financial resources, balancing affordability, and growth
- Protect and improve the environment

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 ¹ Proposed	Percent Change FY 2023 FY 2024
Revenues					
Volumetric user charges- water	\$124,184,623	\$139,434,245	\$140,795,636	\$152,586,979	8.4 %
Volumetric user charges- sewer	\$189,429,071	\$205,387,184	\$209,183,696	\$218,629,941	4.5 %
Fixed user charges - water	\$15,309,638	\$15,585,230	\$16,000,000	\$21,176,958	32.4 %
Fixed user charges - sewer	\$13,777,458	\$13,982,607	\$14,000,000	\$18,977,161	35.6 %
Availability fee - water	\$7,212,363	\$7,539,268	\$7,250,000	\$8,254,762	13.9 %
Availability fee - sewer	\$43,600,811	\$44,650,551	\$42,500,000	\$53,285,005	25.4 %
Connection fees - water	\$10,718,031	\$12,299,812	\$11,000,000	\$14,000,000	27.3 %
Connection fees - sewer	\$5,064,575	\$6,692,723	\$6,000,000	\$7,000,000	16.7 %
System development fees - water	\$16,757,915	\$18,465,157	\$15,000,000	\$17,550,000	17.0 %
System development fees - sewer	\$22,131,876	\$26,911,612	\$21,000,000	\$26,250,000	25.0 %
BOD, SS, & IW surcharges	\$5,006,288	\$5,393,512	\$4,850,000	\$5,580,000	15.1 %
Interest Earnings	-\$2,070,725	-\$2,912,628	\$975,000	\$2,500,000	156.4 %
Specific service charges	\$2,855,312	\$2,943,894	\$3,535,000	\$3,230,000	-8.6 %
Other operating revenue	\$5,393,689	\$4,689,785	\$5,790,000	\$5,175,000	-10.6 %
Uncollectable Revenue	-\$2,772,521	-\$4,916,685	-\$2,500,000	-\$4,500,000	-80.0 %
Other non-operating revenue	\$1,640,101	\$3,456,548	\$2,706,000	\$3,231,000	19.4 %
Fund Balance	-	\$73,221,930	\$36,958,274	\$23,001,936	-37.8 %
Total Revenues	\$458,238,505	\$572,824,745	\$535,043,606	\$575,928,742	7.6 %
Expenditures					
Personnel Services	\$91,472,150	\$83,217,321	\$96,869,727	\$108,679,432	12.2 %
Operating Expenses	\$80,808,074	\$168,050,443	\$99,690,815	\$119,182,643	19.6 %
Capital Outlay	\$1,257,259	\$450,106	\$578,634	\$697,000	20.5 %
Department Charges	-\$19,240,720	-\$18,868,359	-\$22,421,206	-\$25,886,202	-15.5 %
City Administrative Support	\$18,936,149	\$20,080,772	\$20,989,582	\$23,682,010	12.8 %
Transfer to Debt Service Funds	\$144,605,408	\$135,107,713	\$137,536,058	\$169,573,859	23.3 %
Transfer to Capital Projects Fund	\$140,250,000	\$184,786,749	\$201,799,996	\$180,000,000	-10.8 %
Reserved for Future Years	\$150,185	-	-	-	0.0 %
Total Expenditures	\$458,238,505	\$572,824,745	\$535,043,606	\$575,928,742	7.6 %

¹ FY 2024 includes the realignment of 9.0 FTE and \$2,114,841 from the Finance Business System Division, within the Department of Finance, to Charlotte Water.

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$2,776,274
<p>Reduction to operating expenses</p> <p>Reduce funding where operational optimizations and changes in business needs were realized in professional and technology services, purchase of goods, rental of equipment, and employee travel.</p>	-	-\$1,154,556
<p>Adjust contribution to debt service program</p> <p>Increase funds for debt service based on project needs within Charlotte Water's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each cycle.</p>	-	\$32,037,801
<p>Provide funds for water/wastewater treatment chemical price increases</p> <p>Increase funds for department supplies in response to marketplace and supply chain volatility within treatment chemical supplier networks.</p>	-	\$7,091,526
<p>Adjust funding for Enterprise Resource Planning</p> <p>Adjust funding to provide contribution toward replacing the city's current Enterprise Resource Planning (ERP) solutions.</p>	-	\$1,712,355
<p>Provide funds for Capital Investment Plan development</p> <p>Hire fourteen positions, including Engineering Assistants, Engineer Plans Reviewer, Engineering Project Coordinators, Engineering Program Manager, and Construction Inspectors. The positions will support the CIP and development-oriented activities which include plans review, and project management construction services. The positions are funded in part by the Capital Investment Plan.</p>	14.00	\$1,348,980
<p>Provide funds for energy cost increases at plants</p> <p>Increase funds in response to energy utility rate increases.</p>	-	\$1,289,762
<p>Provide funds for operations and maintenance</p> <p>Hire eighteen additional positions, including a Labor Crew Chief I's, Utilities Technicians, Survey Technicians, Labor Crew Chief II's, Equipment Operator III, Storekeeper, and Field Operations Supervisor. The positions will support operations and maintenance in the collections/distribution system. Adequate staffing in operations and maintenance areas contributes to a more resilient system and ensures CLTWater can continue to provide safe and reliable service to customers.</p>	-	\$1,257,717

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for biosolids management Increase funds for department supplies in response to marketplace volatility with land application and disposal of biosolids products produced during wastewater treatment.	18.00	\$1,257,222
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$1,052,475
Provide funds for per- and polyfluoroalkyl (PFAS) testing services Provide funds in response to the developing Environmental Protection Agency initiative. CLTWater is preparing for growing monitoring requirements and sampling standards.	-	\$890,000
Update operations and maintenance costs at plants and collections/distributions Increase funds to operate and maintain existing infrastructure at plants and collections/distribution systems.	-	\$782,000
Support environmental initiatives Hire six positions, including a Water Quality Program Specialist, Engineering Project Coordinator, Lab Quality Assurance Analyst, and Laboratory Analysts in support of environmental health.	6.00	\$622,191
Enhance Charlotte Water's customer service Hire seven positions, including a Utilities Services Manager, Engineering Assistant, Customer/Revenue Service Assistant Seniors, Facilities Services Coordinator, Safety Coordinator Senior, and Engineering Services Investigator. The positions will provide tailored, reliable, and responsive customer service to internal customers.	7.00	\$605,405
Enhance Charlotte Water's financial, oversight, and procurement activities Hire two additional positions including a Budget & Finance Manager and Procurement Officer Senior to provide oversight and support financial and procurement related activities for the department.	2.00	\$248,881
Provide funds for operational needs Update funding to more accurately reflect operational needs in contracted services, maintenance materials and supplies, chemicals for treatment, and energy utilities.	-	\$6,397,495

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Transfer revenue billing duties to Charlotte Water Centralize and transfer the management and administration of revenue billing services from Finance to Charlotte Water. A corresponding entry can be found in Finance. This is an accounting change that does not impact service levels.	9.00	\$2,114,841
Provide funds to support compliance with regulatory requirements Technical adjustment to update costs associated with Vest Water Treatment Plant discharge permit fees.	-	\$1,014,371
Provide funds for technology contractual increases Technical adjustment to update costs for information technology agreements associated with organization-wide GIS and business planning/advisory services.	-	\$453,055
Provide funds to enhance utility operations Technical adjustment to update costs to replace and upgrade testing and operational equipment in support of utility operations.	-	\$118,366
Adjust department charge-outs to the Capital Program Technical adjustment to transfer a portion of personnel costs attributable to the management of capital projects.	-	-\$3,464,996
Decrease contribution to Capital Investment Plan Decrease transfer to capital projects based on Charlotte Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$21,799,996
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$2,578,288
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$1,011,184
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$644,495
	Net Change 56.00	\$40,885,136

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Transportation and Planning				
Enhance existing water infrastructure	Feet of aging pipe rehabilitated or replaced	23,276	≥55,000	≥40,000 ¹
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Enhance customer satisfaction through responsive service	Percentage of requests for service such as turn-ons and move-ins that meet customers' desired time-frame	95.45%	≥97%	≥97%
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act	100% compliance	100% compliance	100% compliance
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	3.6	≤3.0	≤3.2 ¹
Strategic Priority Area: Workforce and Business Development				
Create jobs; promote upward mobility; and advance equitable employment opportunities within the department, the city, and the industry through apprenticeship and pipeline academy programs.	Number of apprentices hired	8	≥15	≥15
	Number of Pipeline Academy Graduates hired	12	≥10	≥10

¹Measures adjusted to account for feasibility within resource capacity and contractual constraints.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Account Services Supervisor	-	-	-	1.00	1.00
Accountant II	2.00	2.00	2.00	-	-2.00
Accountant III	1.00	1.00	1.00	-	-1.00
Accountant IV	1.00	2.00	2.00	-	-2.00
Administrative Assistant	-	-	-	3.00	3.00
Administrative Assistant Senior	-	-	-	1.00	1.00
Administrative Officer	-	-	-	10.00	10.00
Administrative Officer Lead	-	-	-	4.00	4.00
Administrative Officer Manager	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	6.00	6.00
Administrative Specialist	-	-	-	3.00	3.00
Administrative Officer I	14.00	14.00	14.00	-	-14.00
Administrative Officer II	8.00	8.00	8.00	-	-8.00
Administrative Officer III	10.00	10.00	10.00	-	-10.00
Administrative Officer IV	2.00	2.00	3.00	-	-3.00
Administrative Officer V	1.00	1.00	1.00	-	-1.00
Administrative Secretary I	1.00	1.00	2.00	-	-2.00
Administrative Services Manager	1.00	1.00	1.00	-	-1.00
Application Administrator	-	1.00	-	1.00	1.00
Application Administrator Senior	-	2.00	2.00	2.00	-
Application Development Support Manager	-	-	-	1.00	1.00
Application Development/Support Supervisor	-	1.00	1.00	-	-1.00
Budget & Finance Analyst	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	4.00	4.00
Budget & Finance Manager	-	-	-	2.00	2.00
Budget & Finance Specialist	-	-	-	3.00	3.00
Building Maintenance Assistant	1.00	1.00	1.00	1.00	-
Business Analysis Manager	-	-	-	1.00	1.00
Business Analysis Program Manager	-	-	1.00	-	-1.00
Business Analyst	-	-	-	2.00	2.00
Business Analyst Coordinator	-	3.00	3.00	5.00	2.00
Business Analyst Senior	-	1.00	1.00	4.00	3.00
Business Inclusion Specialist	-	-	-	1.00	1.00
Business Inclusion Specialist Lead	-	-	-	1.00	1.00
Business Systems Analyst	-	1.00	1.00	1.00	-
Business Systems Analyst Senior	-	10.00	10.00	10.00	-
Business Systems Coordinator	-	1.00	1.00	1.00	-
Business Systems Manager	-	1.00	1.00	2.00	1.00

Full-Time-Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Business Systems Manager Senior	1.00	1.00	1.00	-	-1.00
Business Systems Program Manager	3.00	2.00	-	1.00	1.00
Business Systems Specialist	2.00	1.00	-	-	-
Business Systems Specialist Lead	10.00	-	-	-	-
Business Systems Specialist Senior	16.00	-	-	-	-
Business Systems Supervisor	1.00	3.00	4.00	5.00	1.00
CCTV Crew Chief	5.00	5.00	5.00	5.00	-
CCTV Technician	5.00	5.00	5.00	5.00	-
Centrifuge/Solids Operator	1.00	1.00	1.00	1.00	-
Chief Construction Inspector	6.00	6.00	7.00	7.00	-
Chief Electrical Engineer	2.00	2.00	2.00	2.00	-
Chief Engineer- Utilities	2.00	2.00	2.00	2.00	-
Construction Inspector	39.00	39.00	41.00	44.00	3.00
Construction Manager	-	-	2.00	2.00	-
Construction Supervisor	5.00	5.00	5.00	5.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	2.00	3.00	3.00	-	-3.00
Contracts Admin Specialist	1.00	1.00	1.00	-	-1.00
Customer/Revenue Service Assistant	17.00	17.00	17.00	18.00	1.00
Customer/Revenue Service Assistant Senior	4.00	5.00	4.00	6.00	2.00
Customer/Revenue Service Specialist	3.00	3.00	5.00	5.00	-
Customer Service Supervisor	-	-	-	1.00	1.00
Cyber Security Analyst Senior	-	-	1.00	1.00	-
Deputy Director II	-	-	-	4.00	4.00
Deputy Utilities Director I	3.00	-	-	-	-
Deputy Utilities Director II	-	4.00	4.00	-	-4.00
Director of Utilities	1.00	1.00	1.00	1.00	-
Division Training Specialist	1.00	1.00	1.00	1.00	-
Drafting Technician	4.00	4.00	3.00	3.00	-
Electrical Engineer	1.00	1.00	1.00	1.00	-
Electrical Engineer Senior	3.00	4.00	4.00	4.00	-
Engineer Plan Review	3.00	4.00	4.00	8.00	4.00
Engineer Planning/Design	2.00	2.00	2.00	2.00	-
Engineering Assistant	11.00	12.00	14.00	17.00	3.00
Engineering Contracts Manager	1.00	1.00	1.00	-	-1.00
Engineering Division Manager	6.00	7.00	7.00	7.00	-
Engineering Program Manager	1.00	1.00	3.00	4.00	1.00
Engineering Project Coordinator	16.00	16.00	19.00	22.00	3.00
Engineering Project Manager	9.00	10.00	12.00	12.00	-
Engineering Project Manager Senior	16.00	17.00	18.00	18.00	-

Full-Time-Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Engineer Senior	12.00	13.00	16.00	15.00	-1.00
Engineering Services Investigator	6.00	6.00	6.00	9.00	3.00
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
Environmental Compliance Manager	3.00	3.00	3.00	3.00	-
Environmental Compliance Specialist	6.00	6.00	6.00	6.00	-
Environmental Compliance Supervisor	3.00	3.00	3.00	3.00	-
Environmental Program Inspector	11.00	12.00	12.00	12.00	-
Equipment Operator	-	-	-	1.00	1.00
Equipment Operator Senior	-	-	-	13.00	13.00
Equipment Operator II	1.00	1.00	1.00	-	-1.00
Equipment Operator III	12.00	12.00	12.00	-	-12.00
Facilities Services Coordinator	2.00	2.00	3.00	4.00	1.00
Facilities/ Property Supervisor	1.00	1.00	1.00	-	-1.00
Field Operations Supervisor	17.00	18.00	18.00	18.00	-
GIS Analyst	3.00	3.00	4.00	4.00	-
GIS Coordinator	1.00	1.00	2.00	2.00	-
GIS Manager	-	1.00	1.00	1.00	-
GIS Supervisor	-	-	1.00	1.00	-
GIS Technician	2.00	2.00	-	-	-
Human Resources Generalist	-	-	-	2.00	2.00
Human Resources Generalist Senior	-	-	-	1.00	1.00
Human Resources Manager Senior	-	-	-	1.00	1.00
Industrial Meter Repair Crew Chief	2.00	2.00	2.00	2.00	-
Industrial Meter Repair Technician	8.00	8.00	8.00	8.00	-
Instrument Technician	6.00	6.00	6.00	6.00	-
Instruments & Controls Supervisor	1.00	1.00	1.00	1.00	-
IT Data Services Administrator	-	1.00	1.00	1.00	-
IT Data Services Analyst	-	1.00	1.00	-	-1.00
IT Program Manager	-	1.00	1.00	1.00	-
IT Project Coordinator	-	1.00	-	-	-
IT Project Coordinator Senior	-	-	1.00	1.00	-
IT Project Manager	1.00	-	-	-	-
IT Project Manager Associate	1.00	-	-	-	-
IT Systems Architect	-	1.00	1.00	1.00	-
Lab Quality Assurance Administrator	1.00	1.00	1.00	1.00	-
Lab Quality Assurance Analyst	1.00	1.00	1.00	2.00	1.00
Labor Crew Chief I	47.00	49.00	49.00	51.00	2.00
Labor Crew Chief II	36.00	36.00	36.00	37.00	1.00
Laboratory Analyst I	2.00	2.00	2.00	2.00	-
Laboratory Analyst II	16.00	16.00	16.00	17.00	1.00

Full-Time-Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Laboratory Analyst III	8.00	8.00	7.00	8.00	1.00
Laboratory Manager	1.00	1.00	1.00	1.00	-
Laboratory Supervisor	5.00	5.00	5.00	5.00	-
Laborer	5.00	5.00	5.00	5.00	-
Lift Station Technician	4.00	4.00	4.00	4.00	-
Management Analyst	2.00	2.00	2.00	2.00	-
Management Analyst Senior	3.00	3.00	3.00	4.00	1.00
Manhole Inspector	8.00	8.00	8.00	8.00	-
Meter Services Supervisor	1.00	2.00	2.00	2.00	-
Network Administrator	-	-	1.00	1.00	-
Network Engineer	-	1.00	1.00	-	-1.00
Office Assistant	-	-	-	2.00	2.00
Office Assistant Senior	-	-	-	7.00	7.00
Office Assistant IV	3.00	3.00	3.00	-	-3.00
Office Assistant V	9.00	8.00	7.00	-	-7.00
Operations Supervisor	10.00	10.00	10.00	10.00	-
Planner	-	1.00	-	-	-
Plans Reviewer	7.00	7.00	7.00	7.00	-
Procurement Agent	-	-	-	6.00	6.00
Procurement Manager	-	-	-	1.00	1.00
Procurement Officer	-	-	-	3.00	3.00
Procurement Officer Senior	-	-	-	1.00	1.00
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Services Division Manager	1.00	1.00	1.00	1.00	-
Pump Station Technician	3.00	3.00	4.00	4.00	-
Pumping Station Supervisor	1.00	1.00	1.00	1.00	-
Purchasing Agent	4.00	5.00	5.00	-	-5.00
Revenue Collection & Credit Officer	1.00	1.00	1.00	-	-1.00
Quality Assurance Analyst	-	-	-	1.00	1.00
Real Estate Agent III	-	-	-	1.00	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	4.00	4.00	3.00	4.00	1.00
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Technician Service Specialist	1.00	-	-	-	-
Server Administrator	-	-	1.00	1.00	-
Software Developer Senior	2.00	-	-	-	-
Senior Water Service Technician	19.00	19.00	18.00	19.00	1.00
Storekeeper	2.00	2.00	2.00	3.00	1.00
Stores Supervisor	1.00	1.00	1.00	1.00	-
Survey Party Chief	4.00	4.00	4.00	4.00	-

Full-Time-Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Survey Supervisor	1.00	1.00	1.00	1.00	-
Survey Technician	25.00	25.00	25.00	30.00	5.00
Technical Systems Specialist	3.00	1.00	-	-	-
Technology Services Officer	-	1.00	1.00	1.00	-
Technology Support Coordinator	-	2.00	3.00	3.00	-
Technology Support Specialist	-	1.00	1.00	1.00	-
Technology Support Specialist Senior	-	-	2.00	2.00	-
Technology Support Supervisor	-	1.00	1.00	1.00	-
Training Specialist	7.00	7.00	7.00	5.00	-2.00
Treatment Operations Coordinator	1.00	1.00	2.00	2.00	-
Treatment Plant Electrician	4.00	4.00	4.00	4.00	-
Treatment Plant Maintenance Manager	2.00	2.00	2.00	2.00	-
Treatment Plant Maintenance Supervisor	6.00	6.00	6.00	8.00	2.00
Treatment Plant Mechanic Assistant	6.00	6.00	6.00	6.00	-
Treatment Plant Mechanic I	3.00	5.00	6.00	5.00	-1.00
Treatment Plant Mechanic II	16.00	15.00	15.00	15.00	-
Treatment Plant Mechanic III	13.00	6.00	8.00	9.00	1.00
Treatment Plant Mechanic IV	-	6.00	6.00	5.00	-1.00
Utilities Business Manager	1.00	1.00	1.00	1.00	-
Utilities Manager	6.00	6.00	6.00	7.00	1.00
Utilities Operations Manager	6.00	7.00	6.00	6.00	-
Utilities Planner Scheduler	8.00	8.00	9.00	9.00	-
Utilities Residuals Coordinator	1.00	1.00	1.00	1.00	-
Utilities Safety & Security Manager	-	-	1.00	1.00	-
Utilities Services Manager	3.00	3.00	3.00	5.00	2.00
Utilities Services Tech	5.00	5.00	5.00	5.00	-
Utilities Technician I	62.00	58.00	60.00	80.00	20.00
Utilities Technician II	65.00	69.00	67.00	54.00	-13.00
Utilities Technician III	2.00	2.00	2.00	2.00	-
Wastewater Chief Treatment Plant Operator	7.00	7.00	7.00	7.00	-
Wastewater Treatment Plant Operator I	3.00	3.00	3.00	6.00	3.00
Wastewater Treatment Plant Operator II	5.00	4.00	3.00	2.00	-1.00
Wastewater Treatment Plant Operator III	3.00	6.00	5.00	5.00	-
Wastewater Treatment Plant Operator IV	36.00	35.00	36.00	33.00	-3.00
Wastewater Treatment Plant Operator IV Senior	15.00	14.00	15.00	16.00	1.00
Wastewater Treatment Plant Supervisor	6.00	6.00	6.00	5.00	-1.00
Wastewater Treatment Plant Supervisor Senior	-	-	-	1.00	1.00
Water Chief Treatment Plant Operator	9.00	9.00	9.00	9.00	-
Water Meter Repair Technician	9.00	9.00	8.00	8.00	-

Full-Time-Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Water Quality Program Administrator	3.00	3.00	3.00	3.00	-
Water Quality Program Specialist	6.00	6.00	6.00	8.00	2.00
Water Quality Technician II	10.00	10.00	10.00	10.00	-
Water Quality Technician Lead	2.00	2.00	2.00	2.00	-
Water Service Technician	47.00	51.00	52.00	50.00	-2.00
Water Treatment Plant Operator A	20.00	19.00	22.00	21.00	-1.00
Water Treatment Plant Operator B	2.00	3.00	1.00	3.00	2.00
Water Treatment Plant Operator C	3.00	3.00	7.00	6.00	-1.00
Water Treatment Plant Supervisor	2.00	2.00	2.00	2.00	-
Water Treatment Plant Supervisor Senior	1.00	1.00	1.00	1.00	-
Department Total FTE	997.00	1019.00	1050.00	1106.00¹	56.00

¹ FY 2024 includes the realignment of 9.0 FTE from the Finance Business Division, within the Department of Finance, to Charlotte Water.

Charlotte Water Debt Service Funds

The Water and Sewer Debt Service Funds represents the retirement of debt for Charlotte Water. Revenues are provided primarily from Charlotte Water's operating budget with expenses dedicated to retiring debt incurred to make capital investments in water and sewer infrastructure.

	FY 2021	FY 2022	FY 2023	FY 2024	Percent Change FY 2023 FY 2024
	Actual	Actual	Budget	Proposed	
Operating Revenues					
Transfer from CLT Water Operating	\$144,605,408	\$135,107,713	\$137,536,058	\$169,573,859	23.3 %
Premium from Sale of Bonds	\$65,208,792	-	-	-	0.0 %
Proceeds from Refunding	\$333,445,000	-	-	-	0.0 %
Interest on Investments	\$14,660	\$410	-	\$50,000	100.0 %
Other Interest	-\$709	-\$1,957	-	-	0.0 %
Total Revenue	\$543,273,151	\$135,106,166	\$137,536,058	\$169,623,859	23.3 %
Operating Expenditures					
Bond Retirement	\$176,763,305	\$70,391,007	\$70,969,105	\$74,970,001	5.6 %
Interest on Bonds	\$57,764,980	\$54,816,000	\$55,240,017	\$79,536,654	44.0 %
Bank Charges	\$646,719	\$611,598	\$808,611	\$138,000	-82.9 %
Cost of Bond Sales	\$1,678,354	\$88,975	\$250,000	\$50,000	-80.0 %
Equipment Lease - Purchase Principal	\$6,880,408	\$6,067,000	\$8,276,023	\$8,407,093	1.6 %
Equipment Lease - Purchase Interest	\$559,057	\$425,063	\$433,545	\$277,743	-35.9 %
State Revolving Loan Principal	\$1,270,462	\$1,270,462	\$1,453,512	\$4,871,816	235.2 %
State Revolving Loan Interest	\$131,516	\$110,123	\$105,245	\$1,372,552	1,204.1 %
Payment to Escrow Agent	\$297,055,000	-	-	-	0.0 %
Reserved for Future Years	\$523,350	\$1,325,938	-	-	0.0 %
Total Expenditures	\$543,273,151	\$135,106,166	\$137,536,058	\$169,623,859	23.3 %

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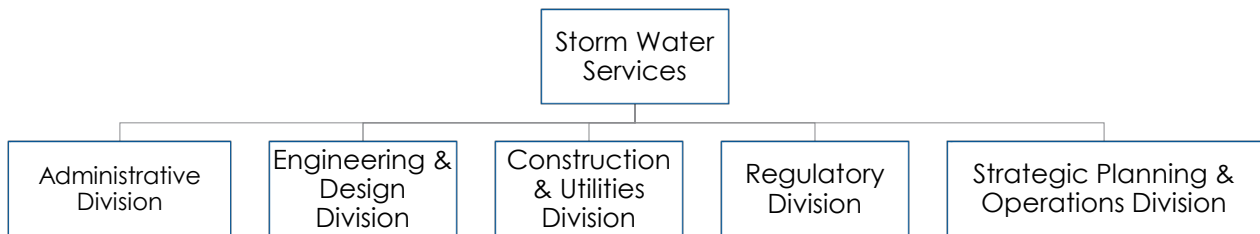
Mission Statement

To serve the City of Charlotte by improving surface waters and conveying rainwater safely through well-maintained storm drainage systems.

Department Overview

- Oversee more than 100,000 storm drains and 6,200 miles of pipes and open streams
- Plan, design, construct, and maintain storm water infrastructure to reduce flood risks and protect the traveling public
- Improve and protect surface waters as required by the Federal Clean Water Act
- Calculate impervious surface area for fees collected from property owners to fund capital and operating expenses

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Charges for Storm Water Fees	\$74,317,082	\$75,533,293	\$77,442,150	\$81,935,750	5.8 %
Investment Earnings	-\$1,118,920	-\$1,008,087	-	-	0.0 %
Regulatory Services Fees	-	\$3,039,999	\$2,460,000	\$3,300,000	34.1 %
Expedited Plan Review	-	\$475,855	\$350,000	\$375,000	7.1 %
Other	\$152,044	\$68,821	-	-	0.0 %
Fund Balance	\$10,232,897	\$1,195,865	-	-	0.0 %
Total Revenues	\$83,583,102	\$79,305,746	\$80,252,150	\$85,610,750	6.7 %
Expenditures					
Personnel Services	\$17,566,442	\$20,557,075	\$25,587,277	\$28,151,471	10.0 %
Operating Expenses	\$8,866,225	\$7,639,903	\$11,609,417	\$13,350,364	15.0 %
Department Charges	-\$12,341,277	-\$11,300,814	-\$12,724,141	-\$12,339,269	3.0 %
Transfer to CIP	\$55,000,000	\$45,000,000	\$36,000,000	\$32,000,000	-11.1 %
Transfer to Debt Service	\$14,491,712	\$17,409,582	\$18,609,990	\$19,955,954	7.2 %
Reserved for Future Years	-	-	\$1,169,607	\$4,492,230	284.1 %
Total Expenditures	\$83,583,102	\$79,305,746	\$80,252,150	\$85,610,750	6.7 %

FY 2024 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent salary pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$620,592
Capture vacancy savings Align the department's personnel budget in FY 2024 to anticipated costs, including personnel attrition.	-	-\$650,000
Support project management, strategic planning, and business operations Provide funds for positions that will support capital projects and help manage drainage-assets and business operations. The costs of the positions are partially funded by the Capital Investment Plan.	12.00	\$1,154,082
Support regulatory compliance and reviews Add positions to comply with the requirements of the Federal Clean Water Act and increase capacity to review and inspect private residential and commercial development activities for stormwater regulations. Two positions are for Surface Water Quality and eight positions are for Land Development to support the implementation of the Unified Development Ordinance.	10.00	\$1,145,255
Adjust funding for operations and maintenance Increase funds for pipe cleaning, top and basin cleanings, channel clearing, and small maintenance projects.	-	\$1,000,000
Provide funds for Enterprise Resource Planning System Adjust funding to provide contribution toward replacing the city's current Enterprise Resource Planning (ERP) solutions.	-	\$400,126
Adjust funding for surface water quality Increase funds to inspect, maintain, and repair stormwater control measures (SCMs), stream restoration enhancements, and pond retrofits.	-	\$250,000
Adjust funding for asset management and planning technology Increase funds for the purchase of software to support asset management and planning of stormwater infrastructure.	-	\$227,017
Adjust funding for vehicle purchases Adjust funds for vehicle purchases based on FY 2024 Fleet plan.	-	-\$250,000

FY 2024 Adjustments (continued)

Budget Action	FTE	Amount
Adjust contribution to Capital Investment Plan Technical adjustment to update the transfer to capital projects based on Storm Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of the budget cycle. This action also includes an update in funding reserved for future years.	-	-\$677,377
Increase contribution to debt service program Technical adjustment to adjust the transfer that supports Storm Water's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each budget cycle.	-	\$1,345,964
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$217,659
Update costs for Charlotte Water services Technical adjustment for reimbursement of support services provided by Charlotte Water.	-	\$250,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$212,826
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$74,012
Update allocations for Internal Services Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated costs of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$38,444
Net Change	22.00	\$5,358,600

Performance Measure Highlights

Objective	Measure	FY 2022 Actual	FY 2023 Target	FY 2024 Target
Strategic Priority Area: Transportation and Planning				
Safely drain surface water runoff from rain	Miles of storm water infrastructure system rehabilitated or installed	26.8 miles over 3 years	≥20 miles over 3 years	≥20 miles over 3 years
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Improve surface water quality and comply with the Clean Water Act	Number of acres treated prior to entering stream	1,371 acres over 3 years ¹	≥100 acres over 3 years	≥150 acres over 3 years
Complete development approvals in a timely manner	Average number of stormwater reviews to approval for commercial submittals	New Measure	Average 2.5 reviews or less to approval	Average 2.5 reviews or less to approval
Ensure equitable service delivery	Conduct a review of community engagement activities to identify potential gaps in reaching all members of the community	New Measure	New Measure	Complete review and assess findings for implementation

¹The FY 2022 actuals include one large project. Typical projects range from 3 to 150 acres.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Officer Lead	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	-	1.00	1.00
Administrative Specialist	-	-	-	1.00	1.00
Administrative Officer I	1.00	1.00	1.00	-	-1.00
Administrative Officer II	1.00	-	-	-	-
Administrative Officer III	1.00	2.00	2.00	-	-2.00
Administrative Officer IV	1.00	1.00	2.00	-	-2.00
Administrative Officer V	1.00	1.00	1.00	-	-1.00
Application Administrator Senior	-	-	1.00	1.00	-
Arborist	2.00	2.00	2.00	2.00	-
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Budget & Finance Manager	-	-	-	1.00	1.00
Business Systems Analyst	-	-	1.00	2.00	1.00
Business Systems Coordinator	-	-	-	1.00	1.00
Business Systems Supervisor	-	-	-	1.00	1.00
Business System Specialist Associate	1.00	1.00	-	-	-
Business Systems Specialist	2.00	2.00	-	-	-
Business Systems Specialist Lead	1.00	1.00	-	-	-
Business Systems Manager	1.00	-	-	-	-
CCTV Crew Chief	1.00	2.00	2.00	3.00	1.00
CCTV Technician	1.00	2.00	2.00	3.00	1.00
Contract Admin Specialist	1.00	-	-	-	-
Chief Construction Inspector	-	-	-	2.00	2.00
Chief Utilities Engineer	-	-	-	1.00	1.00
Construction Inspector	33.00	32.00	32.00	32.00	-
Construction Inspector Senior	10.00	11.00	11.00	12.00	1.00
Construction Manager	4.00	5.00	5.00	5.00	-
Construction Supervisor	7.00	7.00	9.00	10.00	1.00
Deputy Director II	-	1.00	1.00	1.00	-
Drainage Specialist	6.00	6.00	6.00	7.00	1.00
Engineer Plan Review ¹	-	3.00	3.00	4.00	1.00
Engineer Senior ¹	7.00	12.00	13.00	16.00	3.00
Engineering Assistant	4.00	5.00	6.00	6.00	-
Engineering Contracts Specialist	-	1.00	1.00	-	-1.00
Engineering Division Manager	1.00	2.00	4.00	4.00	-
Engineering Program Manager ¹	5.00	6.00	6.00	8.00	2.00
Engineering Project Coordinator	10.00	10.00	9.00	11.00	2.00
Engineering Project Manager	33.00	42.00	42.00	42.00	-

Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Engineering Project Manager Senior	14.00	15.00	16.00	17.00	1.00
Engineering Services Investigator	1.00	1.00	1.00	1.00	-
Erosion Control Coordinator ¹	-	6.00	6.00	6.00	-
GIS Analyst	-	-	2.00	2.00	-
GIS Coordinator	1.00	1.00	-	-	-
GIS Supervisor	1.00	1.00	2.00	1.00	-1.00
GIS Technician	5.00	5.00	5.00	4.00	-1.00
Management Analyst	-	-	1.00	1.00	-
Planner	-	1.00	-	-	-
Procurement Agent	-	-	-	1.00	1.00
Public Information Specialist Senior	3.00	3.00	4.00	4.00	-
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Real Estate Agent II	1.00	1.00	1.00	1.00	-
Software Developer	-	-	1.00	-	-1.00
Technology Support Specialist Senior	-	-	-	1.00	1.00
Utilities Business Manager	-	-	1.00	1.00	-
Utilities Engineering Manager	-	-	1.00	1.00	-
Utilities Operations Manager	-	-	1.00	3.00	2.00
Utilities Planner Scheduler	-	-	-	1.00	1.00
Water Quality Modeler	1.00	1.00	1.00	1.00	-
Water Quality Program Administrator ¹	5.00	6.00	6.00	6.00	-
Water Quality Program Manager	1.00	1.00	1.00	1.00	-
Water Quality Program Specialist	3.00	3.00	4.00	5.00	1.00
Web Content Administrator	1.00	1.00	1.00	1.00	-
Wetland Specialist	2.00	3.00	3.00	3.00	-
Department Total FTE	175.00	208.00¹	221.00	243.00	22.00

¹FY 2022 included the centralization of 15.00 FTE to Storm Water Services.

Storm Water Services Debt Service Fund

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Transfer from Storm Water Operating	\$14,491,712	\$17,409,582	\$18,609,990	\$19,955,954	7.2%
Proceeds from Refunding	\$104,705,000	-	-	-	0.0%
Premium on Sale of Debt	\$10,966,192	-	-	-	0.0%
Fund Balance	\$198,377	-	-	-	0.0%
Total Revenues	\$130,361,281	\$17,409,582	\$18,609,990	\$19,955,954	7.2%
Expenditures					
Bond Retirement	\$121,797,519	\$9,078,338	\$9,766,779	\$9,350,631	-4.3%
Interest on Bonds	\$7,878,240	\$8,284,124	\$8,586,211	\$10,548,323	22.9%
Cost of Bond Sale	\$668,285	\$5,525	\$200,000	-	-100.0%
Fees	\$17,237	\$7,730	\$57,000	\$57,000	0.0%
Reserved for Future Years	-	\$33,865	-	-	0.0%
Total Expenditures	\$130,361,281	\$17,409,582	\$18,609,990	\$19,955,954	7.2%

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**NONGENERAL FUNDS
INTERNAL SERVICE
FUNDS**

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Mission Statement

Help employees thrive by creating and offering a comprehensive portfolio of benefits options that provides value to the unique and changing needs of our workforce and supports health, well-being, and financial security for employees through their career life cycle.

Fund Overview

- Recruit, retain, and support employees through a comprehensive portfolio of benefits designed to protect their health and well-being
- Provide group insurance coverages, including medical, prescription drug, life, dental, and disability
- Offer benefits plans which provide income protection against unexpected health, life, and disability risks
- Manage health care costs through employee cost-sharing
- Mitigate health care costs and improve employee health through wellness initiatives that promote health and engage employees

Budget Overview

	FY 2021¹ Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Operating Revenues	\$111,923,039	\$115,319,185	\$127,956,261	\$151,148,354	18.1%
Fund Balance	\$17,058,251	\$14,661,439	\$14,858,220	\$7,283,638	-51.0%
Total Revenues	\$128,981,290	\$129,980,624	\$142,814,481	\$158,431,992	10.9%
Expenditures					
Operating Expenditures	\$128,981,290	\$129,980,624	\$142,814,481	\$158,431,992	10.9%
Total Expenditures	\$128,981,290	\$129,980,624	\$142,814,481	\$158,431,992	10.9%

¹FY 2021 includes the correction of \$5 million of FY 2021 expenditures that had been erroneously charged to the city's OPEB fund.

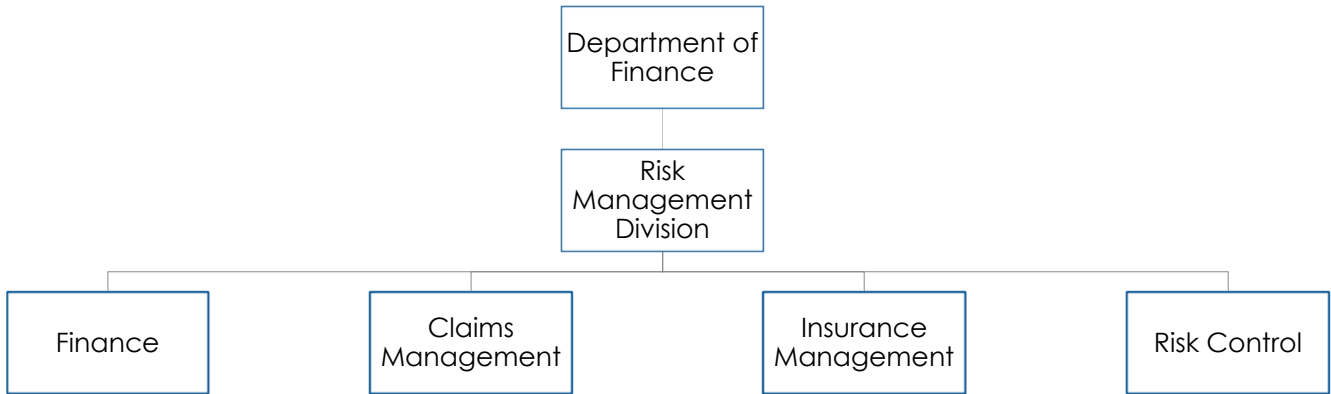
Mission Statement

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

Fund Overview

- Identify and evaluate the risk and loss exposure for the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg School System, Charlotte Regional Visitors Authority, MEDIC, and the Public Library
- Provide risk control and consulting to all customers
- Process property and casualty claims from external and internal customers

Organizational Chart



Budget Overview

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Operating Revenues	\$26,176,814	\$29,974,713	\$31,659,675	\$36,884,676	16.5 %
Fund Balance	\$5,896,613	\$6,459,192	\$6,938,066	\$4,035,000	-41.8 %
Total Revenues	\$32,073,427	\$36,433,905	\$38,597,741	\$40,919,676	6.0 %
Expenditures					
Operating Expenditures	\$32,073,427	\$36,433,905	\$38,597,741	\$40,919,676	6.0 %
Total Expenditures	\$32,073,427	\$36,433,905	\$38,597,741	\$40,919,676	6.0 %

FY 2024 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2024 which includes: a six percent increase for hourly general employees (three percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$69,971
<p>Adjust funding for cost increases in insurance and projected loss claims</p> <p>Provide funds for increases in insurance premiums charged to the city by third-party insurance carriers, self-insured losses as projected by the city's actuary, and other administrative costs.</p>	-	\$2,245,918
<p>Adjust funding for Enterprise Resource Planning</p> <p>Technical adjustment to funding to provide contribution toward replacing the city's current Enterprise Resource Planning (ERP) solutions.</p>	-	\$121,360
<p>Update costs for General Fund services</p> <p>Technical adjustment to update the reimbursement for central support services provided by the General Fund.</p>	-	-\$228,488
<p>Update Personnel Expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2023. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$82,237
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.</p>	-	\$23,280
<p>Update Allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$7,657
Net Change		0.00
		\$2,321,935

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Accountant	-	-	-	1.00	1.00
Accounting Supervisor	-	-	-	1.00	1.00
Accounting Technician	1.00	1.00	1.00	-	-1.00
Administrative Officer I	1.00	1.00	1.00	-	-1.00
Administrative Specialist	-	-	-	1.00	1.00
Chief Risk Manager	1.00	1.00	1.00	1.00	-
Claims Assistant	4.00	4.00	5.00	5.00	-
Claims Manager	1.00	1.00	1.00	-	-1.00
Claims Representative Senior	4.00	4.00	4.00	4.00	-
Claims Supervisor	-	-	-	1.00	1.00
Contracts Admin Specialist	1.00	1.00	1.00	-	-1.00
Insurance & Risk Coordinator	2.00	2.00	2.00	1.00	-1.00
Insurance & Risk Manager	-	-	-	2.00	2.00
Risk Management Financial Coordinator	1.00	1.00	1.00	-	-1.00
Risk Supervisor	-	-	-	4.00	4.00
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	1.00	1.00	1.00	1.00	-
Safety Supervisor	4.00	4.00	4.00	-	-4.00
Workers' Compensation Claim Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	23.00	23.00	24.00	24.00	-

**NONGENERAL FUNDS
SPECIAL REVENUE
FUNDS**

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Municipal Debt Service Fund

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

	FY 2021	FY 2022	FY 2023	FY 2024	Percent Change FY 2023 FY 2024
	Actual	Actual	Budget	Proposed	
<u>Revenues</u>					
Property Tax	\$100,160,258	\$102,090,114	\$105,108,586	\$108,906,334	3.6 %
Sales Tax	\$25,802,307	\$30,099,809	\$29,716,612	\$32,892,158	10.7 %
Interest on Investments	\$332,418	-\$2,311,269	\$771,187	\$3,186,056	313.1 %
Contribution from Other Funds					
General Fund - Equipment	\$19,065,411	\$19,665,411	\$20,665,411	\$21,665,411	4.8 %
Powell Bill Fund- Equipment	-	\$4,203,351	\$3,925,905	\$3,430,325	-12.6 %
General CIP	\$48,463,104	\$1,588,545	-	-	0.0 %
PAYGO Fund - ERP/Equipment	\$1,200,000	\$3,600,000	-	\$1,000,000	100.0 %
Proceeds from Lease Purchases	-	-	\$750,000	\$750,000	0.0 %
Proceeds from Sale of Debt	-	\$151,505,290	-	-	0.0 %
Other	\$283,332	\$446,849	\$350,000	\$347,800	-0.6 %
Fund Balance	\$26,277,463	-	-	\$37,250,972	100.0 %
Total Revenues	\$221,584,293	\$310,888,101	\$161,287,701	\$209,429,056	29.8 %
<u>Expenditures</u>					
Bonds					
Principal	\$53,889,175	\$208,480,655	\$64,620,173	\$62,495,000	-3.3 %
Interest	\$26,517,786	\$26,570,565	\$31,608,806	\$43,766,403	38.5 %
Certificates of Participation					
Principal	\$50,415,000	\$5,560,000	\$10,975,000	\$11,015,000	0.4 %
Interest	\$10,740,576	\$6,225,256	\$9,966,150	\$9,108,850	-8.6 %
Bank Charges and Other	\$845,707	\$2,250,137	\$2,250,000	\$3,118,241	38.6 %
Contribution to: ¹					
General Fund	\$122,859	\$122,859	\$122,859	\$122,859	0.0 %
General Equipment	\$21,979,175	\$24,261,090	\$23,811,026	\$30,999,754	30.2 %
Powell Bill Equipment	\$4,259,710	\$1,764,970	\$998,100	\$1,536,200	53.9 %
Capital Projects Fund	\$36,960,017	\$16,700,000	\$7,800,000	\$46,195,738	492.3 %
Cultural Facilities Operating Fund	\$321,288	\$321,288	\$321,288	\$321,011	-0.1 %
OPEB	\$15,533,000	-	-	-	0.0 %
Lease Purchase Cost	-	-	\$750,000	\$750,000	0.0 %
Reserved for Future Years	-	\$18,631,281	\$8,064,299	-	-100.0 %
Total Expenditures	\$221,584,293	\$310,888,101	\$161,287,701	\$209,429,056	29.8 %

¹ The Municipal Debt Service Fund purchases vehicles and technology. Costs are then reimbursed by the General Fund, PAYGO Fund, and Powell Bill Fund over five years.

Convention Center Tax Fund

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

	FY 2021	FY 2022	FY 2023	FY 2024	Percent Change FY 2023 FY 2024
<u>Revenues</u>	Actual	Actual	Budget	Proposed	
Taxes					
Occupancy	\$11,890,644	\$23,640,838	\$24,081,912	\$30,285,000	25.8 %
Prepared Food & Beverage Tax	\$32,173,891	\$42,646,672	\$43,958,550	\$46,931,000	6.8 %
Total Taxes	\$44,064,535	\$66,287,510	\$68,040,462	\$77,216,000	13.5 %
Lease of City-Funded Bank of America Stadium Improvements	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	0.0 %
Interest on Investments	\$213,918	\$103,529	\$329,091	\$856,000	160.1 %
Fund Balance	\$11,623,237	-	-	-	0.0 %
Total Revenues and Fund Balance	\$56,901,690	\$67,391,039	\$69,369,553	\$79,072,000	14.0 %
<u>Expenditures</u>					
Promotion and Marketing	\$10,172,636	\$11,661,787	\$10,207,524	\$11,580,457	13.5 %
Business Development	\$2,338,189	\$2,408,334	\$2,480,549	\$2,554,915	3.0 %
Contributions for Convention Center:					
Operating Allocation	\$9,309,443	\$11,680,715	\$10,078,501	\$10,575,500	4.9 %
Capital Items	\$1,820,999	-	\$2,375,000	\$2,375,000	0.0 %
Bank of America Stadium Maintenance Contribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	0.0 %
Maintenance of City-Funded Bank of America Stadium Improvements	\$900,000	\$900,000	\$900,000	\$900,000	0.0 %
Transfer to Other Funds:					
Convention Center Debt Service	\$26,951,447	\$24,781,890	\$24,479,811	\$11,390,050	-53.5 %
Contribution to Tourism Fund	\$3,908,976	\$4,413,382	\$4,545,783	\$5,901,988	29.8 %
General Fund-Stadium Traffic Control	\$500,000	\$250,000	\$250,000	\$250,000	0.0 %
Special Events and Misc Contracts	-	\$226,160	-	\$1,000,000	100.0 %
Reserved for Future Years	-	\$10,068,771	\$13,052,385	\$31,544,090	141.7 %
Total Expenditures	\$56,901,690	\$67,391,039	\$69,369,553	\$79,072,000	14.0 %

Convention Center Debt Service Fund

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$26,951,447	\$24,781,890	\$24,479,811	\$11,390,050	-53.5 %
Contribution from Convention Center CIP	-	\$2,030,012	-	-	0.0 %
Fund Balance	\$10,497	\$50,712	-	-	0.0 %
Total Revenues	\$26,961,944	\$26,862,614	\$24,479,811	\$11,390,050	-53.5 %
<u>Expenditures</u>					
Debt Retirement	\$19,435,000	\$20,055,000	\$16,715,000	\$5,260,000	-68.5 %
Interest on Debt	\$7,485,793	\$6,781,491	\$7,680,061	\$6,099,050	-20.6 %
Bank Charges and Other	\$41,151	\$26,123	\$84,750	\$31,000	-63.4 %
Total Expenditures	\$26,961,944	\$26,862,614	\$24,479,811	\$11,390,050	-53.5 %

Tourism Operating Fund

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

	FY 2021	FY 2022	FY 2023	FY 2024	Percent Change
	Actual	Actual	Budget	Proposed	FY 2023 FY 2024
Revenues					
Occupancy Tax	\$6,247,147	\$19,271,981	\$19,197,338	\$24,155,700	25.8 %
Rental Car Tax	\$3,020,765	\$4,564,369	\$4,493,320	\$456,000	-89.9 %
Interest on Investments	\$225,248	\$136,163	\$334,982	\$828,000	147.2 %
Mint Museum Energy Repayment	\$91,667	\$108,333	\$83,000	-	-100.0 %
Contribution from Charlotte Hornets	\$1,094,982	\$1,100,000	\$1,100,000	\$1,100,000	0.0 %
Contribution from Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Contribution from Convention Center	-	-	-	\$5,901,988	100.0 %
Transfers from General Capital Pay-As-You-Go ¹	\$6,672,280	\$11,127,591	\$11,065,862	\$11,994,193	8.4 %
Transfers for Synthetic TIG:					
General Fund	\$1,290,373	\$1,296,068	\$1,296,068	\$1,307,516	0.9 %
Municipal Debt Service Fund	\$321,288	\$321,288	\$321,288	\$321,011	-0.1 %
Pay-As-You-Go Fund	\$40,339	\$40,339	\$34,644	\$23,473	-32.2 %
Contribution from County ²	\$2,948,040	\$2,948,040	\$2,948,040	\$2,948,040	0.0 %
Miscellaneous	\$307,848	\$805,860	-	-	0.0 %
Fund Balance	\$10,935,990	-	\$82,206	-	-100.0 %
Total Revenues	\$33,246,662	\$41,770,726	\$41,007,442	\$49,086,615	19.7 %
Expenditures					
Contributions to Tourism Capital:					
Baseball Stadium - City Share	\$632,088	\$632,088	\$632,088	\$632,088	0.0 %
Baseball Stadium - Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Arena Maintenance Reserve	\$2,191,000	\$2,240,705	\$2,200,000	\$1,100,000	-50.0 %
Ovens/Bojangles Maintenance	\$2,200,000	\$2,150,000	\$4,095,000	\$2,400,000	-41.4 %
Cultural Facilities Maintenance	\$4,714,344	\$3,613,525	\$3,950,317	\$4,036,100	2.2 %
Special Projects & Misc Expenses	\$1,650,000	\$1,106,715	-	\$2,250,000	100.0 %
CRVA Tourism Marketing	-	\$4,152,692	\$6,224,864	\$7,725,855	24.1 %
Contributions to Debt Service:					
Tourism Debt Service Fund	\$14,153,620	\$14,087,722	\$16,144,079	\$19,459,817	20.5 %
Cultural Facilities Debt Service Fund	\$7,654,916	\$7,648,145	\$7,710,400	\$7,650,400	-0.8 %
Reserved for Future Years	-	\$6,088,440	-	\$3,781,661	100.0 %
Total Expenditures	\$33,246,662	\$41,770,726	\$41,007,442	\$49,086,615	19.7 %

¹ Based on calculation this is equivalent to 80% of Charlotte's rental car U-Drive-It revenues.

² In FY 2011, Mecklenburg County agreed to pay the city \$2,948,040 for 25 years for Levine Center for the Arts.

Tourism Debt Service Fund

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
<u>Revenues</u>					
Tourism Operating Fund	\$14,153,620	\$14,087,722	\$16,144,079	\$19,459,817	20.5 %
Fund Balance	-	\$3,503	-	-	0.0 %
Total Revenues	\$14,153,620	\$14,091,225	\$16,144,079	\$19,459,817	20.5 %
<u>Expenditures</u>					
Debt Retirement	\$8,775,000	\$9,115,000	\$9,465,000	\$9,840,000	4.0 %
Interest on Debt	\$4,829,158	\$4,446,404	\$5,834,079	\$8,678,817	48.8 %
Bank Charges and Other	\$549,462	\$529,821	\$845,000	\$941,000	11.4 %
Total Expenditures	\$14,153,620	\$14,091,225	\$16,144,079	\$19,459,917	20.5 %

Cultural Facilities Debt Service Fund

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

	FY 2021	FY 2022	FY 2023	FY 2024	Percent Change FY 2023 FY 2024
	Actual	Actual	Budget	Proposed	
<u>Revenues</u>					
Tourism Operating Fund	\$7,654,916	\$7,648,145	\$7,710,400	\$7,650,400	-0.8 %
Total Revenues	\$7,654,916	\$7,648,145	\$7,710,400	\$7,650,400	-0.8 %
<u>Expenditures</u>					
Debt Retirement	\$3,080,000	\$3,235,000	\$3,400,000	\$3,565,000	4.9 %
Interest on Debt	\$4,556,150	\$4,402,150	\$4,240,400	\$4,070,400	-4.0 %
Bank Charges and Other	\$18,766	\$10,995	\$70,000	\$15,000	-78.6 %
Total Expenditures	\$7,654,916	\$7,648,145	\$7,710,400	\$7,650,400	-0.8 %

Hall of Fame Tax Fund

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
<u>Revenues</u>					
Occupancy Tax	\$7,888,599	\$15,635,070	\$14,741,095	\$20,017,000	35.8 %
Interest on Investments	\$61,492	\$47,092	\$147,402	\$401,000	172.0 %
Fund Balance	\$3,967,114	-	\$1,150,058	-	-100.0 %
Total Revenues	\$11,917,205	\$15,682,162	\$16,038,555	\$20,418,000	27.3 %
<u>Expenditures</u>					
Transfer to Debt Service	\$9,586,594	\$8,810,084	\$9,465,705	\$9,147,847	-3.4 %
Transfer to Capital Projects	-	-	\$1,300,000	-	-100.0 %
Contributions:					
Maintenance & Repair Allocation	\$830,612	\$2,764,872	\$3,681,500	\$4,569,500	24.1 %
Maintenance & Repair Reserve Deposit	\$1,500,000	-	\$1,591,350	\$1,639,091	3.0 %
Reserved for Future Years	-	\$4,107,206	-	\$5,061,562	100.0 %
Total Expenditures	\$11,917,205	\$15,682,162	\$16,038,555	\$20,418,000	27.3 %

Hall of Fame Debt Service Fund

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

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
<u>Revenues</u>					
Hall of Fame Tax Fund	\$9,586,594	\$8,810,084	\$9,465,705	\$9,147,878	-3.4%
Fund Balance	-	\$2,589	-	-	0.0%
Total Revenues	\$9,586,594	\$8,812,673	\$9,465,705	\$9,147,878	-3.4%
<u>Expenditures</u>					
Debt Retirement	\$3,475,000	\$3,665,000	\$3,870,000	\$4,080,000	5.4%
Interest on Debt	\$4,847,552	\$4,670,680	\$4,470,705	\$4,287,878	-4.1%
Bank Charges and Other	\$1,264,042	\$476,993	\$1,125,000	\$780,000	-30.7%
Total Expenditures	\$9,586,594	\$8,812,673	\$9,465,705	\$9,147,878	-3.4%

General Grants Fund

The General Grants Fund comprises the majority of the Federal, State, and local grants that the city receives on an annual basis. Expenses are designated for a specific public purpose as required by the granting agency. Typical grants in this fund are for public safety, transportation, planning, and community relations.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
Federal Grants	\$6,887,645	\$7,147,857	\$14,684,811	\$15,067,829	2.6 %
State Grants	\$515,406	\$871,656	\$1,282,632	\$1,265,141	-1.4 %
Contributions	\$1,218,899	\$3,667,900	\$4,830,403	\$4,331,228	-10.3 %
Assets Forfeiture	\$1,350,000	\$1,250,000	\$4,200,000	\$2,675,000	-36.3 %
Contribution from Other Funds	\$434,217	\$370,088	\$610,600	\$542,032	-11.2 %
Total Revenues	\$10,406,167	\$13,307,501	\$25,608,446	\$23,881,230	-6.7 %
Expenditures					
Police					
Diversion Projects	\$200,706	\$199,255	\$392,193	\$225,000	-42.6 %
DUI/Salaries	\$198,940	\$201,201	\$205,000	\$188,000	-8.3 %
Forensics and Analysis	-	-	\$500	\$250	-50.0 %
Grants Salaries and Benefits	\$1,241,622	\$1,684,012	\$2,975,000	\$3,669,000	23.3 %
Federal Task Force	\$170,702	\$218,039	\$175,000	\$275,000	57.1 %
Federal Initiatives	\$138,070	\$100,720	\$150,000	\$150,000	0.0 %
JAG Grants	\$554,609	\$625,626	\$625,000	\$700,000	12.0 %
Youth/Community Initiatives	\$808,600	\$1,209,446	\$1,180,000	\$1,065,000	-9.7 %
AF Equipment and Services	\$1,350,000	\$1,250,000	\$4,200,000	\$2,675,000	-36.3 %
Fire					
Emergency Management	\$149,000	\$150,000	\$319,000	\$349,000	9.4 %
Emergency Response	\$1,414,580	\$60,979	\$1,243,062	\$1,400,000	12.6 %
Medical Response	\$3,500	\$4,233	\$5,000	\$4,500	-10.0 %
Urban Area Security Initiative	-	\$1,431,669	\$4,000,000	\$4,000,000	0.0 %
Transportation					
Unified Planning Work Program	\$3,768,430	\$3,836,003	\$5,962,948	\$5,344,504	-10.4 %
Metrolina Regional Travel Demand	\$109,811	\$161,245	\$887,743	\$1,076,176	21.2 %
Signal Improvements	-	\$2,001,228	\$3,000,000	\$2,500,000	-16.7 %
Community Relations					
Fair Housing	\$94,441	\$70,682	\$153,000	\$179,800	17.5 %
Dispute Settlement	\$164,768	\$62,668	\$80,000	⁻¹	-100.0 %
Community Programs	\$38,388	\$40,495	\$55,000	\$80,000	45.5 %
Total Expenditures	\$10,406,167	\$13,307,501	\$25,608,446	\$23,881,230	-6.7 %

¹In FY 2024 the Dispute Settlement Program will be funded in the General Fund

Consolidated Neighborhood Development Grants Funds

Housing and Neighborhood Grants fund the creation and rehabilitation/preservation of affordable housing; down-payment assistance; programs that address the housing needs of people living with HIV/AIDS; programs to prevent homelessness; programs to abate housing with lead-based paint; and job training and placement for adults, youth, and dislocated workers.

Revenues	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Housing Opportunities for Persons with AIDS (HOPWA) Grant	\$2,834,662	\$2,212,812	\$3,029,512	\$3,666,683	21.0%
Double Oaks Loan Repayment	\$737,667	\$2,582,754	-	-	0.0%
Emergency Solutions Grant	\$556,334	\$410,787	\$509,569	\$494,529	-3.0%
Bank of America Youth Grant	\$310,984	\$320,911	\$122,700	\$122,700	0.0%
TOD Affordable Housing Fee-in-Lieu ¹	-	-	-	\$4,074,751	100.0%
Tree Mitigation and Planting Revenues ¹	-	-	-	\$5,250,000 ¹	100.0%
Miscellaneous Revenues	\$3,449,275	\$2,304,512	\$250,000	\$250,000	0.0%
Sub-Total Neighborhood Development Grants Fund	\$7,888,922	\$7,831,776	\$3,911,781	\$13,858,663	254.3%
Federal HOME Investment Partnership Grant (HOME)	\$622,232	\$331,739	\$3,191,443	\$3,463,178	8.5%
HOME Program Income	\$1,002,019	\$1,214,297	\$600,000	\$600,000	0.0%
Transfer from Other Funds:					
HOME Grant Local Match	\$810,302	-	-	-	0.0%
Sub-Total HOME Fund	\$2,434,552	\$1,546,036	\$3,791,443	\$4,063,178	7.2%
Federal Community Development Block Grant (CDBG)	\$3,852,522	\$3,867,918	\$5,866,405	\$5,618,194	-4.2%
CDBG Program Income	\$385,625	\$264,034	\$300,000	\$300,000	0.0%
Sub-Total CDBG Fund	\$4,238,147	\$4,131,952	\$6,166,405	\$5,918,194	-4.0%
Workforce Innovation and Opportunity Act (WIOA) Adult	\$2,448,033	\$742,724	-	-	0.0%
WIOA Administration	\$715,821	\$211,448	-	-	0.0%
WIOA Youth	\$2,092,331	\$785,894	-	-	0.0%
WIOA Dislocated Worker	\$1,571,882	\$384,064	-	-	0.0%
Miscellaneous Grants	\$655,791	\$84,700	-	-	0.0%
Sub-Total WIOA Fund²	\$7,483,857	\$2,208,830	-²	-	0.0%
Total Revenues for Consolidated Neighborhood Development Grants Funds	\$22,045,478	\$15,718,594	\$13,869,629	\$23,840,035	71.9%

¹This technical action appropriates this revenue as part of the annual budget rather than through an annual year-end amendment to the budget. It includes revenue collected year-to-date in FY 2023, as well as anticipated revenue in FY 2024.

²Beginning in FY 2023, WIOA grant revenues were distributed directly to Charlotte Works.

Consolidated Neighborhood Development Grants Funds

Expenditures	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Housing Opportunities for Persons with AIDS	\$2,613,415	\$2,434,059	\$3,029,512	\$3,666,683	21.0%
Emergency Solutions Programs	\$556,334	\$410,787	\$509,569	\$494,529	-3.0%
Double Oaks Loan Repayment	\$114,767	\$2,957,211	-	-	0.0%
Bank of America Youth Grant	\$281,064	\$95,003	\$122,700	\$122,700	0.0%
TOD Affordable Housing ¹	-	-	-	\$4,074,751	100.0%
Tree Mitigation and Planting ¹	-	-	-	\$5,250,000 ¹	100.0%
Miscellaneous Programs	\$689,798	\$2,620,673	\$250,000	\$250,000	0.0%
Sub-Total Neighborhood Development Grants Fund	\$4,255,377	\$8,517,733	\$3,911,781	\$13,858,663	254.3%
Sub-Total HOME Fund	\$2,396,578	\$1,341,593	\$3,791,443	\$4,063,178	7.2%
Sub-Total CDBG Fund	\$3,921,071	\$3,737,177	\$6,166,405	\$5,918,194	-4.0%
Education and Training Courses	\$2,448,033	\$742,724	-	-	0.0%
Contribution to Workforce Development	\$715,821	\$211,448	-	-	0.0%
Summer and Year-Round Youth Programs	\$2,092,331	\$785,894	-	-	0.0%
Dislocated Worker Contract	\$1,571,882	\$384,064	-	-	0.0%
Miscellaneous Programs	\$655,791	\$84,700	-	-	0.0%
Sub-Total WIOA Fund²	\$7,483,857	\$2,208,830	-²	-	0.0%
Total Expenditures for Consolidated Neighborhood Development Grants Funds	\$18,056,884	\$15,805,333	\$13,869,629	\$23,840,035	71.9%

¹This technical action appropriates this revenue as part of the annual budget rather than through an annual year-end amendment to the budget. It includes revenue collected year-to-date in FY 2023, as well as anticipated revenue in FY 2024.

²Beginning in FY 2023, WIOA grant expenditures were made directly by Charlotte Works.

Emergency Telephone System Fund

The Emergency Telephone System Fund receives revenue distributed by the statewide 911 Board to offset the cost of 911-related services. Funds distributed by the 911 Board are derived from a statewide charge imposed on voice communication. The Charlotte-Mecklenburg Police Department is the Primary Public Safety Answering Point (PSAP) and Charlotte Fire Department and County Medic are Secondary PSAPs.

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Budget	FY 2024 Proposed ¹	Percent Change FY 2023 FY 2024
<u>Revenues</u>					
NC 911 Fund Distribution	\$2,831,804	\$2,779,087	\$2,865,000	\$2,707,710	-5.5 %
Interest Earnings	\$65,009	\$19,161	\$65,000	\$50,000	-23.1 %
Fund Balance	-	\$175,469	-	-	0.0 %
Total Revenues	\$2,896,813	\$2,973,717	\$2,930,000	\$2,757,710¹	-5.9 %
<u>Expenditures</u>					
911 Line Charges and Equipment	\$1,354,899	\$1,375,085	\$1,400,000	\$1,147,710	-18.0 %
Software	\$550,536	\$687,609	\$580,500	\$580,822	0.1 %
Hardware	\$184,045	\$274,333	\$200,000	\$200,000	0.0 %
Training	\$16,757	\$13,066	\$17,500	\$18,000	2.9 %
Implementation of Projects	\$237,045	\$271,429	\$235,000	\$235,000	0.0 %
Charlotte Fire Secondary PSAP	\$44,048	\$52,242	\$62,000	\$68,277	10.1 %
County Medic Secondary PSAP	\$258,899	\$299,953	\$370,000	\$457,901	23.8 %
Reserved for Future Years	\$250,584	-	\$65,000	\$50,000	-23.1 %
Total Expenditures	\$2,896,813	\$2,973,717	\$2,930,000	\$2,757,710	-5.9 %

¹Reduction in FY 2024 budget is due to a change in the Emergency Telephone System Fund distribution rules set by the state 911 Board. This change is the result of a statewide shift to an Emergency Services IP Network for emergency telecommunications processing.

Powell Bill Fund

Powell Bill Fund revenues consist mostly of an appropriation of funds from the North Carolina General Assembly; 75 percent of statewide funds are distributed based on population and 25 percent are distributed based on local street miles. Powell Bill funds are expended only for the purposes of maintaining, repairing, constructing, reconstructing, or widening of any street or public thoroughfare within municipal limits or for planning, construction, and maintenance of bikeways, greenways, or sidewalks.

	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed	Percent Change FY 2023 FY 2024
Revenues					
State Powell Bill Distribution	\$13,679,745	\$13,679,745	\$13,679,745	\$13,679,745	0.0 %
Transfer from General Fund	-	-	\$1,000,000	\$1,000,000	0.0 %
Transfer from PAYGO	-	-	\$2,500,000	\$2,500,000	0.0 %
Interest on Investments	-\$21,964	\$21,288	\$50,000	\$96,000	92.0 %
Sale of Used Vehicles	\$368,550	\$322,100	-	\$219,000	100.0 %
Fund Balance	\$146,712	\$2,389,587	\$669,500	\$428,500	-36.0 %
Total Revenues	\$14,173,043	\$16,412,720	\$17,899,245	\$17,923,245	0.1 %
Expenditures					
Contracted Resurfacing	\$9,019,324	\$7,872,058	\$11,019,500	\$11,409,088	3.5 %
Repairs by City Forces	\$2,251,861	\$1,131,909	\$1,414,069	\$1,539,569	8.9 %
Equipment Rent/Purchase	\$960,283	\$941,085	-	-	0.0 %
Street Drainage Maintenance	\$163,457	\$271,301	\$160,860	\$189,977	18.1 %
Traffic Control Improvements	\$624,366	\$744,286	\$744,286	\$769,286	3.4 %
Snow Removal	\$16,479	\$111,457	\$134,625	\$85,000	-36.9 %
Wheelchair Ramps	-	-	\$500,000	\$500,000	0.0 %
Storm Water Program Fees	\$1,137,273	\$1,137,273	-	-	0.0 %
Lease Purchase Contribution	-	\$4,203,351	\$3,925,905	\$3,430,325	-12.6 %
Total Expenditures	\$14,173,043	\$16,412,720	\$17,899,245	\$17,923,245	0.1 %

Public Safety Communications Fund

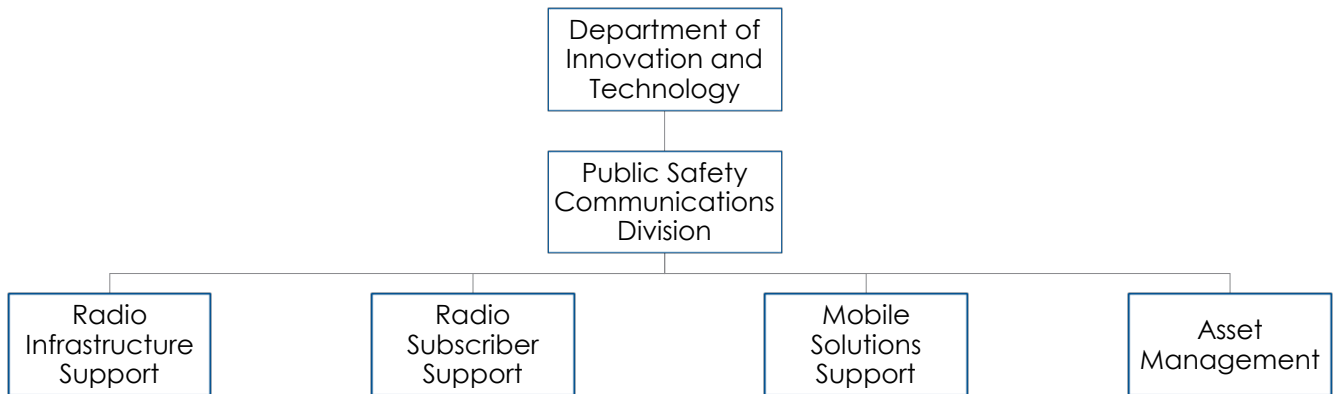
Mission Statement

To provide quality and reliable communications to public safety agencies and other regional partners

Fund Overview

- Supports radio infrastructure in six counties to provide reliable radio and mobile data communications
- Maintains portable and mobile radios, and other various equipment, for the City of Charlotte and other public safety agencies in Mecklenburg County

Organizational Chart



Budget Overview

	FY 2021	FY 2022	FY 2023	FY 2024	Percent Change
	Actual	Actual	Budget	Proposed ¹	FY 2023 FY 2024 ¹
Revenues					
Operating Revenue from City of Charlotte	-	-	-	\$4,241,759	100.0 %
Operating Revenue from Regional Partners	-	-	-	\$4,044,163	100.0 %
Total Revenues	-	-	-	\$8,285,922¹	100.0 %
Expenditures					
Personnel Services	-	-	-	\$2,434,607	100.0 %
Operating Expenses	-	-	-	\$4,393,980	100.0 %
City Administrative Support	-	-	-	\$541,290	100.0 %
Transfer to Capital Projects	-	-	-	\$916,045	100.0 %
Total Expenditures	-	-	-	\$8,285,922¹	100.0 %

¹Financial data for Public Safety Communications for FY 2021 - FY 2023 is included within the Budget Overview section in Innovation and Technology's Operating Budget. Beginning in FY 2024, Public Safety Communications will be accounted for in this new Special Revenue Fund.

Public Safety Communications Fund

FY 2024 Adjustments

Budget Action	FTE	Amount
Transfer Public Safety Radio to new Special Revenue Fund Transfer funds for the regional public safety radio network to a new special revenue fund. The network is financially supported by the city and regional partners, and this adjustment reflects an accounting change so that these funds are accounted for in a separate fund. There is a corresponding entry in Innovation and Technology.	22.00	\$3,631,195
Support regional public safety radio network Provide non-personnel funds for various items to support the regional public safety radio network managed by Innovation and Technology, including the network's contract with Motorola. A portion of the costs are reimbursed by regional partners.	-	\$106,581
Technical adjustment to convert a departmental charge to a revenue Technical adjustment to convert the accounting mechanism by which the Public Safety Communications division is reimbursed by City of Charlotte departments from a departmental charge to a revenue as a consequence of moving to a separate fund.	-	\$4,117,194
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$430,952
Net Change	22.00	\$8,285,922

Public Safety Communications Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2021	FY 2022	FY 2023	FY 2024 Proposed	Change FY 2023 to FY 2024
Administrative Officer	-	-	-	1.00	1.00
IT Asset Analyst	-	-	-	1.00	1.00
IT Project Manager	-	-	-	1.00	1.00
Radio System Specialist Senior	-	-	-	9.00	9.00
Radio System Supervisor	-	-	-	2.00	2.00
Radio System Technician	-	-	-	4.00	4.00
Technology Support Specialist	-	-	-	3.00	3.00
Wireless Communications Manager	-	-	-	1.00	1.00
Department Total FTE	-	-	-	22.00¹	22.00

¹FY 2024 includes the realignment of 22.0 FTEs from the Public Safety Communications Division within Innovation & Technology's operating budget to the newly created Public Safety Communications Fund.

Consolidated Municipal Service Districts

The Proposed FY 2024 Budget includes funding for the six Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, a fourth is located in the South End area, a fifth district is located in the University City area, and the sixth is located in the SouthPark area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

	FY 2021¹	FY 2022	FY 2023²	FY 2024	Percent Change FY 2023 FY 2024
<u>Revenues</u>	Actual	Actual	Budget	Proposed	
Property Taxes	\$7,226,548	\$7,455,429	\$9,092,301	\$9,792,284	7.7 %
Total Revenues	\$7,226,548	\$7,455,429	\$9,092,301	\$9,792,284	7.7 %
<u>Expenditures</u>					
Contractual Services	\$7,220,886	\$7,422,372	\$9,058,252	\$9,757,214	7.7 %
City Services	\$32,094	\$33,057	\$34,049	\$35,070	3.0 %
Total Expenditures	\$7,252,980	\$7,455,429	\$9,092,301	\$9,792,284	7.7 %

¹ FY 2021 revenues were lower than projected in MSD 2, reconciled in FY 2022.

² District 6 (SouthPark) was added in FY 2023.

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY 2024 is \$14,695,318,100. The proposed budget includes an MSD tax rate of 1.28¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2021¹ Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Revenues				
Property Taxes	\$1,737,338	\$1,823,395	\$1,862,870	\$1,863,667
Total Municipal Service District 1 Revenues	\$1,737,338	\$1,823,395	\$1,862,870	\$1,863,667
Expenditures				
Contractual Services	\$1,710,889	\$1,823,395	\$1,862,870	\$1,863,667
Total Municipal Service District 1 Expenditures	\$1,710,889	\$1,823,395	\$1,862,870	\$1,863,667

District 2 (Center City)

Assessed value for FY 2024 is \$6,057,193,685. The proposed budget includes an MSD tax rate of 2.18¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2021¹ Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Revenues				
Property Taxes	\$1,192,495	\$1,229,081	\$1,345,174	\$1,307,590
Total Municipal Service District 2 Revenues	\$1,192,495	\$1,229,081	\$1,345,174	\$1,307,590
Expenditures				
Contractual Services	\$1,213,282	\$1,229,081	\$1,345,174	\$1,307,590
Total Municipal Service District 2 Expenditures	\$1,213,282	\$1,229,081	\$1,345,174	\$1,307,590

¹FY 2021 revenues were higher than expected for MSD 1, which partially reconciled a FY 2020 shortage, and lower than projected in MSD 2. A payment in FY 2022 corrected both shortages that remained.

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2024 is \$6,221,999,495. The proposed budget includes an MSD tax rate of 3.32¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Revenues				
Property Taxes	\$1,889,042	\$1,904,786	\$1,976,378	\$2,047,288
Total Municipal Service District 3 Revenues	\$1,889,042	\$1,904,786	\$1,976,378	\$2,047,288
Expenditures				
Contractual Services	\$1,856,948	\$1,871,729	\$1,942,329	\$2,012,218
City Services	\$32,094	\$33,057	\$34,049	\$35,070
Total Municipal Service District 3 Expenditures	\$1,889,042	\$1,904,786	\$1,976,378	\$2,047,288

District 4 (South End)

Assessed value FY 2024 is \$5,684,613,280. The proposed budget includes an MSD tax rate of 2.80¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Revenues				
Property Taxes	\$1,271,544	\$1,274,098	\$1,314,428	\$1,578,200
Total Municipal Service District 4 Revenues	\$1,271,544	\$1,274,098	\$1,314,428	\$1,578,200
Expenditures				
Contractual Services	\$1,271,544	\$1,274,098	\$1,314,428	\$1,578,200
Total Municipal Service District 4 Expenditures	\$1,271,544	\$1,274,098	\$1,314,428	\$1,578,200

District 5 (University City)

Assessed value FY 2024 is \$5,330,709,672. The proposed budget includes an MSD tax rate of 2.62¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Revenues				
Property Taxes	\$1,136,129	\$1,224,069	\$1,239,724	\$1,380,857
Total Municipal Service District 5 Revenues	\$1,136,129	\$1,224,069	\$1,239,724	\$1,380,857
Expenditures				
Contractual Services	\$1,136,129	\$1,224,069	\$1,239,724	\$1,380,857
Total Municipal Service District 5 Expenditures	\$1,136,129	\$1,224,069	\$1,239,724	\$1,380,857

Municipal Service Districts

District 6 (SouthPark)

Assessed value for FY 2024 is \$4,278,407,953. The proposed budget includes an MSD tax rate of 3.81¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Proposed
Revenues				
Property Taxes	-	-	\$1,353,727	\$1,614,682
Total Municipal Service District 6 Revenues	-	-	\$1,353,727	\$1,614,682
Expenditures				
Contractual Services	-	-	\$1,353,727	\$1,614,682
Total Municipal Service District 6 Expenditures	-	-	\$1,353,727	\$1,614,682

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

The city uses Synthetic Tax Increment Grants (STIGs) as a public/private partnership tool to advance economic development and land use planning goals. STIGs do not require the establishment of a Tax Increment Financing district, as required by Self Financing Bonds, and utilize locally-approved financing, which is repaid by the incremental city/county property tax growth generated by the development. The three funds supported by the property tax (General Fund, Municipal Debt Service, and Pay-As-You-Go Fund) each contribute a proportional share of property tax revenues to fund this program. Per City Council policy, the amount of total STIG assistance to all projects is limited to three percent of the annual property tax levy in any given year. Tables do not include county figures.

City Council Approved Projects

The Levine Center for the Arts (Cultural Facilities)

The project includes development of four Cultural Facilities, the Duke Energy office tower with retail and residential components, and an underground parking garage to support the facilities. There is a guaranteed minimum incremental tax of \$4.6 million annually, based on \$360,000,000 in tax base growth. Total city STIG payments paid into the city debt fund not to exceed \$41.3 million over 25 years.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	\$1,835,556	\$1,835,556	\$1,835,556	\$1,835,556	\$1,835,556	\$9,177,780
Est. STIG Payment	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$8,260,000

Amazon

The project involves roadway and other infrastructure improvements at Tuckaseegee Road, Wilkinson Blvd, and Todd Road along Interstate 485. CF Hippolyta, dba Amazon, will receive \$9 million from a 10-year, 45% Tax Increment Grant. The total project investment is expected to be approximately \$200 million.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	\$192,128	\$201,734	\$211,821	\$222,412	\$233,532	\$1,061,627
Est. STIG Payment	\$86,457	\$90,780	\$95,319	\$100,085	\$105,090	\$477,732

Charlotte Premium Outlets

The project provides up to \$6.15 million for construction of roadway improvements supporting a 445,000 square foot retail Outlet Center at Steele Creek Road and I-485 and includes additional retail and a 120-room hotel. The \$6.15 million Tax Increment Grant will be repaid through 45 percent of incremental city and county property taxes from a designated area over ten years. Total private investment value is estimated at \$100,000,000.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	\$722,293	-	-	-	-	\$722,293
Est. STIG Payment	\$120,141	-	-	-	-	\$120,141

Double Oaks Redevelopment

The project supports redevelopment of Double Oaks apartments including 940 residential units and approximately 108,000 square feet of non-residential development. The anticipated total private investment is \$96,058,000. 268 homes have been completed in Brightwalk. Total STIG payments not to exceed \$3.6 million and are used to offset HUD Section 108 loan payments.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	\$369,551	\$388,028	\$407,430	\$427,801	\$449,191	\$2,042,000
Est. STIG Payment	\$332,596	\$349,225	\$366,687	\$385,021	\$404,272	\$1,837,800

Ikea/City Boulevard

The project supports the construction of a connector road between McCullough Drive to City Boulevard providing overall accessibility with North Tryon Street and City Boulevard. Potential private investment is estimated at \$170,000,000 with development of Belgate. Total STIG payments not to exceed \$5.4 million. Road construction has been completed.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	\$639,590	-	-	-	-	\$639,590
Est. STIG Payment	\$575,631	-	-	-	-	\$575,631

Synthetic Tax Increment Grants

Midtown/Pearl Park Redevelopment

Project involves redevelopment of property located at Kenilworth and Pearl Park Way. Project will include street level retail, office, housing, and a hotel as a pedestrian oriented urban environment as recommended by the Midtown-Morehead-Cherry Area Plan. Development partners include Mecklenburg County, Pappas Properties, Charlotte Housing Authority, and the City of Charlotte. Pappas Properties, as developer and owner, will receive a reimbursement of approximately \$7.174 million from a 10-year, 45% TIG in the form of an Infrastructure Reimbursement Agreement.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	-	\$1,538,321	\$1,615,237	\$1,695,999	\$1,780,799	\$6,630,356
Est. STIG Payment	-	\$692,244	\$726,857	\$763,200	\$801,359	\$2,983,660

STIG Projects Combined Total

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
Est. property tax increment	\$3,759,118	\$3,963,639	\$4,070,043	\$4,181,767	\$4,299,078	\$20,273,644
Est. TOTAL STIG Payment	\$2,766,826	\$2,784,250	\$2,840,863	\$2,900,306	\$2,962,721	\$14,254,965

Est. Total STIG Payment by Fund

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	5-Yr. Total
General Fund	\$2,170,698	\$2,203,733	\$2,248,543	\$2,295,592	\$2,344,994	\$11,282,805
Municipal Debt Service	\$538,104	\$540,980	\$551,980	\$563,530	\$575,657	\$2,769,740
Pay-As-You-Go	\$58,024	\$39,536	\$40,340	\$41,184	\$42,071	\$202,421
Total	\$2,766,826	\$2,784,249	\$2,840,863	\$2,900,306	\$2,962,721	\$14,254,965

Strategic Energy Action Plan

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Strategic Energy Action Plan

Background

In June 2018, the Sustainable and Resilient Charlotte by 2050 Resolution was unanimously passed by the City Council. It set ambitious municipal and community-wide greenhouse gas emissions reduction goals for Charlotte. Specifically, it strives to have city fleet and facilities be fueled by 100 percent zero-carbon sources by 2030. It also set a community-wide goal for Charlotte to become a low-carbon city by 2050 by reducing greenhouse gas emissions to less than two tons of carbon dioxide equivalent per person, annually. Lastly, it called for a Strategic Energy Action Plan (SEAP) to determine how Charlotte would reach these two goals. The SEAP was developed in partnership with city staff and community stakeholders and was unanimously adopted by City Council in December 2018.



Charlotte will lead as a global city by continuously improving, protecting, and preserving the environment, its community, and economy, while ensuring equity and resilience - for today's and future generations.

Sustainable Infrastructure: Electrifying the City's Fleet



For FY 2024, the city will be purchasing 45 Electric Vehicles (EVs). With recent technology advancements, the city continues to integrate electric buses, trucks, and vans into the fleet, and to also pilot new vehicle types like a Class 8 truck for CDOT. CATS will continue electrification of their bus fleet using the data from the transition planning process. Aviation will also continue electrifying their fleet with the addition of five battery electric busses.

First Fully Electric Refuse Truck

The Solid Waste Department led the way in the alternative fuels space many years ago with converting much of their fleet to Compressed Natural Gas. Now, the city is investing in the first electric refuse truck and associated charging infrastructure. The city is capitalizing on recently available technology and continues to lead the way by investing in low- and zero-carbon fleet technology that reduces our greenhouse gas emissions.

Automatic Vehicle Locator (AVL) Technology

Continued deployment of Automatic Vehicle Locators (AVLs) provides data that supports the identification of vehicles for electrification, of underutilized vehicles, and of the best locations for electric vehicle charging infrastructure. By using mileage and AVL data, the city was able to identify 24 vehicles for decommissioning and 20 underutilized vehicles that will be cascaded to other departments or used for additional motor pools. To date, half of the city's vehicles contain AVL technology. For FY 2024, 400 additional vehicles will be upfitted with AVL technology.

Strategic Energy Action Plan

Sustainable Infrastructure: Energy Savings in Buildings

In early 2021, City Council approved revisions to the city’s Sustainable Facilities Policy, which directs city departments to design, construct, and operate city buildings in alignment with stated 2030 SEAP goals. As directed by the policy, when city buildings are being built or updated with a new roof, solar photovoltaic (PV) systems are installed where feasible. This brings the total number of solar photovoltaic systems to 27 in operation or under construction or design. City buildings are also being built to a high energy efficiency standard as outlined through LEED or Green Globes certification.

Net Zero Carbon Police Station



Rendering of Northwest Division Police Station

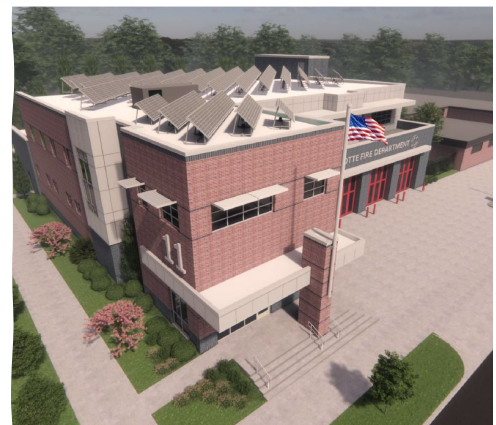
The City of Charlotte will build its first All-Electric Net Zero Carbon Building project at CMPD Northwest, complete with a ground-mounted solar array and full EV charging capability for the fleet. To complete the sustainability enhancements for the police station an additional amount of \$3.0 million is dedicated to this project. Additional funding for sustainable features will bring the building up to the current Sustainable Facilities Policy standard and also go above and beyond by providing a 300-kW solar array that will completely offset the building’s energy usage. This approximate 16,000 square-foot one-story police station located in Northwest Charlotte will showcase the city’s environmental leadership, as one of a small number of net-zero police stations nationally and can act as a blueprint for the future.

Sustainability in Fire Facilities

To support fire service with needed facilities, the proposed capital budget includes \$79.5 million programed in the next four years to expand fire infrastructure. This includes the city’s first all-electric firehouse (#30) and the replacement of firehouse 11 currently located at 620 West 28th Street.



Rendering of Firehouse 30



Rendering of Firehouse 11

Strategic Energy Action Plan

Sustainable Infrastructure

One important feature of the Sustainable Facilities Policy is energy performance benchmarking for city buildings. Energy performance benchmarking refers to measuring a building's energy use and comparing it to the energy use of similar buildings, its own historical usage, or a reference performance level. On an annual cycle, the city utilizes the benchmarking outcomes to (1) identify the least energy efficient facilities and the facilities with the largest potential for carbon reduction, and (2) take data-driven steps to address energy inefficiencies. The Office of Sustainability & Resilience prepares a report each fiscal year that identifies low performing buildings in our benchmarking portfolio based on energy performance. Each building in the bottom quartile is reviewed and assigned to an action category. After further study, Energy Conservation Measures (ECMs) are initiated at selected facilities.

For FY 2024, \$2.5 million in funding is being planned to advance sustainability in city facilities by reducing energy usage supporting fleet electrification. Based on benchmarking data, energy audits, and other investigative measures that are currently being conducted, ECMs will be implemented at the lowest performing buildings. This the ECMs will include items such as LEDs, building envelope repairs (e.g., insulation), HVAC improvements, and installation of smart controls.

To support the electrification of our Fleet, targeted charging infrastructure is planned including Level II charging hubs as well as heavy duty fleet chargers at CDOT Northpointe and Solid Waste locations. Before SEAP implementation, the City of Charlotte had 46 electric vehicle charging stations installed; now there are 138 stations



Green Source Advantage Program

In FY 2023 City Council reaffirmed their commitment to a Duke Energy's Green Source Advantage Program, a renewable energy program for large North Carolina customers who want to support the development of renewable resources and lower their carbon emissions. With an additional funding commitment to bring on the 35-megawatt solar farm, construction will begin this fiscal year. Once online this project is modeled to promote health across the region and reduce healthcare expenses due to the health benefits of lowering carbon emissions.

Energy Management Software Enhancement

The General Services Department has historically used an in-house Energy Accounting System (EASY) software to analyze more than 1,800 electric, gas, and water accounts across its portfolio of over 200 facilities. This system has been used to target buildings where energy retrofit projects can decrease energy and water waste, as well as to monitor and to verify that the projects are successful. Since 1997, the in-house software has enabled more than \$55,000,000 in avoided costs and rate savings.

To continue to increase our data capability and advance this capacity, the proposed budget invests in updated energy management software, EnergyCAP. In addition to the functionalities of previous software, EnergyCAP will provide a centralized data source of record across all city departments, streamline accounting workflow, audit for billing errors and anomalies, save time on manual data entry by automating the mandated energy benchmarking in EnergySTAR Portfolio Manager, and provide dynamic dashboarding for better public communication of our energy and sustainability initiatives across the city.

Community Focused SEAP Initiatives

In addition to internal considerations on the environment within city operations, the city is also advancing opportunities for the community. Through the city's partnership with Duke Energy in their Low-Income Energy Efficiency Home Rehabilitation Pilot Program, the city is providing \$1 million in ARPA funding toward housing rehabilitation for low-income homeowners participating to obtain energy efficiency retrofits. In addition, the city recently launched the Power Down the Crown building, an energy performance benchmarking initiative in which public

Strategic Energy Action Plan

and private organizations with buildings in Charlotte volunteer to share their building energy performance data. In return, the city will provide participants with opportunities to share and learn best practices from their peers and will recognize participants for their energy efficiency efforts.

Planning and Analysis

This year, five years into SEAP implementation, \$250,000 is being allocated to conduct planning and analysis with a focus on updating the Strategic Energy Action Plan and refining associated goals. These efforts will chart a continued path forward towards powering city buildings and fleet with zero carbon sources and becoming a low carbon community.

Strategic Energy Action Plan Investments

The following table highlights the SEAP related portion of investments from programmed services, initiatives, and infrastructure projects throughout the city and investments that directly support SEAP goals.

Item	SEAP Investments	Funding Type	Location in FY 2024 Budget Book
Office of Sustainability and Resilience	\$717,921	General Fund Supported	General Services Department Budget
Aviation Sustainability Staff	\$109,570	Enterprise Fund Supported	Aviation Department Budget
CATS Sustainability Staff	\$367,223	Enterprise Fund Supported	CATS Department Budget
Energy CAP Software	\$74,750	General Fund Supported	General Services Department Budget
Automatic Vehicle Locators	\$605,232	General and Enterprise Fund Supported	General and Enterprise Fund
45 Electric Vehicles	\$2,848,550	General and Enterprise Capital Equipment	Capital Equipment
125 Hybrid Police Interceptors	\$5,665,000	General Capital Equipment	Capital Equipment
Add Electric Excavator	\$160,000	General Capital Equipment	Capital Equipment
Add Solid Waste Electric Refuse Truck	\$700,000	General Capital Equipment	Capital Equipment
Charlotte-Mecklenburg Government Center HVAC	\$6,400,000	COPs	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
Building Maintenance with Energy Efficiency Focus	\$75,000	COPs	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
Sustainable Infrastructure Funding	\$2,500,000	COPs	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
Sustainable Features in New Construction Fire House 11 and Fire House 30	\$1,465,000	COPs	Safe Communities CIP Project Pages
Sustainable Features in Net Zero Police Northwest Division Station	\$3,000,000	COPs	Safe Communities CIP Project Pages

Strategic Energy Action Plan

Item	SEAP Investments	Funding Type	Location in FY 2024 Budget Book
CATS Hybrid and Battery Electric Buses	\$44,000,000	CATS CIP	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
Aviation Battery Electric Buses	\$4,270,000	Aviation CIP	Transportation and Planning CIP Project Pages
CATS Battery Electric Bus Charging Infrastructure	\$1,000,000	Aviation CIP	Transportation and Planning CIP Project Pages
Add Electric Semi Tractor Trailer and Charging Infrastructure	\$782,744	NC Department of Environmental Quality Grant and PAYGO	CIP PAYGO Schedule
Bike Share Program (mode shift)	\$300,000	PAYGO	CIP PAYGO Schedule
Roof Replacement and solar, HVAC replacements	\$3,600,000	PAYGO	CIP PAYGO Schedule
SEAP Planning and Analysis	\$250,000	PAYGO	CIP PAYGO Schedule
Replace Trees	\$1,375,000	PAYGO	CIP PAYGO Schedule
Cross Charlotte Trail (mode shift)	\$7,600,000	CIP Other Sources	Transportation and Planning CIP Project Pages

American Rescue Plan Act (ARPA)/Grant Investments¹

Item
Invest in Energy Efficiency in Low-Income Households <ul style="list-style-type: none"> \$1 million programmed toward housing rehabilitation for low-income homeowners participating to obtain energy efficiency retrofits
RENEW Workforce Development Program <ul style="list-style-type: none"> Up to \$500,000 for the Renewable Energy and Efficiency Training Program, this program aligns with Charlotte's efforts to increase green employment skills for individuals with barriers to career successes

¹Recently appropriated funds not in FY 2024 budget

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CAPITAL INVESTMENT PLAN

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Capital Investment Plan

Background

The Capital Investment Plan (CIP) is a multi-year plan that makes investments to support the growth and vitality of the community and improve quality of life. The CIP plans for long-term capital infrastructure, which is broadly defined as the construction or acquisition of fixed assets such as roads, sidewalks, buildings, capital building maintenance, real estate, equipment, culverts, or pipes.

The CIP provides residents with an outline of how the city anticipates investing capital funds for the next five years. The first year of the five-year plan, fiscal year (FY) 2024, is adopted by City Council, while the remaining four years are provided as a plan. The inclusion of a project in the four out-years does not guarantee future funding as the needs and priorities of future City Councils may change. This year, the five-year CIP presents a plan for FY 2024 through FY 2028. No General Obligation Bond Referendum will occur in FY 2024.

Guiding Principles

A project may be identified for inclusion in the CIP based on its support or furtherance of one or more guiding principles. Collectively, these guiding principles help shape the five-year CIP. Several of the guiding principles are outlined below. The full list of CIP Program Policies and CIP Financial Policies can be found in the Summary Statistics and Policies section of the Budget Book.

- Ensure the Budget Principles are adhered to; these principles were developed in accordance with the framework set forth by Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act,
- Promote City Council’s five Strategic Priorities:
 - Great Neighborhoods,
 - Safe Communities,
 - Transportation and Planning,
 - Workforce and Business Development, and
 - Well-Managed Government, Equity, Engagement, and Environment
- Support strong neighborhoods, enhance the street network, and increase housing opportunities,
- Preserve and enhance the existing tax base, and
- Continue financial practices that maintain the highest credit ratings.

General CIP Process

The General CIP planning process is an annual effort that begins with departments prioritizing requested projects. Projects originate from many sources including City Council Strategic Priorities and Initiatives, Adopted Action Plans and Master Plans, Area Plans, staff analysis, resident requests, and community engagement. Once projects have been identified and prioritized by departments, engineers in General Services review and provide a high-level cost estimate on all construction projects to ensure consistent evaluation across departments.

General CIP priorities emerge through community engagement. The public shared their capital investment priorities during three virtual Public Engagement Listening Sessions and one in-person Public Engagement Listening Session. Additionally, feedback was collected from over 1,000 responses on the electronic budget survey. Residents also communicate through their City Council representatives, who regularly engage directly with the City Manager’s Office and Strategy and Budget. City Council priorities are discussed year-round during City Council Meetings and Committee Meetings, but they are also revisited and revised or confirmed at the Annual Strategy Meeting.

Capital Investment Plan

General CIP Process (continued)

City staff works with City Council through a series of Budget, Governance and Intergovernmental Relations Committee Meetings and City Council Budget Workshops to gather feedback that informs the Proposed Budget. Once the budget is proposed, a Public Hearing is held for the community to provide comments, and City Council meets to discuss and vote on potential adjustments to the Proposed Budget. Finally, the revised budget, which includes any Council-approved additions/subtractions, is presented to City Council for adoption. Once adopted, the Budget is in effect from July 1 through June 30. If the fiscal year is also a bond year, which is not the case for FY 2024, voters must approve the adopted bond referendum in November before expenditure authority becomes available for the bond-funded CIP projects.

Highlights of the General FY 2024 – 2028 CIP

Other funding sources are often used to fund new facilities, facility renovations, large equipment purchases, and land acquisition. Other sources of funding include debt that does not require voter approval and may be issued as needed, as well as cash. Projects funded with other sources total \$100,900,000 in the FY 2024 Proposed Budget. Projects include:

- Continuing a six-year program to construct Fire facilities, including \$25,000,000 in FY 2024,
- Supporting the Strategic Energy Action Plan with \$5,500,000 for the installation of sustainable infrastructure in city-owned facilities and the construction of the city's first carbon zero police station, in addition to \$250,000 in Pay-As-You-Go funding,
- Implementing the ADA Transition Plan in priority city-owned facilities with \$3,000,000, in addition to the \$1,000,000 PAYGO funding,
- Providing \$12,105,000 to ensure well-maintained and efficient city-owned facilities, including HVAC replacement, roof replacement, window, and door replacements, and
- Continuing funding of the Cross Charlotte Trail, with \$7,600,000 in FY 2024.

A complete listing of projects funded with other sources in the Proposed FY 2024 – 2028 CIP can be found on the General CIP Other Sources Summary Schedule page and subsequent project pages. The approved budget document may include technical changes made after the City Manager's presentation of the Proposed Budget.

FY 2024 is not a bond year; however, the FY 2024- 2028 CIP includes two planned bonds appearing in FY 2025 and FY 2027. The planned 2024 Bond totals \$210,000,000 between three components:

- \$50,000,000 for Housing,
- \$44,700,000 for Neighborhood Improvements, and
- \$115,300,000 for Transportation.

A complete listing of projects in the Planned 2024 Bond can be found on the General Obligation Bond Summary page and subsequent project pages. Highlights of the Proposed 2024 Bond include:

- Planning the fifth consecutive \$50,000,000 allocation to create and preserve affordable housing,
- Improving sidewalks with \$20,000,000,
- Supporting economic development partnerships with \$34,700,000,
- Investing \$10,000,000 for infrastructure improvements in the Corridors of Opportunity,
- Improving traffic flow and reducing congestion in the Steele Creek, University City, and South Charlotte areas with \$10,000,000,
- Continuing the investment in the city's Bike program with \$8,000,000, and
- Enhancing Transportation Safety funding for Vision Zero with \$4,000,000.
- Constructing two road projects at Bryant Farms Road and Robinson Church Road with an investment of \$17,800,000.

Capital Investment Plan

Highlights of the General FY 2024 – 2028 CIP (continued)

In FY 2020, the Advanced Planning and Design program was established to explore potential projects and to create a “project pipeline” for possible future funding. A status update for all projects previously added to the program can be found in the Advanced Planning and Design section. In FY 2024, use of existing Advanced Planning and Design funding is proposed to explore two new potential projects. Additional information is available in the Advanced Planning and Design Program section of the CIP.

Funding the CIP

Projects included in the CIP are funded with various sources including debt instruments, grants, and/or cash. The use of long-term debt financing for CIP projects indicates that the anticipated life of the asset is greater than the life of the debt. Descriptions of the various funding sources are listed below.

Additional information about funding sources for specific projects can be found in the Funding Sources and Uses Summary table.

General Capital Projects:

- **General Obligation (GO) Bond:** A long-term financing tool that is paid by a portion of property and sales tax revenue in exchange for borrowed debt. This type of bond requires voter approval and occurs in November of even-numbered calendar years. Residents do not vote on specific projects or programs but rather descriptions of the types of projects that may be funded within the bond categories: Housing, Neighborhood, and Transportation.
- **Other Debt:** This debt may include Limited Obligation Bonds (LOBs)/Certificates of Participation (COPs) and Special Obligation Bonds. These are long-term financing tools that pledge an asset in exchange for borrowed debt (similar to a home mortgage). This type of funding is traditionally used for facility construction or renovation. This debt does not require voter approval and does not follow the same biennial schedule as GO Bonds.
- **Reappropriation of Prior Authorization:** Funds available from projects identified through the formal project close-out process.
- **Grants:** Funds received from outside parties including non-profits, private entities, and state agencies such as the North Carolina Department of Transportation (NCDOT).
- **Cash:** Cash may be used as available to support completion of capital projects or pay-off existing debt funding. Cash may be available from Pay-As-You-Go funds or may come from other sources such as the Municipal Debt Service Fund Balance.

General Pay-As-You-Go (PAYGO):

- **Property Tax:** Of the total 26.04¢ property tax rate, 0.37¢ is dedicated to the PAYGO program.
- **Sales Tax:** Dollars represent 0.25¢ of the city’s portion of total sales tax that is dedicated to the PAYGO program.
- **Other Revenue:** Funds collected from other sources including the sale of city-owned property, interest earnings and General Fund surplus.

Capital Investment Plan

Funding the CIP (continued)

Transit PAYGO:

- **Vehicle Rental Tax (U-Drive-It):** Mecklenburg County levies a five percent rental tax that applies to passenger cars, trucks, SUVs, motorcycles, and small property-hauling vehicles; the city does not have statutory authority to assess a similar tax. As outlined in state statute and a 2006 Interlocal Agreement, the county passes the full amount of the U-Drive-It Rental Tax revenue to the city, which then distributes proportionate revenue to the towns in Mecklenburg County in which the rental originated (Mecklenburg County keeps the revenue originated in the unincorporated areas).
- **Motor Vehicle License:** Dollars represent a flat fee of \$30 per vehicle possessed. This fee is included on residents' annual property tax bills.
- **Sales Tax-Partial Transfer from PAYGO:** A portion of the sales tax dedicated to General PAYGO is planned to begin being transferred to Transit PAYGO in FY 2027.

Nongeneral Fund Projects:

Projects funded with the sources outlined below are supported by nongeneral fund revenues, which are not levied across all city taxpayers. Similar to General capital projects, nongeneral fund capital projects may also be funded through the reappropriation of prior authorization, refunding savings from outstanding debt, or other cash.

- **Airport Revenue Bonds:** Debt is supported by the revenue generated by CLT Airport. Funds are pledged to be repaid from user fees.
- **Passenger Facility Charges:** Dollars generated from user fees charged to airline travelers.
- **Customer Facility Charges:** Dollars generated from rental car businesses at CLT Airport per the terms of the concession agreement.
- **Aviation PAYGO:** Dollars represent a portion of the total user fees collected from Aviation tenants and customers.
- **Charlotte Area Transit System (CATS) Transfer from Control Account:** One-time transfer as a result of dedicated ½ cent sales tax collection above projections.
- **Charlotte Water Revenue Bonds:** Debt is supported by the revenue generated from Charlotte Water system user fees. Charlotte Water Revenue Bonds are issued for Water or Sewer.
- **Charlotte Water PAYGO:** Dollars represent a portion of the total user fees collected from Charlotte Water customers.
- **Storm Water Revenue Bonds:** Debt is supported by the revenue generated by the Storm Water system. Funds are pledged to be repaid from user fees.
- **Storm Water PAYGO:** Dollars represent a portion of the total storm water fees collected from city residents.
- **Storm Water Program Income:** Interest earnings generated from fund balance investments.
- **Grants:** Funds received from outside parties including non-profits, private entities, state agencies such as NCDOT, and federal agencies such as the Federal Aviation Administration or the Federal Transit Administration.

FY 2024 – 2028 CIP Project Index

FY 2024 - 2028 Capital Investment Plan

General Pay-As-You-Go (PAYGO) and Transit PAYGO

Project Title	Fund	Page	FY 2024
Great Neighborhoods			
Invest in Corridors of Opportunity	General	347	\$5,000,000
Support Innovative Housing	General	347	\$3,550,000
Support Neighborhood Grants	General	347	\$400,000
Renovate Median Landscapes	General	348	\$250,000
Enhance Placemaking Citywide	General	348	\$250,000
Reduce Litter	General	348	\$250,000
Provide HOME Grant Match	General	349	-
Safe Communities			
Purchase Police Technology	General	349	\$2,000,000
Support Hospital Based Alternatives to Violence	General	349	\$250,000
Support Firefighter Lifecycle Management	General	350	\$1,750,000
Offer In Rem Remedy - Residential	General	350	\$500,000
Transportation and Planning			
Resurface Streets	General	351	\$2,500,000
Support 2040 Community Area Planning	General	351	\$400,000
Complete Traffic Studies	General	351	\$400,000
Purchase Transportation Equipment	General	352	\$200,000
Support Bikeshare Program	General	352	\$300,000
Support Americans with Disability Act Program	General	352	\$1,000,000
Transfer Maintenance of Effort to CATS	General	353	\$25,469,903
Contribute to CityLYNX Gold Line Operating Costs	General	353	\$4,843,131
Allocate U-Drive-It Tax to County/Towns	General	353	\$895,489
Reserved for Future Years	General	330	\$320,992

FY 2024 – 2028 CIP Project Index

FY 2024 - 2028 Capital Investment Plan (continued)

General PAYGO and Transit PAYGO (continued)

Project Title	Fund	Page	FY 2024
Workforce and Business Development			
Improve Cultural Facilities	General	354	\$11,994,193
Revitalize Business Corridors	General	354	\$750,000
Build Minority, Women, and Small Business Enterprise Capacity	General	354	\$500,000
Support CBI Programming	General	355	\$1,000,000
Fund Synthetic Tax Increment Grant (STIG) Cultural Projects	General	355	\$23,473
Support STIG and BIG Developer Payments	General	355	\$61,132
Well-Managed Government, Equity, Engagement, and Environment			
Upgrade Business System Software	General	356	\$1,300,000
Repay ERP Internal Loan	General	356	\$1,000,000
Enhance Innovation and Technology Assets	General	356	\$1,250,000
Contribute to Loss Fund	General	357	\$1,600,000
Maintain City-Owned Facilities	General	357	\$5,716,171
Maintain Government Center Parking Deck	General	357	\$200,000
Repair City-Owned Parking Lots and Parking Decks	General	358	\$400,000
Trim and Remove Trees	General	358	\$2,000,000
Support Environmental Services Program	General	358	\$1,000,000
Replace Trees	General	359	\$1,375,000
Analyze Sustainability Efforts	General	359	\$250,000
Support Presidential Primary One-Time Costs	General	359	\$600,000
Provide Community Investment Contingency	General	359	\$250,000
Sub-Total General PAYGO and Transit PAYGO			\$81,799,484

FY 2024 – 2028 CIP Project Index

FY 2024 - 2028 Capital Investment Plan (continued)

Project Title	Fund	Page	FY 2024
Great Neighborhoods			
Create and Preserve Affordable Housing	General	373	-
Invest in Corridors of Opportunity	General	374	-
Safe Communities			
Construct Fire Facilities	General	375	\$25,000,000
Complete Fire Equity Facilities	General	376	\$2,500,000
Construct Carbon Zero CMPD Northwest Station	General	377	\$3,000,000
Replace Police Helicopter	General	378	\$3,000,000
Enhance Transportation Safety (Vision Zero)	General	379	-
Rehabilitate and Improve Wastewater Infrastructure	Charlotte Water	380	\$100,044,532
Rehabilitate and Improve Water Infrastructure	Charlotte Water	381	\$55,989,587
Construct Stowe Regional Water Resource Recovery Facility	Charlotte Water	382	\$132,629,418
Improve McAlpine Creek Wastewater Treatment Plant	Charlotte Water	383	\$11,100,000
Improve Wastewater Treatment Plants	Charlotte Water	384	\$6,500,000
Upgrade Water Treatment Plants	Charlotte Water	385	\$10,000,000
Improve Franklin Water Treatment Plant	Charlotte Water	386	\$19,000,000
Upgrade McDowell Creek Wastewater Treatment Plant	Charlotte Water	387	\$2,000,000
Expand Wastewater Treatment Plants	Charlotte Water	388	\$37,000,000
Support Lead and Copper Program	Charlotte Water	389	\$500,000
Sub-Total Safe Communities			\$408,263,537
Transportation and Planning			
Complete the Cross Charlotte Trail	General	393	\$7,600,000
Improve Sidewalks	General	394	-
Improve Eastway Drive/Shamrock Drive Intersection	General	395	-
Mitigate Congestion	General	396	-
Connect Bicycle Facilities	General	397	-
Resurface Streets	General	408	-
Repair and Replace Bridges	General	399	-

FY 2024 – 2028 CIP Project Index

FY 2024 - 2028 Capital Investment Plan (continued)

Transportation and Planning (continued)

Project Title	Fund	Page	FY 2024
Upgrade Traffic Control Devices	General	400	-
Maintain Intelligent Transportation Systems	General	401	-
Construct Bryant Farms Road Extension (Phase II)	General	402	-
Construct Robinson Church Road	General	403	-
Construct Ashley-Tuckaseegee-Freedom Intersection	General	404	-
Develop Transit Systems	CATS	405	\$5,991,500
Purchase New Transit Support Systems & Equipment	CATS	406	\$4,106,576
Construct MetroRAPID Bus Rapid Transit Park and Ride	CATS	407	-
Enhance Safety and Security on Transit	CATS	408	\$2,524,839
Purchase Support Vehicles for CATS	CATS	409	\$1,328,200
Recover Resources and Biosolids	Charlotte Water	410	\$34,172,362
Relocate Water and Wastewater Infrastructure	Charlotte Water	411	-
Replace and Upgrade Field and Administrative Facilities	Charlotte Water	437	-
Improve Drainage for Storm Water	Storm Water	412	\$79,285,000
Enhance Storm Water Mitigation Programs	Storm Water	413	\$2,715,000
Mitigate Impacts to Streams and Wetlands	Storm Water	414	\$9,000,000
Sub-Total Transportation and Planning			\$146,723,477

Workforce and Business Development

Promote Public/Private Partnerships	General	417	-
Support Ballantyne Reimagined Infrastructure	General	418	-
Reimburse Innovation District Infrastructure (Atrium)	General	419	-
Renovate Airport Terminal	Aviation	420	\$174,218,764
Enhance Airfield Capacity	Aviation	421	\$269,279,719
Enhance Airport Services Facilities	Aviation	422	\$9,106,426
Expand Ground Transportation Capacity	Aviation	423	\$7,550,000
Improve Private Aircraft Area	Aviation	424	\$1,350,000
Install and Expand New Water and Sewer Service	Charlotte Water	425	\$29,000,000
Construct Dixie Berryhill Water and Sewer Projects	Charlotte Water	426	\$1,500,000
Sub-Total Workforce and Business Development			\$492,004,909

FY 2024 – 2028 CIP Project Index

FY 2024 - 2028 Capital Investment Plan (continued)

Well-Managed Government, Equity, Engagement, and Environment

Project Title	Fund	Page	FY 2024
Replace Government Center HVAC (Heating, Ventilation, and Air Conditioning)	General	429	\$6,400,000
Construct Capital Building Improvements	General	430	\$4,500,000
Implement ADA Transition Plan in Facilities	General	433	\$3,000,000
Increase Building Sustainability	General	431	\$2,500,000
Upgrade Business Software System	General	433	\$18,700,000
Purchase and Maintain Transit Vehicles	CATS	435	\$63,491,539
Maintain Transit Facilities	CATS	436	\$800,000
Enhance Security and Technology	Charlotte Water	438	\$3,375,000
Provide Inflationary Project Adjustments	General	439	\$27,400,000
Sub-Total Well-Managed Government, Equity, Engagement and Environment			\$130,165,539

Summary of Projects by Fund

Fund	FY 2024
General	\$185,399,484
Transfers/Direct Payments from PAYGO	-\$46,787,321
Reserved for Future Use of PAYGO Transit	-\$320,992
Sub-Total General	\$138,291,171
Aviation	\$461,504,909
Charlotte Area Transit System (CATS)	\$78,242,654
Charlotte Water	\$442,810,899
Storm Water Services	\$91,000,000
TOTAL Capital Investment Plan	\$1,211,849,633

General CIP Sources and Uses

Funding Sources and Uses Summary

Funding Sources

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2024	2024 Bond FY 2025	FY 2026	2026 Bond FY 2027	FY 2028	
GO Bonds	-	\$210,000,000	-	\$210,000,000	-	\$420,000,000
Other Sources	\$103,600,000	\$59,900,000	\$34,500,000	\$26,000,000	\$14,500,000	\$238,500,000
General PAYGO	\$34,691,171	\$17,197,707	\$15,978,294	\$15,684,326	\$16,463,617	\$100,015,115
Sources Total	\$138,291,171	\$287,097,707	\$50,478,294	\$251,684,326	\$30,963,617	\$758,515,115

Funding Uses

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2024	2024 Bond FY 2025	FY 2026	2026 Bond FY 2027	FY 2028	
Neighborhoods	-	\$44,700,000	-	\$13,000,000	-	\$57,700,000
Housing	-	\$50,000,000	-	\$50,000,000	-	\$100,000,000
Transportation	-	\$115,300,000	-	\$147,000,000	-	\$262,300,000
GO Bonds Sub-Total	-	\$210,000,000	-	\$210,000,000	-	\$420,000,000
Facilities	\$49,900,000	\$32,500,000	\$25,500,000	\$26,000,000	\$14,500,000	\$148,400,000
Cash-Funded Projects	\$88,391,171	\$44,597,707	\$24,978,294	\$15,684,326	\$16,463,617	\$190,115,115
Uses Total	\$138,291,171	\$287,097,707	\$50,478,294	\$251,684,326	\$30,963,617	\$758,515,115

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES

	<i>Proposed</i>	<i>Planned</i>				
	FY 2024	FY2025	FY 2026	FY 2027	FY 2028	TOTAL
AVIATION						
Revenue Bonds	\$235,084,167	\$95,917,881	\$547,727,215	\$425,282,351	\$187,309,861	\$1,491,321,475
Aviation PAYGO	\$33,977,426	\$21,316,426	\$18,816,426	\$17,360,000	\$17,360,000	\$108,830,278
Passenger Facility Charges	\$77,496,000	\$164,900,000	\$11,358,000	-	-	\$253,754,000
Federal Grants	\$78,947,316	\$68,247,315	\$53,685,249	\$37,766,000	\$25,000,000	\$263,645,880
State Grants	\$30,000,000	\$30,000,000	-	-	-	\$60,000,000
Customer Facility Charges	\$6,000,000	\$7,000,000	\$7,000,000	-	-	\$20,000,000
Aviation Sub-Total	\$461,504,909	\$387,381,622	\$638,586,890	\$480,408,351	\$229,669,861	\$2,197,551,633
CATS						
Transfer from Control Account	\$44,036,958	\$29,165,663	\$10,379,915	\$26,235,352	\$52,830,289	\$162,648,177
Federal Grants	\$33,078,916	\$23,170,433	\$26,499,538	\$19,513,478	\$21,398,092	\$123,660,457
State Grants	\$1,126,780	\$1,145,322	\$1,338,309	\$1,559,108	\$1,622,563	\$6,792,082
CATS Sub-Total	\$78,242,654	\$53,481,418	\$38,217,762	\$47,307,938	\$75,850,944	\$293,100,716
CHARLOTTE WATER						
Charlotte Water PAYGO	\$180,000,000	\$185,000,000	\$186,000,000	\$195,000,000	\$190,000,000	\$936,000,000
Sewer Revenue Bonds	\$198,700,000	\$237,253,239	\$266,662,857	\$238,783,333	\$226,939,000	\$1,168,338,429
Water Revenue Bonds	\$64,110,899	\$73,150,000	\$116,562,764	\$126,993,000	\$146,445,000	\$527,261,663
Charlotte Water Sub-Total	\$442,810,899	\$495,403,239	\$569,225,621	\$560,776,333	\$563,384,000	\$2,631,600,092
STORM WATER						
Storm Water PAYGO	\$32,000,000	\$42,000,000	\$41,000,000	\$42,000,000	\$41,000,000	\$198,000,000
Revenue Bonds	\$50,000,000	\$50,000,000	\$60,000,000	\$55,000,000	\$40,000,000	\$255,000,000
Program Income	\$9,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
Storm Water Sub-Total	\$91,000,000	\$94,000,000	\$103,000,000	\$99,000,000	\$83,000,000	\$470,000,000
Sources Total	\$1,073,558,462	\$1,030,266,279	\$1,349,030,273	\$1,187,492,622	\$951,904,805	\$5,592,252,441

FUNDING USES

	<i>Proposed</i>	<i>Planned</i>				
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
AVIATION						
Renovate Airport Terminal	\$174,218,764	\$55,303,451	\$124,944,384	\$82,395,767	\$37,307,438	\$474,169,804
Enhance Airfield Capacity	\$269,279,719	\$294,861,745	\$502,926,080	\$388,752,584	\$183,102,423	\$1,638,922,551
Enhance Airport Services Facilities	\$9,106,426	\$29,956,426	\$3,456,426	\$2,000,000	\$2,000,000	\$46,519,278

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary (continued)

FUNDING USES

	<i>Proposed</i>		<i>Planned</i>			
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
AVIATION (continued)						
Expand Ground Transportation Capacity	\$7,550,000	\$5,760,000	\$5,760,000	\$5,760,000	\$5,760,000	\$30,590,000
Improve Private Aircraft Area	\$1,350,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,350,000
Aviation Sub-Total	\$461,504,909	\$387,381,622	\$638,586,890	\$480,408,351	\$229,669,861	\$2,197,551,633
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Develop Transit Systems	\$5,991,500	\$16,511,000	\$5,309,000	\$11,808,000	\$13,008,000	\$52,627,500
Purchase New Transit Support Systems	\$4,106,576	\$4,775,509	\$2,184,340	\$990,000	\$7,485,000	\$19,541,425
Construct MetroRapid Bus Transit	-	\$1,000,000	\$3,000,000	\$3,000,000	-	\$7,000,000
Enhance Safety and Security on Transit	\$2,524,839	\$746,339	\$736,338	\$736,339	\$753,156	\$5,497,011
Purchase Support Vehicles for CATS	\$1,328,200	\$70,000	\$780,212	\$1,563,298	\$2,305,000	\$6,046,710
Purchase and Maintain Transit Vehicles	\$63,491,539	\$30,078,570	\$26,207,872	\$27,640,301	\$51,799,788	\$199,218,070
Maintain Transit Facilities	\$800,000	\$300,000	-	\$1,570,000	\$500,000	\$3,170,000
CATS Sub-Total	\$78,242,654	\$53,481,418	\$38,217,762	\$47,307,938	\$75,850,944	\$293,100,716
CHARLOTTE WATER						
Install and Expand New Water and Sewer Service	\$29,000,000	\$40,146,260	\$49,146,260	\$52,980,000	\$57,680,000	\$228,952,520
Construct Dixie Berryhill Water and Sewer Projects	\$1,500,000	-	-	-	-	\$1,500,000
Rehabilitate and Improve Wastewater Infrastructure	\$100,044,532	\$111,419,000	\$131,420,000	\$168,364,000	\$177,544,000	\$688,791,532
Rehabilitate and Improve Water Infrastructure	\$55,989,587	\$37,050,000	\$80,500,000	\$92,545,000	\$98,345,000	\$364,429,587
Construct Stowe Regional Water Resource Recovery Facility	\$132,629,418	\$156,662,789	\$103,717,504	\$1,030,000	-	\$394,039,711

Nongeneral CIP Sources and Uses

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
CHARLOTTE WATER (continued)						
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)	\$11,100,000	\$22,000,000	\$12,500,000	\$12,000,000	-	\$57,600,000
Expand WWTPs	\$37,000,000	\$26,400,000	\$26,400,000	\$45,300,000	\$59,770,000	\$194,870,000
Improve WWTPs	\$6,500,000	\$9,500,000	\$12,200,000	\$16,000,000	\$16,000,000	\$60,200,000
Upgrade Water Treatment Plants (WTPs)	\$10,000,000	\$18,500,000	\$23,500,000	\$25,000,000	\$28,000,000	\$105,000,000
Improve Franklin WTP	\$19,000,000	\$22,500,000	\$16,000,000	\$10,000,000	\$2,000,000	\$69,500,000
Upgrade and Maintain McDowell Creek WWTP	\$2,000,000	\$3,000,000	\$20,000,000	\$24,000,000	\$4,700,000	\$53,700,000
Recover Resources and Biosolids	\$34,172,362	\$27,676,190	\$54,642,857	\$48,933,333	\$73,046,000	\$238,470,742
Relocate Water and Wastewater Infrastructure	-	\$4,000,000	\$9,000,000	\$10,500,000	\$11,500,000	\$35,000,000
Replace and Upgrade Field and Administrative Facilities	-	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$7,600,000
Lead and Copper Program	\$500,000	\$500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$16,000,000
Enhance Security and Technology	\$3,375,000	\$14,149,000	\$23,299,000	\$47,224,000	\$27,899,000	\$115,946,000
Charlotte Water Sub-Total	\$442,810,899	\$495,403,239	\$569,225,621	\$560,776,333	\$563,384,000	\$2,631,600,092
STORM WATER SERVICES						
Improve Drainage for Storm Water	\$79,285,000	\$87,554,000	\$97,515,000	\$92,980,000	\$76,580,000	\$433,914,000
Enhance Storm Water Mitigation Programs	\$2,715,000	\$4,446,000	\$3,485,000	\$4,020,000	\$4,420,000	\$19,086,000
Mitigate Impacts to Streams and Wetlands	\$9,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
Storm Water Services Total	\$91,000,000	\$94,000,000	\$103,000,000	\$99,000,000	\$83,000,000	\$470,000,000
Uses Total	\$1,073,558,462	\$1,030,266,279	\$1,349,030,273	\$1,187,492,622	\$951,904,805	\$5,592,252,441

PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

REVENUES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Property Tax (.37¢)	\$7,914,948	\$8,112,822	\$8,315,642	\$8,523,533	\$8,736,622	\$41,603,567
Sales Tax	\$23,807,300	\$24,878,628	\$25,998,167	\$26,861,110	\$27,760,663	\$129,305,868
PAYGO Fund - Interest Income	\$1,417,105	\$1,417,105	\$1,417,105	\$1,417,105	\$1,417,105	\$7,085,525
Capital Reserve from FY 2022	\$13,353,194	-	-	-	-	\$13,353,194
Reappropriation of Prior Authorization	\$1,141,141	-	-	-	-	\$1,141,141
PAYGO Available Cash Balance	\$2,636,281	-	-	-	-	\$2,636,281
TOTAL REVENUES PAYGO	\$50,269,969	\$34,408,555	\$35,730,914	\$36,801,748	\$37,914,390	\$195,125,576

EXPENDITURES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Great Neighborhoods						
Invest in Corridors of Opportunity	\$5,000,000	-	-	-	-	\$5,000,000
Support Innovative Housing	\$3,550,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,550,000
Support Neighborhood Grants	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Renovate Median Landscapes	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Provide HOME Grant Match	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Enhance Placemaking Citywide	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Reduce Litter	\$250,000	-	-	-	-	\$250,000
Safe Communities						
Purchase Police Technology	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,000,000
Support Hospital-Based Alternatives to Violence	\$250,000	-	-	-	-	\$250,000
Support Firefighter Lifecycle Management	\$1,750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000
Offer In Rem Remedy - Residential	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Transportation and Planning						
Resurface Streets	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$7,544,000
Support 2040 Community Area Planning	\$400,000	-	-	-	-	\$400,000
Complete Traffic Studies	\$400,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,400,000
Purchase Transportation Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Support Americans with Disabilities Act Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Support Bikeshare Program	\$300,000	-	-	-	-	\$300,000
Workforce and Business Development						
Improve Cultural Facilities ¹	\$11,994,193	\$12,234,077	\$12,478,758	\$12,728,334	\$12,982,900	\$62,418,262
Revitalize Business Corridors	\$750,000	\$500,000	\$500,000	\$250,000	\$500,000	\$2,500,000
Build Minority, Women, Small Business Enterprise (MWSBE) Capacity	\$500,000	-	-	-	-	\$500,000
Support CBI Programming	\$1,000,000	-	-	-	-	\$1,000,000
Fund Synthetic Tax Increment Grants (STIGs) Cultural Projects	\$23,473	\$23,473	\$23,473	\$23,473	\$23,473	\$117,365
Support STIG and BIG Developer Payments	\$61,132	\$53,150	\$51,094	\$41,703	\$120,488	\$327,567
Well-Managed Government, Equity, Engagement, and Environment						
Upgrade Business System Software	\$1,300,000	\$1,000,000	-	-	-	\$2,300,000
Repay ERP Internal Loan	\$1,000,000	\$3,239,148	\$5,538,295	\$6,662,912	\$6,662,912	\$23,103,267
Enhance Innovation and Technology Assets	\$1,250,000	-	-	-	-	\$1,250,000
Contribute to Loss Fund	\$1,600,000	-	-	-	-	\$1,600,000
Maintain City-Owned Facilities	\$5,716,171	\$4,422,707	\$4,453,294	\$4,409,326	\$4,938,617	\$23,940,115
Repair City-Owned Parking Lots/Decks	\$400,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,800,000
Maintain Government Center Parking Deck	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Support Environmental Services Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Replace Trees	\$1,375,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,375,000
Analyze Sustainability Efforts	\$250,000	\$250,000	-	-	-	\$500,000
Trim and Remove Trees	\$2,000,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,500,000
Support Presidential Primary One-Time Costs	\$600,000	-	-	-	-	\$600,000
Provide Community Investment Contingency	\$250,000	-	-	-	-	\$250,000
TOTAL EXPENDITURES PAYGO	\$50,269,969	\$34,408,555	\$35,730,914	\$36,801,748	\$37,914,390	\$195,125,576

¹Contribution to Cultural Facilities supported by Sales Tax equivalent to approximately 80 percent of the U-Drive-It Vehicle Rental tax net the contribution to county and towns.

General CIP

PAYGO Summary Schedule

PAYGO Summary (continued)

<u>USE CATEGORIES</u>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Direct Payments	\$61,132	\$53,150	\$51,094	\$41,703	\$120,488	\$327,567
Transfer to HOME	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Transfer to Tourism Funds	\$12,017,666	\$12,257,550	\$12,502,231	\$12,751,807	\$13,006,373	\$62,535,627
Transfer to Debt Service Fund	\$1,000,000	\$3,239,148	\$5,538,295	\$6,662,912	\$6,662,912	\$23,103,267
Transfer to Powell Bill Fund	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$7,544,000
Transfer to CIP	\$34,691,171	\$17,197,707	\$15,978,294	\$15,684,326	\$16,463,617	\$100,015,115
TOTAL USES PAYGO	\$50,269,969	\$34,408,555	\$35,730,914	\$36,801,748	\$37,914,390	\$195,125,576

General CIP

Transit PAYGO Summary Schedule

Transit PAYGO Summary

REVENUES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Vehicle Rental Tax (U-Drive-It)	\$15,880,230	\$16,205,995	\$16,530,114	\$16,860,717	\$17,197,931	\$82,674,987
Motor Vehicle License	\$15,649,285	\$15,968,659	\$16,288,032	\$16,613,792	\$16,946,068	\$81,465,836
Sales Tax-Partial Transfer from PAYGO	-	-	-	\$306,977	\$629,985	\$936,962
PAYGO Transit Available Cash	-	\$9,601	\$122,965	\$188,426	-	\$320,992
TOTAL REVENUE TRANSIT PAYGO	\$31,529,515	\$32,184,255	\$32,941,111	\$33,969,912	\$34,773,984	\$165,398,777
EXPENDITURES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Transfer Maintenance of Effort (MOE) to CATS	\$25,469,903	\$26,234,000	\$27,021,020	\$27,831,650	\$28,666,600	\$135,223,173
Contribute to CityLYNX Gold Line Operating Costs	\$4,843,131	\$5,036,856	\$4,988,425	\$5,187,962	\$5,138,078	\$25,194,452
Allocate U-Drive-It Tax to County/Towns	\$895,489	\$913,399	\$931,666	\$950,300	\$969,306	\$4,660,160
Reserved for Future Years	\$320,992	-	-	-	-	\$320,992
TOTAL EXPENDITURES TRANSIT PAYGO	\$31,529,515	\$32,184,255	\$32,941,111	\$33,969,912	\$34,773,984	\$165,398,777
USE CATEGORIES						
Direct Payments	\$895,489	\$913,399	\$931,666	\$950,300	\$969,306	\$4,660,159
Transfer to CATS	\$30,634,026	\$31,270,856	\$32,009,445	\$33,019,612	\$33,804,678	\$160,738,617
TOTAL USES TRANSIT PAYGO	\$31,529,515	\$32,184,255	\$32,941,111	\$33,969,912	\$34,773,984	\$165,398,777

General CIP

Other Sources Summary of Changes

Summary of Other Sources Changes from Planned FY 2024 (in FY23) to Proposed FY2024

<u>PROJECT/PROGRAM</u>	FY 2023 Planned	FY 2024 Proposed	Change in Funding
Construct Fire Facilities	\$28,000,000	\$25,000,000	(\$3,000,000)
Complete Fire Equity Facilities	-	\$2,500,000	\$2,500,000
Replace Police Helicopter	-	\$3,000,000	\$3,000,000
Convert Northwest Police Station to Zero Carbon	-	\$3,000,000	\$3,000,000
Increase Building Sustainability	\$2,000,000	\$2,500,000	\$500,000
Construct Capital Building Improvements	\$2,500,000	\$4,500,000	\$2,000,000
Upgrade Business System Software	\$8,752,131	\$18,700,000	\$9,947,869
Provide Inflationary Project Adjustments	-	\$27,400,000	\$27,400,000
TOTAL OTHER SOURCERS CHANGES	\$41,252,131	\$86,600,000	\$45,347,869

Other Sources Summary Schedule

	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>TOTAL</u>
OTHER SOURCES (Do Not Require Voter Approval)						
Certificates of Participation (COPs)	\$45,900,000	\$32,500,000	\$25,500,000	\$26,000,000	\$14,500,000	\$144,400,000
Municipal Debt Service Fund Cash (MDS) ¹	\$46,195,738	\$19,895,738	\$5,623,082	-	-	\$71,714,558
Reappropriation of Prior Authorization	\$4,000,000	-	-	-	-	\$4,000,000
Transfers from Non-General Funds (For ERP)						
Aviation	\$1,456,426	\$1,456,426	\$655,392	-	-	\$3,568,244
CATS	\$1,580,154	\$1,580,154	\$711,069	-	-	\$3,871,377
Charlotte Water	\$3,424,710	\$3,424,710	\$1,541,120	-	-	\$8,390,540
Storm Water	\$800,252	\$800,252	\$360,113	-	-	\$1,960,617
Risk Management	\$242,720	\$242,720	\$109,224	-	-	\$594,664
TOTAL OTHER SOURCES REVENUES	\$103,600,000	\$59,900,000	\$34,500,000	\$26,000,000	\$14,500,000	\$238,500,000

PROJECTS FUNDED WITH COPs	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Safe Communities						
Construct Fire Facilities	\$25,000,000	\$25,000,000	\$18,000,000	11,500,000	-	\$79,500,000
Complete Fire Equity Facilities	\$2,500,000	-	-	-	-	\$2,500,000
Replace Police Helicopter	\$3,000,000	-	-	-	-	\$3,000,000
Well-Managed Government, Equity, Engagement, and Environment						
Implement ADA Transition Plan in Facilities	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Replace Government Center HVAC	\$6,400,000	-	-	-	-	\$6,400,000
Construct Capital Building Improvements	\$4,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,500,000
Increase Building Sustainability	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,500,000
Construct Zero Carbon CMPD Police Station	\$3,000,000	-	-	-	-	\$3,000,000
Reserved for Projects from Advanced Planning Program	-	-	-	\$7,000,000	\$7,000,000	\$14,000,000
Sub-Total COPs	\$49,900,000	\$32,500,000	\$25,500,000	\$26,000,000	\$14,500,000	\$148,400,000

PROJECTS FUNDED WITH MDS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Transportation and Planning						
Complete the Cross Charlotte Trail	\$7,600,000	\$8,400,000	-	-	-	\$16,000,000
Well-Managed Government, Equity, Engagement, and Environment						
Upgrade Business System Software ¹	\$18,700,000	\$19,000,000	\$9,000,000	-	-	\$46,700,000
Provide Inflationary Project Adjustments	\$27,400,000	-	-	-	-	\$27,400,000
Sub-Total MDS	\$53,700,000	\$27,400,000	\$9,000,000	-	-	\$90,100,000
TOTAL OTHER SOURCES EXPENDITURES	\$103,600,000	\$59,900,000	\$34,500,000	\$26,000,000	\$14,500,000	\$238,500,000

¹ PAYGO will reimburse MDSF for costs related to Business System Upgrades over five years

Operating Impact Summary Schedule

The FY 2024 - 2028 Capital Investment Plan includes three bond referendums: one in FY 2025 (November 2024), one in FY 2027 (November 2026), and one in FY 2029 (November 2028). Projects planned for each referendum are outlined in the table below but are not official until City Council adopts them as part of the FY 2025, FY 2027, and FY 2029 Annual Budget processes.

	2024 Bond FY 2025	2026 Bond FY 2027	2028 Bond FY 2029	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)				
Great Neighborhoods				
Create and Preserve Affordable Housing	\$50,000,000	\$50,000,000	\$50,000,000	\$150,000,000
Invest in Corridors of Opportunity	\$10,000,000	-	-	\$10,000,000
Safe Communities				
Enhance Transportation Safety (Vision Zero)	\$4,000,000	\$4,000,000	\$4,000,000	\$12,000,000
Transportation and Planning				
Improve Sidewalks	\$20,000,000	\$17,000,000	\$20,000,000	\$57,000,000
Improve Eastway Drive/Shamrock Drive Intersection	\$10,500,000	-	-	\$10,500,000
Mitigate Congestion	\$10,000,000	\$5,000,000	\$5,000,000	\$20,000,000
Connect Bicycle Facilities	\$8,000,000	\$8,000,000	\$8,000,000	\$24,000,000
Resurface Streets	\$8,000,000	\$8,000,000	\$8,000,000	\$24,000,000
Repair and Replace Bridges	\$6,000,000	\$6,000,000	\$6,000,000	\$18,000,000
Upgrade Traffic Control Devices	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Maintain Intelligent Transportation Systems	\$4,000,000	\$4,000,000	\$4,000,000	\$12,000,000
Construct Bryant Farms Road Phase II	\$10,000,000	\$43,000,000	-	\$53,000,000
Construct Robinson Church Road	\$7,800,000	\$18,500,000	\$32,500,000	\$58,800,000
Construct Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	-	\$5,200,000	\$9,800,000	\$15,000,000
Workforce and Business Development				
Promote Public/Private Partnerships	\$16,000,000	\$13,000,000	\$26,000,000	\$55,000,000
Support Ballantyne Reimagined Infrastructure	\$8,700,000	-	-	\$8,700,000
Reimburse Innovation District Infrastructure (Atrium)	\$10,000,000	-	-	\$10,000,000
Additional Future Capacity	\$22,000,000	\$23,300,000	\$31,700,000	\$77,000,000
Total General Obligation Bonds	\$210,000,000	\$210,000,000	\$210,000,000	\$630,000,000

Operating Impact Summary Schedule

Annual Operating Impacts of FY 2024 Capital Expenditures

	FY24 Budget	Total Project Cost to City	Classification ¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Safe Communities						
Construct Fire Facilities	\$25,000,000	\$76,800,000	Increased Expenditures	This program is anticipated to construct at least five Fire Stations: three new infill station and the replacements of two existing stations. The new infill stations are anticipated to house one Engine Company comprised of 18 Firefighters. Annual operating costs associated with the new Company include on-going expenses for salaries, benefits, and operating supplies. The annual operating cost for the two replacement stations are already included in the annual operating budget and the new facilities are anticipated to require less maintenance and repair.	\$3,268,544	FY 2024
Fire Equity Facilities	\$2,500,000	\$2,500,000	Increased Expenditures	This program will review and update Firehouse facilities to ensure the facilities are accessible and usable for all Firefighters.	\$1,875	FY 2024
Transportation and Planning						
Complete the Cross Charlotte Trail	\$7,600,000	\$115,700,000	Increased Expenditures	Annual maintenance costs for the City of Charlotte's segments are anticipated to include periodic infrastructure maintenance, debris removal, or maintenance of security cameras. Costs are anticipated to be covered by existing Transportation maintenance funding. An increase in personnel costs related to ensuring safety along the Trail has not been included.	\$12,000	FY 2027
Well-Managed Government, Equity, Engagement, and Environment						
Increase Building Sustainability	\$2,500,000	\$16,000,000	Increased Revenues	The operating impacts of this program will be directly linked to the projects selected, but potential projects include retrofitting building systems and the installation of solar panels on new and existing city-owned facilities. In response to the solar installations, the city is receiving revenue through the Duke Energy Solar Rebate Program. In addition to anticipated revenue generation, the city also expects to reduce annual energy costs in buildings with solar installations.	\$12,000	FY 2024
Replace Government Center HVAC	\$6,400,000	\$37,160,000	Savings	This five-year project replaces the Government Center HVAC with a more energy efficient system. The new system is anticipated to reduce annual energy costs and require less maintenance and repair.	-\$50,000	FY 2025
Construct Capital Building Improvements	\$4,500,000	\$18,000,000	Savings	This program constructs capital building maintenance, including replacing roofs and buildings systems. This work is anticipated to reduce annual energy costs and require less maintenance and repair.	-\$100,000	FY 2024
TOTAL OPERATING IMPACT FROM MAJOR CIP PROJECTS					\$3,386,819	

¹ The Government Finance Officers Association provides three classifications to help define annual operating impacts: Increased Revenues, which may result from additional volume or rebates; Increased Expenditures, which may result from the opening of a new facility and additional headcount; and Savings, which may result from increased energy efficiency, more productive software, and/or lower maintenance and repair costs. Annual operating impacts of each project/program may fall into one, two, or some combination of all three classifications.

Public Art Summary Schedule

Public Art Summary

The city promotes art in public spaces by including funding for artwork in capital project budgets. The City Council-adopted Public Art Ordinance provides guidance to the Public Art Program, which seeks to support the cultural heritage and artistic development of the city, contribute to economic development and tourism, and improve the aesthetic of public spaces. Eligible projects include buildings, facilities, or open spaces that are accessible to residents; projects below ground, such as pipes or utilities, are excluded from the program. The program is administered in partnership with the Arts & Science Council.

The amount of public art funding allocated per project is determined by project type and the anticipated construction costs associated with each type. Public art budgets are equivalent to one percent of 60 percent of the total projected construction costs for neighborhood improvement and public facility projects and one percent of 10 percent of the total projected construction costs for sidewalks, bikeways, and bridge projects.

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
<u>PUBLIC ART REVENUES</u>						
General Obligation (GO) Bonds	-	\$148,400	-	\$35,000	-	\$183,400
Other Sources	\$165,600	\$150,000	\$108,000	\$69,000	-	\$492,600
TOTAL PUBLIC ART REVENUES	\$165,600	\$298,400	\$108,000	\$104,000		\$676,000
<u>PUBLIC ART EXPENDITURES</u>						
Construct Fire Facilities	\$120,000	\$150,000	\$108,000	\$69,000	-	\$447,000
Invest in Corridors of Opportunity	-	\$60,000	-	-	-	\$60,000
Enhance Transportation Safety (Vision Zero)	-	\$4,000	-	\$4,000	-	\$8,000
Complete the Cross Charlotte Trail	\$45,600	\$50,400	-	-	-	\$96,000
Improve Sidewalks	-	\$20,000	-	\$17,000	-	\$37,000
Connect Bicycle Facilities	-	\$8,000	-	\$8,000	-	\$16,000
Repair and Replace Bridges	-	\$6,000	-	\$6,000	-	\$12,000
TOTAL PUBLIC ART EXPENDITURES	\$165,600	\$298,400	\$108,000	\$104,000	-	\$676,000

The Aviation public art allocation for FY 2024 is \$1,182,724.

Nongeneral Funds

Project Summary Schedules

Aviation Summary

<u>AVIATION REVENUES</u>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Revenue Bonds	\$235,084,167	\$95,917,881	\$547,727,215	\$425,282,351	\$187,309,861	\$1,491,321,475
Aviation Pay-As-You-Go	\$33,977,426	\$21,316,426	\$18,816,426	\$17,360,000	\$17,360,000	\$108,830,278
Passenger Facility Charges	\$77,496,000	\$164,900,000	\$11,358,000	-	-	\$253,754,000
Federal Grants	\$78,947,316	\$68,247,315	\$53,685,249	\$37,766,000	\$25,000,000	\$263,645,880
State Grants	\$30,000,000	\$30,000,000	-	-	-	\$60,000,000
Customer Facility Charges	\$6,000,000	\$7,000,000	\$7,000,000	-	-	\$20,000,000
TOTAL AVIATION REVENUES	\$461,504,909	\$387,381,622	\$638,586,890	\$480,408,351	\$229,669,861	\$2,197,551,633
<u>AVIATION EXPENDITURES</u>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Renovate Airport Terminal						
Terminal Lobby Expansion	\$17,371,000	\$7,000,000	\$7,000,000	-	-	\$31,371,000
Concourse A Expansion Ph II	\$87,757,144	\$3,500,000	-	-	-	\$91,257,144
Concourse D-E Connector	\$13,240,879	\$8,235,901	\$40,335,831	\$55,913,782	\$33,507,438	\$151,233,831
Concourse E Renovation	\$25,000,000	\$10,317,809	\$14,890,020	-	-	\$50,207,829
Concourse D Renovation	\$22,449,741	\$17,550,259	-	-	-	\$40,000,000
Concourse E Mezzanine (E Ph X)	\$4,600,000	-	-	-	-	\$4,600,000
FIS Renovation	-	\$4,899,482	\$58,918,533	\$22,681,985	-	\$86,500,000
Operating Capital - Building Maintenance	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$19,000,000
Sub-Total Airport Terminal	\$174,218,764	\$55,303,451	\$124,944,384	\$82,395,767	\$37,307,438	\$474,169,804
Enhance Airfield Capacity						
Fourth Parallel Runway	\$109,716,546	\$199,918,323	\$337,194,487	\$245,298,240	\$47,508,790	\$939,636,386
South Ramp Expansion Ph 1	\$10,719,857	\$32,896,107	\$121,388,344	\$126,388,344	\$131,293,633	\$422,686,285
North End Around Taxiway	\$49,591,149	\$34,435,486	\$28,685,249	-	-	\$112,711,884
South Crossfield Taxiway	\$59,652,167	\$8,811,829	-	-	-	\$68,463,996
ASR 9 Relocation	\$500,000	\$2,500,000	-	-	-	\$3,000,000
West Ramp Dual Taxilanes	\$10,700,000	\$3,500,000	-	-	-	\$14,200,000
Decommission Runway 5/23	\$16,600,000	-	-	-	-	\$16,600,000
Ramp Pavement Management Plan	\$7,500,000	\$8,500,000	\$11,358,000	\$12,766,000	-	\$40,124,000
Operating Capital - Airfield Maintenance	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$21,500,000
Sub-Total Airfield Capacity	\$269,279,719	\$294,861,745	\$502,926,080	\$388,752,584	\$183,102,423	\$1,638,922,551
Enhance Airport Services Facilities						
Perimeter Fence Upgrade - Ph 2	\$4,000,000	-	-	-	-	\$4,000,000
Joint Operations Center	-	\$26,500,000	-	-	-	\$26,500,000
Upgrade Business System Software	\$1,456,426	\$1,456,426	\$1,456,426	-	-	\$4,369,278
Architectural Consultation and Programming Services	\$1,500,000	-	-	-	-	\$1,500,000
Operating Capital - Innovation & Experience	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Operating Capital - Operations	\$450,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,650,000
Operating Capital - Technology	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Sub-Total Airport Services Facilities	\$9,106,426	\$29,956,426	\$3,456,426	\$2,000,000	\$2,000,000	\$46,519,278
Expand Ground Transportation Capacity						
Electric Buses	\$4,270,000	\$4,270,000	\$4,270,000	\$4,270,000	\$4,270,000	\$21,350,000
Operating Capital - Fleet	\$3,280,000	\$1,490,000	\$1,490,000	\$1,490,000	\$1,490,000	\$9,240,000
Sub-Total Ground Transportation Capacity	\$7,550,000	\$5,760,000	\$5,760,000	\$5,760,000	\$5,760,000	\$30,590,000
Improve Private Aircraft Area						
Operating Capital - Excluded	\$1,350,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,350,000
Sub-Total Private Aircraft Area	\$1,350,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,350,000
TOTAL AVIATION EXPENDITURES	\$461,504,909	\$387,381,622	\$638,586,890	\$480,408,351	\$229,669,861	\$2,197,551,633

Project Summary Schedules

Charlotte Area Transit System (CATS) Summary

CATS REVENUES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Transfer from Control Account	\$44,036,958	\$29,165,663	\$10,379,915	\$26,235,352	\$52,830,289	\$162,648,177
Federal Grants	\$33,078,916	\$23,170,433	\$26,499,538	\$19,513,478	\$21,398,092	\$123,660,457
State Grants	\$1,126,780	\$1,145,322	\$1,338,309	\$1,559,108	\$1,622,563	\$6,792,082
TOTAL CATS REVENUES	\$78,242,654	\$53,481,418	\$38,217,762	\$47,307,938	\$75,850,944	\$293,100,716

CATS EXPENDITURES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Develop Transit Systems						
CTC Temporary Facility	-	\$5,600,000	-	-	-	\$5,600,000
Bus Shelters	\$500,000	\$500,000	\$500,000	-	\$500,000	\$2,000,000
Drainage Improvements	\$525,000	\$551,000	\$579,000	\$608,000	\$638,000	\$2,901,000
Americans with Disabilities Act Improvements	\$687,500	\$250,000	\$250,000	\$250,000	\$300,000	\$1,737,500
Americans with Disabilities Act Transition Plan	\$550,000	\$330,000	\$1,180,000	\$490,000	\$370,000	\$2,920,000
Silverline Light Rail System Design & Consultant	\$359,000	\$1,800,000	\$2,800,000	\$460,000	-	\$5,419,000
Land Acquisitions	\$500,000	-	-	-	-	\$500,000
Art Restoration & Conservation @ Tyvola Station	\$80,000	-	-	-	-	\$80,000
Bus Facilities BEB & Expansion Master Plan	\$200,000	\$200,000	-	-	-	\$400,000
Morehead Pedestrian Crossing Gates	\$480,000	-	-	-	-	\$480,000
Light Rail Platform Extensions	\$2,110,000	\$7,280,000	-	\$10,000,000	\$11,200,000	\$30,590,000
Sub-Total Transit Systems	\$5,991,500	\$16,511,000	\$5,309,000	\$11,808,000	\$13,008,000	\$52,627,500
Purchase New Transit Support Systems & Equipment						
Server Refresh	\$538,000	\$504,000	\$138,000	\$100,000	\$80,000	\$1,360,000
Davidson Network Refresh	\$42,500	\$24,000	-	-	-	\$66,500
Network Refresh	\$100,000	\$100,000	-	-	\$125,000	\$325,000
Upgrade Business System Software	\$1,580,154	\$1,580,154	\$711,069	-	-	\$3,871,377
Contingency for IT Projects	\$109,922	\$100,000	\$100,000	\$100,000	\$100,000	\$509,922
Bus IVLU Upgrade & Rail Implementation	\$810,000	-	-	-	-	\$810,000
Paratransit Integration CATS	\$300,000	-	-	-	-	\$300,000
Replace steam bay lift S. Tryon	\$160,000	-	-	-	-	\$160,000
Vapor Door Mock	\$160,000	-	-	-	-	\$160,000
Scrubber x2 CPCJ	\$40,000	-	-	-	-	\$40,000
Shop floor scrubbers x 8	\$56,000	-	-	-	-	\$56,000
Four fork lifts	\$70,000	-	-	-	-	\$70,000
Rim Polisher	\$140,000	-	-	-	-	\$140,000
UPS Refresh	-	\$240,000	-	-	-	\$240,000
DR System Upgrade	-	\$661,432	-	-	-	\$661,432
Radio Dispatch Console Refresh	-	\$450,000	-	-	-	\$450,000
Bus Facilities Fuel Management System Upgrade	-	\$950,000	-	-	-	\$950,000
Bus Facilities VMF Yard Management Software	-	\$159,923	-	-	-	\$159,923
Emergency Preparedness Equipment	-	\$6,000	-	-	-	\$6,000
Friction Modifiers	-	-	\$146,340	-	-	\$146,340
AVL System	-	-	\$1,088,931	-	-	\$1,088,931
BLE Network Refresh	-	-	-	\$500,000	\$200,000	\$700,000
Park & Ride Network Refresh	-	-	-	\$195,000	-	\$195,000
Climate Controlled Containers	-	-	-	\$75,000	-	\$75,000
Brake Rotor Lathe	-	-	-	\$20,000	-	\$20,000
In-Vehicle Modem Refresh Phase 1 of 3	-	-	-	-	\$180,000	\$180,000
Fare Collection Hardware Upgrades P 1 of 4	-	-	-	-	\$600,000	\$600,000
Electronic Pre/Post Trip Inspection	-	-	-	-	\$800,000	\$800,000
BOCC Upgrade	-	-	-	-	\$150,000	\$150,000
Bus Lift Replacement	-	-	-	-	\$5,250,000	\$5,250,000
Sub-Total Transit Support Systems	\$4,106,576	\$4,775,509	\$2,184,340	\$990,000	\$7,485,000	\$19,541,425
Construct MetroRapid Bus Rapid Transit	-	\$1,000,000	\$3,000,000	\$3,000,000	-	\$7,000,000

Nongeneral Funds

Project Summary Schedules

CATS Summary (continued)

CATS EXPENDITURES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Enhance Safety and Security on Transit						
Mobile Video Replacements	\$336,339	\$336,339	\$336,338	\$336,339	\$353,156	\$1,698,511
Fixed Camera Upgrade	\$388,500	\$400,000	\$400,000	\$400,000	\$400,000	\$1,988,500
Guard Shacks/Bollards	\$75,000	-	-	-	-	\$75,000
Access Control Replacements	\$25,000	-	-	-	-	\$25,000
Access Control System Upgrade	\$1,700,000	\$10,000	-	-	-	\$1,710,000
Sub-Total Safety and Security on Transit	\$2,524,839	\$746,339	\$736,338	\$736,339	\$753,156	\$5,497,011
Purchase Support Vehicles for CATS						
Bus Operations Replacements	\$151,200	-	\$64,162	\$33,433	\$300,000	\$548,795
Special Transportation Service Replacements	\$140,000	-	-	\$240,000	-	\$380,000
Facility Maintenance Replacements	\$104,000	-	-	\$320,000	-	\$424,000
Safety and Security Replacements & Expansion	\$330,000	-	\$540,000	\$300,000	\$325,000	\$1,495,000
Admin Replacements	\$103,000	-	-	-	-	\$103,000
Tow Truck	\$500,000	-	-	-	-	\$500,000
Technology Maintenance Replacements	-	\$70,000	\$36,050	-	-	\$106,050
Rail Replacements	-	-	\$140,000	\$603,000	\$1,680,000	\$2,423,000
Development & Planning Replacements	-	-	-	\$66,865	-	\$66,865
Sub-Total Vehicles for CATS	\$1,328,200	\$70,000	\$780,212	\$1,563,298	\$2,305,000	\$6,046,710
Purchase and Maintain Transit Vehicles						
Bus Replacements	\$45,693,789	\$11,104,822	\$13,154,373	\$12,317,280	\$36,212,484	\$118,482,748
Light Rail Systems Overhaul	\$13,571,078	\$9,512,859	\$10,616,787	\$3,083,936	\$3,083,936	\$39,868,596
Special Transportation Service Replacements	\$3,226,672	\$2,278,264	\$2,436,712	\$3,908,350	\$4,400,000	\$16,249,998
Electric Vehicle Chargers	\$1,000,000	\$7,182,625	-	\$8,330,735	\$8,103,368	\$24,616,728
Sub-Total Maintain Transit Vehicles	\$63,491,539	\$30,078,570	\$26,207,872	\$27,640,301	\$51,799,788	\$199,218,070
Maintain Transit Facilities						
South Corridor Lighting Upgrades	\$300,000	\$300,000	-	-	-	\$600,000
Lighting Upgrades	\$300,000	-	-	-	-	\$300,000
BlueLine Light Rail HVAC Replacements & Spares	\$200,000	-	-	-	-	\$200,000
Bus & Rail Facility Boiler Replacements	-	-	-	\$450,000	-	\$450,000
Facility AC Replacement	-	-	-	\$120,000	-	\$120,000
Generator Replacement	-	-	-	\$500,000	-	\$500,000
Solar Panel Additions	-	-	-	\$500,000	\$500,000	\$1,000,000
Sub-Total Maintain Transit Facilities	\$800,000	\$300,000	-	\$1,570,000	\$500,000	\$3,170,000
TOTAL CATS EXPENDITURES	\$78,242,654	\$53,481,418	\$38,217,762	\$47,307,938	\$75,850,944	\$293,100,716

Project Summary Schedules

Charlotte Water Summary

CHARLOTTE WATER REVENUES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Water Revenue Bonds	\$64,110,899	\$73,150,000	\$116,562,764	\$126,993,000	\$146,445,000	\$527,261,663
Sewer Revenue Bonds	\$198,700,000	\$237,253,239	\$266,662,857	\$238,783,333	\$226,939,000	\$1,168,338,429
Pay-As-You-Go	\$180,000,000	\$185,000,000	\$186,000,000	\$195,000,000	\$190,000,000	\$936,000,000
TOTAL CHARLOTTE WATER REVENUES	\$442,810,899	\$495,403,239	\$569,225,621	\$560,776,333	\$563,384,000	\$2,631,600,092

CHARLOTTE WATER EXPENDITURES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Install and Expand New Water and Sewer Service						
New Service Installation-Water	\$15,000,000	\$17,400,000	\$22,800,000	\$23,900,000	\$27,200,000	\$106,300,000
Street Main Extension - Sewer	\$6,500,000	\$8,000,000	\$8,500,000	\$8,500,000	\$9,000,000	\$40,500,000
New Service Installations - Sewer	\$7,000,000	\$8,600,000	\$11,000,000	\$11,600,000	\$13,200,000	\$51,400,000
Water Meter Program	-	\$3,300,000	\$3,000,000	\$2,700,000	\$2,400,000	\$11,400,000
Developer Constructed-Sewer Reimbursement	\$500,000	\$1,846,260	\$1,846,260	\$1,280,000	\$880,000	\$6,352,520
Street Main Extension - Water	-	\$1,000,000	\$2,000,000	\$5,000,000	\$5,000,000	\$13,000,000
Sub-Total New Water and Sewer Service	\$29,000,000	\$40,146,260	\$49,146,260	\$52,980,000	\$57,680,000	\$228,952,520

Construct Dixie Berryhill Water and Sewer Projects						
Beaver Dam Creek Lift Improvements New Pump Station	\$1,500,000	-	-	-	-	\$1,500,000
Sub-Total Dixie Berryhill Water and Sewer Projects	\$1,500,000	-	-	-	-	\$1,500,000

Rehabilitate and Improve Wastewater Infrastructure						
Sanitary Sewer Rehabilitation	\$15,000,000	\$15,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$90,000,000
Davidson South Street Sewer Replacement	\$2,000,000	-	-	-	-	\$2,000,000
Mallard Creek Basin Sanitary Sewer Improvements	-	\$25,000,000	\$35,700,000	\$28,500,000	\$29,500,000	\$118,700,000
Little Hope Creek Sanitary Sewer Improvements	\$10,000,000	\$14,000,000	-	-	-	\$24,000,000
Derita Branch Tributary Sewer Improvements	\$5,000,000	\$10,000,000	-	-	-	\$15,000,000
Upper Little Sugar Creek Trunk Sewer	-	\$5,000,000	\$35,000,000	\$55,000,000	\$55,000,000	\$150,000,000
Clarke Creek Basin Pump Station and Forcemain	\$25,000,000	\$16,000,000	-	-	-	\$41,000,000
SS Condition Based Needs Assessment	\$1,200,000	-	\$1,200,000	\$1,200,000	\$1,200,000	\$4,800,000
Sewer Lift Station FM Replacement & Rehab	\$100,000	-	-	-	\$100,000	\$200,000
Sewer Capacity Improvements	\$6,344,532	\$4,619,000	\$6,000,000	\$8,744,000	\$8,744,000	\$34,451,532
Large Diameter Sanitary Sewer Rehabilitation	\$5,000,000	-	\$4,000,000	\$4,000,000	\$4,000,000	\$17,000,000
Trunk Sewer Stream Bank Repairs	-	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$14,000,000
Sanitary Sewer Capacity Assurance Support	\$3,800,000	\$4,000,000	\$4,200,000	\$4,400,000	\$4,600,000	\$21,000,000
Lift Station Improvements	\$3,000,000	\$7,500,000	\$7,500,000	\$500,000	\$500,000	\$19,000,000
Irwin Basin Tributary to Remount Road	\$10,000,000	-	-	-	-	\$10,000,000
Irwin Creek Sanitary Sewer Improvements Program	-	-	\$720,000	\$720,000	\$8,300,000	\$9,740,000
Toby Creek Basin Sewer Improvements	-	-	\$5,000,000	\$15,000,000	\$15,000,000	\$35,000,000
Mallard Connector Main	-	-	-	-	\$3,600,000	\$3,600,000
WSACC RRRWWTP Expansion	\$13,600,000	\$6,800,000	\$8,600,000	\$8,600,000	\$2,900,000	\$40,500,000
McDowell Basin Trunk Sewers	-	-	-	\$18,200,000	\$18,200,000	\$36,400,000
PCPump Station Force Main to Stowe RWRFF	-	-	-	-	\$2,400,000	\$2,400,000
Sub-Total Wastewater Infrastructure	\$100,044,532	\$111,419,000	\$131,420,000	\$168,364,000	\$177,544,000	\$688,791,532

Rehabilitate and Improve Water Infrastructure						
Major Water Main Replacement & Rehabilitation	\$36,339,587	\$20,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$146,339,587
960 Zone North-South Transmission Main	\$13,000,000	-	-	-	-	\$13,000,000
CBD Water Distribution Improvements	\$750,000	\$1,000,000	\$1,000,000	\$2,700,000	\$2,700,000	\$8,150,000
Idlewild Booster Pump Station Supply Main	\$200,000	-	-	-	-	\$200,000
Pressure Zone Boundary Changes	-	-	\$3,000,000	-	-	\$3,000,000
Water Distribution Elevated Storage Tanks	-	-	\$8,000,000	\$8,000,000	-	\$16,000,000
Interbasin Transfer Management Project	\$500,000	\$500,000	-	-	-	\$1,000,000
Water Transmission Improvement	\$5,000,000	\$6,000,000	\$6,500,000	\$6,000,000	\$4,000,000	\$27,500,000

Project Summary Schedules

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Rehabilitate and Improve Water Infrastructure (continued)						
Elevated Water Storage Tank Rehabilitation	-	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
960 Zone West-East Transmission Main	-	\$4,775,000	\$16,000,000	\$16,700,000	\$16,000,000	\$53,475,000
Water Transmission Main Clearing	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
North Hoskins Water Transmission to Starita	-	\$2,000,000	\$8,850,000	\$17,195,000	\$17,195,000	\$45,240,000
Valve Rehabilitation and Replacement	-	\$75,000	\$1,000,000	\$1,000,000	\$1,000,000	\$3,075,000
Sardis BPS to Lebanon Tank Transmission Main	-	-	-	\$1,300,000	\$2,700,000	\$4,000,000
Sardis Booster Pump Station Supply Line	-	-	-	\$2,000,000	\$2,000,000	\$4,000,000
Plaza Storage Tank Reinforcement Main	-	-	-	-	\$1,500,000	\$1,500,000
Statesville Road BPS and Strarita BPS Decommissioning	-	-	\$2,150,000	\$2,150,000	\$4,850,000	\$9,150,000
Water Quality Sampling Stations	-	-	\$300,000	\$300,000	\$300,000	\$900,000
Water Distribution System Design and Reliability Improvements	-	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$7,000,000
978 Zone PCCP Replacement Main	-	\$1,300,000	\$1,300,000	\$2,800,000	\$2,800,000	\$8,200,000
978 North-South Transmission Main	-	-	-	-	\$10,900,000	\$10,900,000
Sub-Total Water Infrastructure	\$55,989,587	\$37,050,000	\$80,500,000	\$92,545,000	\$98,345,000	\$364,429,587
Construct Stowe Regional Water Resource Recovery Facility						
Stowe Regional Water Resource Recovery Facility (WRRF)	\$121,600,000	\$134,500,000	\$88,400,000	\$1,030,000	-	\$345,530,000
Belmont Lift Station and Forcemain	\$4,400,000	\$18,381,005	\$15,317,504	-	-	\$38,098,509
Mount Holly Lift Station and Forcemain	\$6,629,418	\$3,781,784	-	-	-	\$10,411,202
Sub-Total Stowe Regional WRRF	\$132,629,418	\$156,662,789	\$103,717,504	\$1,030,000	-	\$394,039,711
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)						
McAlpine WWTP Preliminary/Primary Treatment Facilities	\$1,000,000	\$7,500,000	\$12,500,000	\$12,000,000	-	\$33,000,000
McAlpine WWTP Biosolids Treatment Facilities Reliability	\$10,100,000	\$14,500,000	-	-	-	\$24,600,000
Sub-Total McAlpine Creek WWTP	\$11,100,000	\$22,000,000	\$12,500,000	\$12,000,000	-	\$57,600,000
Expand WWTPs						
Sugar Creek WWTP Expansion to 28 MGD	-	-	-	\$10,000,000	\$9,470,000	\$19,470,000
Stowe RWRRF Expansion to 25 MGD	-	-	-	\$25,000,000	\$33,000,000	\$58,000,000
Mallard Creek WWRF Expansion & Improvement	\$37,000,000	\$26,400,000	\$26,400,000	\$10,300,000	\$17,300,000	\$117,400,000
Sub-Total Mallard Creek WWTP	\$37,000,000	\$26,400,000	\$26,400,000	\$45,300,000	\$59,770,000	\$194,870,000
Improve WWTPs						
Water And Wastewater Roofing Replacement Program Phase 2	-	\$1,000,000	\$1,000,000	\$500,000	\$500,000	\$3,000,000
WWTP Rehabilitation and Upgrades	\$5,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$33,000,000
Ultraviolet Disinfection System Improvements	-	-	\$3,800,000	\$4,500,000	-	\$8,300,000
Ashe Plantation WWTP Upgrade	\$1,500,000	\$1,500,000	-	-	-	\$3,000,000
Vacuum Truck Debris Receiving Stations	-	-	\$400,000	\$2,000,000	\$2,000,000	\$4,400,000
Sugar Creek IPS/Preliminary Treatment Reliability	-	-	-	\$2,000,000	\$6,500,000	\$8,500,000
Sub-Total WWTPs	\$6,500,000	\$9,500,000	\$12,200,000	\$16,000,000	\$16,000,000	\$60,200,000
Upgrade Water Treatment Plants (WTPs)						
WTP Rehabilitation and Upgrades	\$5,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$29,000,000
Dukes WTP Reliability Improvements Project	-	\$4,500,000	\$5,500,000	-	-	\$10,000,000
Catawba River Pump Station Expansion Project	-	-	\$1,500,000	\$11,000,000	\$11,000,000	\$23,500,000
Water Distribution Flow Monitoring	-	-	\$1,000,000	-	-	\$1,000,000
Lee S. Dukes WTP Expansion	-	-	-	-	\$9,500,000	\$9,500,000
WTP Residuals	\$5,000,000	\$6,500,000	\$6,500,000	\$6,500,000	-	\$24,500,000
Water Treatment BPS Improvements	-	\$1,500,000	\$3,000,000	\$1,500,000	\$1,500,000	\$7,500,000
Sub-Total WTPs	\$10,000,000	\$18,500,000	\$23,500,000	\$25,000,000	\$28,000,000	\$105,000,000

Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Improve Franklin WTP						
Reliability Improvement Project	\$4,000,000	\$4,000,000	\$7,000,000	\$10,000,000	\$2,000,000	\$27,000,000
Water Quality Improvement	\$15,000,000	\$13,500,000	\$3,000,000	-	-	\$31,500,000
Main Building Renovation	-	\$5,000,000	\$6,000,000	-	-	\$11,000,000
Sub-Total Franklin WTP	\$19,000,000	\$22,500,000	\$16,000,000	\$10,000,000	\$2,000,000	\$69,500,000
Upgrade and Maintain McDowell Creek WWTP						
McDowell WWTP - Capacity Enhancement and Rehabilitation	\$2,000,000	\$3,000,000	\$20,000,000	\$24,000,000	\$4,700,000	\$53,700,000
Sub-Total McDowell Creek WWTP	\$2,000,000	\$3,000,000	\$20,000,000	\$24,000,000	\$4,700,000	\$53,700,000
Recover Resources and Biosolids						
Biosolids Program	\$28,172,362	\$17,676,190	\$54,642,857	\$48,933,333	\$73,046,000	\$222,470,742
Nutrient Harvesting at WWTPs	\$6,000,000	\$10,000,000	-	-	-	\$16,000,000
Sub-Total Reuse	\$34,172,362	\$27,676,190	\$54,642,857	\$48,933,333	\$73,046,000	\$238,470,742
Relocate Water and Wastewater Infrastructure						
NCDOT Widening - Water	-	\$2,000,000	\$2,000,000	\$3,500,000	\$3,500,000	\$11,000,000
NCDOT Widening - Sewer	-	\$2,000,000	\$2,000,000	\$4,000,000	\$4,000,000	\$12,000,000
Water Lines for Street Improvements	-	-	\$2,000,000	\$1,000,000	-	\$3,000,000
Sewer in Streets to be Widened	-	-	\$2,000,000	\$1,000,000	-	\$3,000,000
Sewer Mains for Transit Projects	-	-	\$500,000	\$500,000	\$2,000,000	\$3,000,000
Water Mains for Transit Projects	-	-	\$500,000	\$500,000	\$2,000,000	\$3,000,000
Sub-Total Water and Wastewater Infrastructure	-	\$4,000,000	\$9,000,000	\$10,500,000	\$11,500,000	\$35,000,000
<u>CHARLOTTE WATER EXPENDITURES</u>						
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Replace and Upgrade Field and Administrative Facilities						
ADA Improvements	-	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Building and Facility Support	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Primary Building Capital Improvements	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Sub-Total Field and Administrative Facilities	-	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$7,600,000
Lead and Copper Program						
Lead and Copper Rule Revision	\$500,000	\$500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$16,000,000
Sub-Total Lead and Copper Program	\$500,000	\$500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$16,000,000
Enhance Security and Technology						
GIS Facility Mapping	-	\$1,349,000	\$1,749,000	\$1,749,000	\$1,749,000	\$6,596,000
Automatic Meter Reading Replacement Program	-	\$7,000,000	\$16,500,000	\$16,500,000	\$16,500,000	\$56,500,000
Utility Management System	\$1,750,000	\$1,800,000	\$1,100,000	\$25,000,000	\$5,500,000	\$35,150,000
Technology Improvements	\$1,400,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,400,000
Real Estate and Asset Management	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Laboratory Information Management System Replacement	-	-	-	-	\$50,000	\$50,000
Control System Enhancements	-	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Security Improvements	\$225,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,425,000
e-Builder Capital Program	-	-	-	-	\$100,000	\$100,000
Meter Management Technology Improvement	-	-	-	\$50,000	\$50,000	\$100,000
Work and Asset Management System	-	\$150,000	\$75,000	\$75,000	\$75,000	\$375,000
Charlotte Water Electrification Program	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Water and Wastewater Information Management Program	-	\$50,000	\$75,000	\$50,000	\$75,000	\$250,000
Sub-Total Security and Technology	\$3,375,000	\$14,149,000	\$23,299,000	\$47,224,000	\$27,899,000	\$115,946,000
TOTAL CHARLOTTE WATER EXPENDITURES	\$442,810,899	\$495,403,239	\$569,225,621	\$560,776,333	\$563,384,000	\$2,631,600,092

Project Summary Schedules

Storm Water Services Summary

STORM WATER SERVICES REVENUES	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
Storm Water Pay-As-You-Go	\$32,000,000	\$42,000,000	\$41,000,000	\$42,000,000	\$41,000,000	\$198,000,000
Revenue Bonds	\$50,000,000	\$50,000,000	\$60,000,000	\$55,000,000	\$40,000,000	\$255,000,000
Program Income	\$9,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
TOTAL STORM WATER SERVICES REVENUES	\$91,000,000	\$94,000,000	\$103,000,000	\$99,000,000	\$83,000,000	\$470,000,000

STORM WATER SERVICES EXPENDITURES	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
Improve Drainage for Storm Water						
Minor Storm Water Projects	\$32,500,000	\$26,445,000	\$27,491,000	\$37,412,000	\$50,100,000	\$173,948,000
Major Storm Water Projects	\$23,785,000	\$2,168,000	\$1,867,000	\$1,863,000	\$5,470,000	\$35,153,000
Comprehensive Neighborhood Improvement Program Projects	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Area Improvements						
6th & Graham SDIP	\$575,000	\$3,900,000	\$4,050,000	\$4,700,000	\$4,000,000	\$17,225,000
Barrington SDIP	\$110,000	\$1,900,000	-	-	-	\$2,010,000
Bayswater SDIP (Valleyview)	\$420,000	\$340,000	\$800,000	\$1,000,000	\$3,675,000	\$6,235,000
Beckwith Meadow SDIP Ph 1	\$2,050,000	\$2,500,000	\$2,550,000	\$2,400,000	-	\$9,500,000
Bonlyn SDIP	\$275,000	\$1,425,000	-	-	-	\$1,700,000
Bonnybrook Lane SDIP	\$300,000	\$350,000	\$250,000	\$1,100,000	\$900,000	\$2,900,000
Bonwood Drive SDIP	\$1,825,000	-	-	-	-	\$1,825,000
Camp Greene/Freedom Drive SDIP	\$400,000	\$3,075,000	-	-	-	\$3,475,000
Chatham SDIP	-	\$3,600,000	\$3,200,000	\$2,425,000	-	\$9,225,000
Craighead/Tryon SDIP	-	\$461,000	\$462,000	-	-	\$923,000
Crestmont Dr 4724 SDIP	\$2,050,000	\$2,050,000	-	-	-	\$4,100,000
Cricketeer SDIP	\$70,000	\$225,000	\$1,450,000	\$725,000	-	\$2,470,000
Dobson 832 SDIP	\$1,000,000	\$1,230,000	-	-	-	\$2,230,000
Eastway SDIP	\$300,000	\$1,175,000	\$2,325,000	\$1,175,000	-	\$4,975,000
East 4th St SDIP	-	\$525,000	\$2,000,000	\$1,425,000	-	\$3,950,000
East 35th SDIP	\$25,000	\$110,000	\$1,195,000	\$1,325,000	-	\$2,655,000
Edgewater/Rosecrest SDIP	\$1,500,000	\$1,400,000	\$3,500,000	\$3,500,000	\$2,100,000	\$12,000,000
Elvis Drive SDIP	\$525,000	\$1,425,000	-	-	-	\$1,950,000
Farmer Street/Romare Bearden SDIP	\$650,000	\$3,700,000	\$1,250,000	-	-	\$5,600,000
Foxrun/Burtonwood SDIP	\$225,000	\$1,650,000	\$2,800,000	\$1,175,000	-	\$5,850,000
Hidden Valley SDIP	\$75,000	\$300,000	\$1,050,000	\$2,100,000	-	\$3,525,000
Lanier Avenue SDIP	\$275,000	\$675,000	\$885,000	\$1,540,000	-	\$3,375,000
Laurel SDIP	\$325,000	\$2,150,000	\$3,675,000	\$1,540,000	-	\$7,690,000
Litchfield SDIP	\$500,000	\$1,850,000	\$1,850,000	-	-	\$4,200,000
Lorna/Laburnum SDIP	-	\$225,000	\$700,000	\$1,400,000	-	\$2,325,000
Magnolia/Winthrop SDIP	\$50,000	\$150,000	\$1,175,000	\$950,000	-	\$2,325,000
Manor SDIP	\$225,000	\$350,000	\$1,240,000	\$425,000	-	\$2,240,000
Perth/Milton SDIP	\$250,000	\$1,200,000	\$3,500,000	\$3,000,000	\$1,335,000	\$9,285,000
Princeton/Hastings SDIP	\$600,000	\$625,000	\$2,600,000	\$2,500,000	\$1,000,000	\$7,325,000
Queens SDIP	\$525,000	\$1,900,000	\$3,700,000	\$1,850,000	-	\$7,975,000
Queens/Westfield SDIP	\$50,000	\$700,000	\$1,000,000	\$3,200,000	\$2,400,000	\$7,350,000
Raleigh SDIP	\$325,000	\$650,000	\$2,500,000	\$3,500,000	\$3,000,000	\$9,975,000
Reece SDIP	\$200,000	\$2,700,000	\$1,300,000	-	-	\$4,200,000
Riverbend SDIP	\$1,300,000	\$3,500,000	\$2,400,000	-	-	\$7,200,000
Severn (Sunnyvale) SDIP	\$125,000	\$2,500,000	\$3,400,000	\$3,000,000	-	\$9,025,000

Nongeneral Funds

Project Summary Schedules

Storm Water Services Summary (continued)

STORM WATER SERVICES EXPENDITURES	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
Area Improvements (continued)						
Shamrock Drive SDIP	\$2,000,000	\$2,000,000	\$1,700,000	-	-	\$5,700,000
Shamrock Gardens SDIP	\$325,000	\$2,300,000	\$1,725,000	-	-	\$4,350,000
Sunview/Telfair SDIP	\$250,000	\$400,000	\$575,000	\$2,000,000	\$500,000	\$3,725,000
Tennessee Avenue SDIP	\$300,000	\$600,000	\$725,000	\$1,250,000	-	\$2,875,000
Toomey Avenue SDIP	\$650,000	\$2,150,000	\$3,700,000	\$1,500,000	-	\$8,000,000
Valleybrook SDIP	\$275,000	\$275,000	\$2,000,000	\$2,000,000	\$750,000	\$5,300,000
Westbourne SDIP	\$1,500,000	-	-	-	-	\$1,500,000
Worthington Avenue SDIP	\$75,000	\$200,000	\$425,000	\$500,000	\$850,000	\$2,050,000
Sub-Total Drainage	\$79,285,000	\$87,554,000	\$97,515,000	\$92,980,000	\$76,580,000	\$433,914,000
Enhance Storm Water Mitigation Programs						
Stream Restoration/Mitigation	\$500,000	\$500,000	\$1,000,000	\$1,500,000	\$2,000,000	\$5,500,000
Storm Water Pollution Control	\$500,000	\$500,000	\$1,000,000	\$1,500,000	\$2,000,000	\$5,500,000
Reedy Watershed Study Area	\$735,000	\$735,000	\$735,000	\$600,000	-	\$2,805,000
Coulwood Branch Stream Restoration	\$250,000	\$250,000	\$750,000	\$420,000	\$420,000	\$2,090,000
Colonial Pond	\$135,000	\$1,865,000	-	-	-	\$2,000,000
Little Rock Pond	\$595,000	\$596,000	-	-	-	\$1,191,000
Sub-Total Mitigation Programs	\$2,715,000	\$4,446,000	\$3,485,000	\$4,020,000	\$4,420,000	\$19,086,000
Mitigate Impacts to Streams and Wetlands						
Stream Mitigation Bank	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Post Construction Control Program	\$8,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$12,000,000
Sub-Total Streams and Wetlands	\$9,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
TOTAL STORM WATER SERVICES EXPENDITURES	\$91,000,000	\$94,000,000	\$103,000,000	\$99,000,000	\$83,000,000	\$470,000,000

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**CAPITAL INVESTMENT PLAN
PAY-AS-YOU-GO
(PAYGO)**

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Transportation and Planning

Invest in Corridors of Opportunity

The Corridors of Opportunity program approaches investment and revitalization holistically by using cross department collaboration to serve the corridor using multiple tools. Each corridor will have projects and strategies tailored to the specific economic development, placemaking, and transportation needs within the corridor. Six Opportunity Corridors have been identified for investment: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$5,000,000	-	-	-	-	\$5,000,000
Total	\$5,000,000	-	-	-	-	\$5,000,000

Support Innovative Housing

The Innovative Housing program provides funds for programs such as down payment assistance, urgent repair, home ownership counseling, rental and utility assistance, and legal and professional services.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$3,550,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,550,000
Total	\$3,550,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$13,550,000

Support Neighborhood Grants

The Neighborhood Matching Grants program awards funds to eligible neighborhood-based organizations to make neighborhoods better places to live, work, and play. The four primary goals of the program are to build neighborhood capacity and participation, empower neighborhoods to self-determine improvement priorities, leverage resident involvement and resources to revitalize and reinvest in low- and moderate-income neighborhoods, and stimulate development of partnerships between the city and community groups.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Total	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000

Transportation and Planning

Renovate Median Landscapes

This funding supports the ongoing maintenance and renovation of medians in city streets. Renovation or replacement may be required when a traffic accident or weather event damages median shrubs, trees, or grasses.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Enhance Placemaking Citywide

The Placemaking program aims to use urban design to transform underutilized public spaces into vibrant places for residents and visitors. Placemaking projects may include murals, streetscape enhancements, traffic signal cabinet wraps, bus stop amenities, or new pocket parks.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Reduce Litter

This funding supports the expansion of a contract with the Center for Employment Opportunities to add one additional crew to reduce litter in Charlotte. This action increases the total number of contracted litter crews to three.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

PAYGO

Transportation and Planning

Provide HOME Grant Match

Provides the required local support to the HOME program. Due to available balance and a previous federal waiver, additional support is not needed in FY 2024.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Total	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000

Purchase Police Technology

This funding addresses the changing landscape of law enforcement by replacing technology and communications equipment utilized in modern law enforcement. Technology eligible for replacement includes body cameras, tasers, laptops, license plate readers, cameras, and security systems within Police facilities.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,000,000
Total	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,000,000

Support Hospital Based Alternatives to Violence

This funding will continue the Hospital Based Violence Intervention Program in partnership with Atrium Health. In addition to in-kind staff support, Atrium will also be providing \$250,000 for a total of \$500,000 to support the program. This program pairs victims of violence who enter Atrium’s Level 1 Trauma Unit with wrap around services with the ultimate goal of preventing the victim from becoming a future perpetrator or repeat victim of violence. This will be the third year of the program.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

Transportation and Planning

Support Firefighter Lifecycle Management

This funding is provided to replace critical equipment necessary for Charlotte Fire operations. Replacements could include technology, Fire 911 equipment, and other equipment such as breathing apparatuses. Additional funds are provided in FY2024 for radio replacement.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000
Total	\$1,750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000

Offer In Rem Remedy – Residential

The In Rem Remedy program provides funds for the demolition of residential properties due to safety or blight issues.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

PAYGO

Transportation and Planning

Resurface Streets

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation, General Obligation Bonds, General Fund cash, and PAYGO cash. Charlotte currently has more than 5,500 lane miles of streets. Streets are prioritized for resurfacing based on condition and schedule of prior paving.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$7,544,000
Total	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$7,544,000

Support 2040 Community Area Planning

This funding helps implement the Charlotte Future 2040 Comprehensive Plan by providing for the technical assistance needed as Planning, Design, and Development starts to develop community area plans.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$400,000	-	-	-	-	\$400,000
Total	\$400,000	-	-	-	-	\$400,000

Complete Traffic Studies

This funding provides for traffic impact studies that help inform city rezoning requirements for private developments, as well as future city project prioritization. Traffic studies often report on traffic counts, movement patterns (including pedestrian, bicycle, and vehicle), peak travel times, and crash history.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$400,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,400,000
Total	\$400,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,400,000

Transportation and Planning

Purchase Transportation Equipment

Program funding allows for the purchase of transportation-related equipment, including parking meters or automated license plate readers.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Support Bikeshare Program

This funding supports continuity of operations of the Joy Rides bike share program following a loss of corporate sponsorship funding. This one-year funding stopgap provides an opportunity to assess the program within the context of the city’s mobility goals before determining next steps.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$300,000	-	-	-	-	\$300,000
Total	\$300,000	-	-	-	-	\$300,000

Support Americans with Disabilities Act Program

The city is undergoing a third-party assessment of city-owned facilities for compliance with the Federal Americans with Disabilities Act (ADA) standards. This program is intended to remediate identified barriers to ADA compliance in city-owned facilities that are not eligible for debt funding. These funds are provided in addition to the \$3.0 million provided in Other Sources funding in the CIP.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Total	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

Transportation and Planning

Transfer Maintenance of Effort (MOE) to CATS

Mecklenburg County, the City of Charlotte, and the Town of Huntersville are required to fund transit at the 1998 level as a maintenance of effort. Originally, this contribution was a constant annual amount of \$18,400,000. In 2011, City Council revised the contribution to include three percent annual escalations, effective starting in FY 2014. In FY 2024, the MOE transfer totals \$25,469,903.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$25,469,903	\$26,234,000	\$27,021,020	\$27,831,650	\$28,666,600	\$135,223,173
Total	\$25,469,903	\$26,234,000	\$27,021,020	\$27,831,650	\$28,666,600	\$135,223,173

Contribute to CityLYNX Gold Line Operating Costs

This transfer to CATS is based on the anticipated cost of operations for Phase I and Phase II of the CityLYNX Gold Line. Phase I of the rail line is 1.5 miles with six-stops and opened for service in 2015. Phase II is an additional 2.5 miles, creating a total rail line of four miles. In FY 2024, the contribution to the CityLYNX Gold Line operating costs is \$4,843,131.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$4,843,131	\$5,036,856	\$4,988,425	\$5,187,962	\$5,138,078	\$25,194,452
Total	\$4,843,131	\$5,036,856	\$4,988,425	\$5,187,962	\$5,138,078	\$25,194,452

Allocate Proportional U-Drive-It Rental Tax to County and Towns

These payments provide proportionate revenue of the 2006 U-Drive-It Rental Tax to Mecklenburg County and the towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville. Each town receives the equal tax proceeds from vehicle rental transactions initiated within the respective municipality; Mecklenburg County receives the vehicle rental revenue from the unincorporated areas. The Allocate Proportional U-Drive-It Rental Tax to county and towns amount for FY 2024 is \$895,489.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$895,489	\$913,399	\$931,666	\$950,300	\$969,306	\$4,660,160
Total	\$895,489	\$913,399	\$931,666	\$950,300	\$969,306	\$4,660,160

Workforce and Business Development

Improve Cultural Facilities

This funding is transferred to the Tourism Operating Fund and used to repair, maintain, and make debt service payments on cultural arts and entertainment facilities that are owned and maintained by the city.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$11,994,193	\$12,234,077	\$12,478,758	\$12,728,334	\$12,982,900	\$62,418,262
Total	\$11,994,193	\$12,234,077	\$12,478,758	\$12,728,334	\$12,982,900	\$62,418,262

Revitalize Business Corridors

The Business Matching Grant program provides commercial businesses within specific geographies the opportunity to apply for façade, security, and brownfield improvements grants. These program funds are used to provide 50 percent matching grants. Eligible areas may have a pattern of disinvestment, higher vacancies of commercial properties, or declining property values.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$750,000	\$500,000	\$500,000	\$250,000	\$500,000	\$2,500,000
Total	\$750,000	\$500,000	\$500,000	\$250,000	\$500,000	\$2,500,000

Build Minority, Women, and Small Business Enterprise Capacity

As one of the city’s strategic priorities, a targeted focus on workforce development will provide funding to support AmpUp and NXT CLT.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$500,000	-	-	-	-	\$500,000
Total	\$500,000	-	-	-	-	\$500,000

Workforce and Business Development

Support CBI Programming

As one of the city’s strategic priorities, a targeted focus on workforce development will provide funding to support Charlotte Business INclusion’s (CBI) Capital Access Program, MWSBE Bonding Program, and marketing and outreach efforts.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,000,000	-	-	-	-	\$1,000,000
Total	\$1,000,000	-	-	-	-	\$1,000,000

Fund Synthetic Tax Increment Grant (STIG) Cultural Projects

This funding represents debt service payments on the Levine Center for the Arts development, which includes the Harvey B. Gantt Center for African American Arts + Culture, the Bechtler Museum of Modern Art, the Mint Museum Uptown, and the Knight Theater. Construction of these facilities, which opened in 2010, was funded through a combination of financing sources, including tourism revenues, private donations, and a STIG.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$23,473	\$23,473	\$23,473	\$23,473	\$23,473	\$117,365
Total	\$23,473	\$23,473	\$23,473	\$23,473	\$23,473	\$117,365

Support STIG and BIG Developer Payments

This funding represents payments to various developers with whom the city has previously entered into Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) agreements. This funding represents PAYGO’s share of the costs based on the proportion of property tax revenue that the PAYGO Fund receives.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$61,132	\$53,150	\$51,094	\$41,703	\$120,488	\$327,567
Total	\$61,132	\$53,150	\$51,094	\$41,703	\$120,488	\$327,567

Well-Managed Government, Equity, Engagement, and Environment

Upgrade Business System Software

This funding provides a portion of the General Fund’s contribution towards replacing the city’s Enterprise Resource Planning (ERP) system. The remainder of the General Fund’s contribution will be borrowed from the Municipal Debt Service Fund (MDSF) and repaid by the Pay-As-You-Go (PAYGO) Fund in future years.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,300,000	\$1,000,000	-	-	-	\$2,300,000
Total	\$1,300,000	\$1,000,000	-	-	-	\$2,300,000

Repay ERP Internal Loan

This funding will be used to pay back the Municipal Debt Service Fund for the internal loan used to purchase the Enterprise Resource Planning (ERP) system that supports city business operations across Finance, Budget, Procurement, and Human Resources.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,000,000	\$3,239,148	\$5,538,295	\$6,662,912	\$6,662,912	\$23,103,267
Total	\$1,000,000	\$3,239,148	\$5,538,295	\$6,662,912	\$6,662,912	\$23,103,267

Enhance Innovation and Technology Assets

This funding will ensure the city’s technology network remains secure, replaces hardware at the end of its useful life, and replaces the city’s backup system with a higher-performing and more secure solution to ensure business continuity.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,250,000	-	-	-	-	\$1,250,000
Total	\$1,250,000	-	-	-	-	\$1,250,000

Well-Managed Government Equity, Engagement, and Environment

Contribute to Loss Fund

This funding is for an additional contribution to the city’s Risk Management Loss Fund to address higher than anticipated costs in areas such as workers’ compensation and legal settlements.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,600,000	-	-	-	-	\$1,600,000
Total	\$1,600,000	-	-	-	-	\$1,600,000

Maintain City-Owned Facilities

This funding supports the maintenance and improvement of city-owned facilities. Maintenance items are prioritized across city departments based on need, urgency, and efficiency. Upgrades could include security upgrades, generator replacements, repairs, or new carpet and paint.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$5,716,171	\$4,422,707	\$4,453,294	\$4,409,326	\$4,938,617	\$23,940,115
Total	\$5,716,171	\$4,422,707	\$4,453,294	\$4,409,326	\$4,938,617	\$23,940,115

Maintain Government Center Parking Deck

This program keeps the Charlotte-Mecklenburg Government Center parking deck structurally safe and in good repair. Projects could include concrete repairs, structural repairs, or lighting upgrades.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Well-Managed Government Equity, Engagement, and Environment

Repair City-Owned Parking Lots and Parking Decks

The projects within this program seek to ensure city-owned parking lots and parking decks are structurally safe and in good repair. Projects could include concrete repairs, paint restriping, or structural repairs.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$400,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,800,000
Total	\$400,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,800,000

Trim and Remove Trees

This program supports the maintenance of more than 200,000 trees along city streets. Staff assesses and inspects the city's green infrastructure to determine the required maintenance.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$2,000,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,500,000
Total	\$2,000,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,500,000

Support Environmental Services Program

This program supports environmental expenses incurred by the city as owners of property and facilities. The State of North Carolina and the United States Environmental Protection Agency govern much of the required work, including maintenance of former landfills, underground storage tanks, environmental property audits, and environmental remediation.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Total	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

PAYGO

Well-Managed Government, Equity, Engagement, Environment

Replace Trees

This funding replaces trees along public streets and in public areas to support the City Council-adopted Urban Forest Master Plan. The program helps ensure the city retains the ecosystem benefits and character that the tree canopy provides.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,375,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,375,000
Total	\$1,375,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,375,000

Analyze Sustainability Efforts

This funding supports analysis and evaluation projects to support the Strategic Action Energy Plan (SEAP).

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	\$250,000	-	-	-	\$500,000
Total	\$250,000	\$250,000	-	-	-	\$500,000

Support Presidential Primary One-Time Costs

This funding is for one-time costs associated with the Presidential Primary election that occurs every four years.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$600,000	-	-	-	-	\$600,000
Total	\$600,000	-	-	-	-	\$600,000

Provide Community Investment Contingency

This funding provides a source for unanticipated costs.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

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**CAPITAL INVESTMENT PLAN
ADVANCED PLANNING
AND DESIGN PROGRAM**

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Advanced Planning and Design Program

Program Description

Funding for advanced planning and design is used to evaluate high-priority projects for potential future funding. Advanced feasibility and planning work help define project scopes, which results in more precise cost estimates and more informed project selections.

The feasibility of a project is continually assessed as it moves through the planning phase. If the project remains feasible after completing initial planning evaluation, the project will enter the design phase, where it will continue to be assessed for feasibility. After planning and design phases have produced a cost estimate, which may take 12 to 18 months, total project funding will be considered for inclusion in a future budget. This work creates a “project pipeline” and a pool of potential projects for future funding.

Program Funding

In FY 2020, \$20,000,000 of funding was made available for advanced planning and design from the Municipal Debt Service Fund. The initial funding amount was determined based on analysis of actual planning and design costs from recently completed facility and transportation projects. The program was designed to be reimbursed as projects are permanently financed; however, funds may need to be added to the program to reimburse a project explored that is later determined not to be feasible. Funding may also need to be added to the program if reimbursements from GO Bonds, which only occur every other year, do not align with current-year project needs. Any additional funding appropriations will require City Council approval. The need for additional program funding will be assessed annually; however, FY 2024 expenditures are anticipated to be supported by the initial allocation provided in FY 2020.

Project Selection Process

Projects are proposed for inclusion in the Advanced Planning and Design Program based on a staff prioritization and selection process. No Advanced Planning and Design Program funding is spent on any project until the project is included in the Budget Book as part of the Annual Budget Process.

The staff project prioritization and selection process is unique to the type of project (transportation, economic development, facility, etc.) but in general, each project proposed for inclusion in the Advanced Planning and Design Program is one of the highest priority projects identified by staff. Specific projects, or the need for a solution to an existing problem in an area, have often been identified in master planning documents. Most planning documents go through a long development process, involve community engagement, and ultimately are approved by City Council. Examples of prioritization criteria by type of project are provided below.

Transportation Projects

- Based on foundational mobility policies, such as building complete streets and a more connected mobility network for all users, and City Council-adopted master plans including: The Strategic Mobility Plan, Charlotte Streets Manual, and Charlotte Streets Map.
- Potential projects are evaluated and scored on safe and equitable mobility criteria.

Advanced Planning and Design Program

Project Selection Process (continued)

Facility Projects

- Based on master plans, which are often specific to departments, such as the Fire Facilities Master Plan and the Police Strategic Facilities Plan.
- Potential new facility projects are often prioritized in master plans by operational needs such as analysis of call load and response times, population growth, or geographic efficiency to reduce drive time.
- Potential facility replacement, relocation, or renovation projects are evaluated based on condition of the facility and building systems, anticipated maintenance and repairs, space limitations, highest and best use of land, and/or functional efficiency. The city's 2021 Facility Condition Assessment (FCA) report describes the inventory and an assessment of the condition of General Services' building portfolio, along with an estimate of deferred maintenance dollars. Each facility receives a Facility Condition Index (FCI) rating, an industry standard measure that describes the condition of each building General Services maintains.

Economic Development Projects

- Based on existing city plans and anticipated future private investment.
- Potential projects are evaluated based on timing and opportunity to leverage public/private partnerships.

Advanced Planning and Design Program

Status of Existing Projects

The status of projects previously added to the Advanced Planning and Design Program are outlined in the table below.

Project Name	Council District	Year Added	Status
Cross Charlotte Trail (Segments 10 and 11)	District 4	FY 2020	<ul style="list-style-type: none"> • 30% Design complete on Segment 10 • 30% Design complete on Segment 11 • Funding proposed in Other Sources schedule
Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	District 3	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding planned in the 2026 and 2028 Bonds
Eastway Drive/Shamrock Drive Intersection	District 1	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding included in the 2022 and planned in the 2024 Bonds
Bryant Farms Road Extension (Rea Road to Ardrey Kell Road)	District 7	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding planned in the 2024 and 2026 Bonds
Robinson Church Road (Harris Boulevard to Hood Road)	District 5	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding planned in the 2024, 2026, and 2028 Bonds
Construct Fire Facilities	District 4	FY 2020	<ul style="list-style-type: none"> • Originally included to explore two things: <ul style="list-style-type: none"> • Fire’s highest priority infill Firehouse • Renovations to existing Firehouses including female locker rooms, weight rooms, and/or dormitory expansions • Fire’s highest priority infill Firehouse is the Hidden Valley (Firehouse 45) Neighborhood Station <ul style="list-style-type: none"> • Property acquired • Funding proposed in Other Sources schedule • Two additional Firehouses, 11 and 30, are included in the FY 2024 Other Sources Schedule. • Firehouse30 will feature the city’s first all-electric Firehouse, complete with an electric fire truck and charging technology • One additional Firehouse in the River District is included in the FY 2023 Advanced Planning & Design program. • An additional in-fill Firehouse in the Beatties Ford Road/Miranda Road area is included in the FY 2024 Advanced Planning & Design program. • All firehouses have planned funding in the five-year CIP.

Advanced Planning and Design Program

Status of Existing Projects (continued)

Project Name	Council District	Year Added	Status
South Charlotte Congestion Mitigation Projects in Partnership with the North Carolina Department of Transportation (NCDOT)	District 7	FY 2021	<ul style="list-style-type: none"> • Initial feasibility work led to the submission and approval of the Rea Road (I-485 to Williams Pond Lane) widening project to NCDOT for Bonus Allocation funding • 30% Design complete • Funding included in the 2022 Bond
Relocate the Asset Recovery and Disposal/ Commissioning and Decommissioning Facility	District 3	FY 2022	<ul style="list-style-type: none"> • The city is currently looking to acquire land to construct a new ARD/CDC facility or to purchase property with existing facilities that can be repurposed for ARD/CDC operations. Continuing the ARD/CDC in the Advanced Planning and Design Program allows for planning and design work to begin as soon as an appropriate property is identified.
The Loop	District 6	FY 2022	<ul style="list-style-type: none"> • Funding from the SouthPark Comprehensive Neighborhood Improvement Program allowed for the completion of a Framework Plan and cost estimate. No additional planning work is required at this time; however, continuing this project in the Advanced Planning and Design Programs allows for design to immediately begin, if necessary, on any in-between connector sections of The Loop that the city will need to construct. 30% Design complete.
Upgrade Existing Animal Care and Control Facility	District 3	FY 2020	<ul style="list-style-type: none"> • \$5,000,000 was provided in COPs funding in FY2022 to complete Phase Two upgrade. • Phase Three programming is currently in progress.

Advanced Planning and Design Program

Status of Existing Projects (continued)

Project Name	Council District	Year Added	Status
Charlotte Multimodal Transit Hub	District 1	FY 2023	<ul style="list-style-type: none"> The Charlotte Multimodal Transit Hub (CMTH) is a component of the 2030 Transit Corridor System Plan. The project will modernize a critical component of the City of Charlotte’s transit infrastructure and more effectively integrate and improve four transit modes connecting Charlotte’s downtown core to the rest of the city and metropolitan area. The project has two major components, the first component is the redevelopment of the current transportation center into a modern below-grade bus facility; the second component will include mixed-use development. The private component is being coordinated with the city’s Economic Development Department and still in the early stages of planning. Continuing CMTH in the Advanced Planning & Design program, ensures that funding is available to advance the design of the project to 30% engineering through a design reimbursement approved by City Council in 2022.
Law Enforcement Center Renovation and Relocation of Property & Evidence	District 1	FY 2023	<ul style="list-style-type: none"> Expansion study and programming is complete. Project evaluation is still in progress.

Advanced Planning and Design Program

Projects With No Further Action

The status of projects previously added to the Advanced Planning and Design Program are outlined in the table below.

Project Name	Council District	Year Added	Status
Innovation Barn	District 1	FY 2023	<ul style="list-style-type: none"> • Programming for Phase Two is complete. • Conceptual level estimates range between \$5,500,000 and \$7,000,000. The design estimates include bathrooms, electrical and mechanical; walls to create seven areas; floor leveling; and completing the space with paint, trim, and finishing elements. • There is no current planned action on this project due to other funding priorities.
Sidewalk Program	TBD	FY 2023	<ul style="list-style-type: none"> • The Proposed 2024Bond (occurring in November of FY 2025) continues the funding amount of \$20,000,000 for the Sidewalk Program. As a result of including the Sidewalk Program in the Advanced Planning and Design Program, the city is well positioned to act quickly and begin constructing projects when Bond funding is available. 14 stand-alone sidewalk projects and 16 sidewalk gap projects were evaluated. • Of the fourteen stand-alone projects, five projects are being fully funded with 2022 bonds (in Districts 3, 4, 5 & 7). They are in various stages ranging from 30% design to 90% design with a total estimated cost of \$25,500,000. There are an additional four projects that are proceeding to at least 30% design (in Districts 2, 3, 4, & 5) with a funding decision to be made at 30%. One project was not chosen for funding. The other four projects are on hold at 10% design and will be evaluated for funding in the future. • Of the 16 sidewalk gap projects, five projects have completed design and are moving into real estate or construction and will be fully funded by the 2022 bonds. Five projects are between 50% and 100% design phases. Three projects are in planning and three projects are on hold. • Sidewalks were included in the Advanced Planning program to prepare for the \$50,000,000 2022 Bond funding. The Advanced Planning efforts for Sidewalks are complete.

Advanced Planning and Design Program

FY 2024 Proposed Additions

In FY 2024, two new projects are proposed for inclusion in the Advanced Planning and Design Program. Each project is outlined below and contains a description and justification. During planning and design, the scopes will be finalized prior to appropriating funding.

Helicopter Hanger

The Charlotte-Mecklenburg Police Department (CMPD) Helicopter Hanger is currently located on Charlotte Douglas International Airport property. The existing CMPD Hanger site is in conflict with future airfield development plans. By adding the CMPD Helicopter Hanger Relocation project to the Advanced Planning and Design program, funding is available to explore the best option for relocation. A new building, helipad and land would be considered as part of the relocation.



Council District: TBD

Advanced Planning and Design Program

Projects With No Further Action (continued)

Solid Waste Services Locker Room Equity Renovations

Solid Waste Services has requested use of the Solid Waste Annex building, located at 1200 Otts Street, for locker room overflow. When the Solid Waste Administration building was originally constructed, the locker rooms contemplated fewer female operations staff creating an equity disparity. Renovating of the former Logistics building locker rooms could assist with addressing the disparity. By adding the Administration and former Logistics buildings to the Advanced Planning and Design program, both facilities will be assessed to determine the best optimal use to meet the needs of Solid Waste Services.



Council District: 1

CAPITAL INVESTMENT PLAN
GREAT NEIGHBORHOODS

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Create and Preserve Affordable Housing

Project Description

This program supports the preservation and creation of safe, quality, and affordable housing for low- and moderate-income households throughout Charlotte. This voter-approved funding leverages other public, private, and non-profit dollars to increase the supply and accessibility of housing in the community.

Department	Housing and Neighborhood Services
Location	TBD
Council District	TBD
Priority Area	Great Neighborhoods



Budget Overview

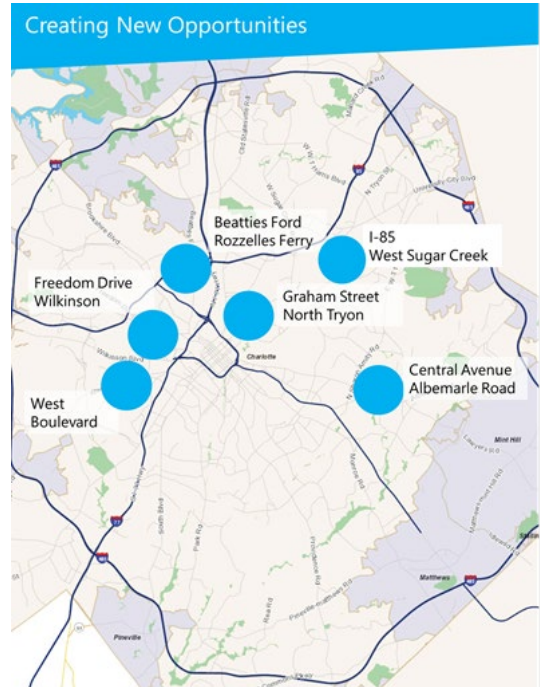
Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Affordable Housing Payments	-	\$50,000,000	-	\$50,000,000	-	\$100,000,000
Total	-	-	-	-	-	\$100,000,000
Five-Year Prior Project Appropriation						\$150,000,000
Grand Total						\$250,000,000

Invest in Corridors of Opportunity

Project Description

The Corridors of Opportunity program approaches investment and revitalization holistically by using cross-department collaboration to serve the corridor using multiple tools. Each corridor will have projects and strategies tailored to the specific economic development, placemaking, and transportation needs within the corridor. Six Corridors of Opportunity have been identified for investment: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.

The bond funding outlined in the table below is dedicated to infrastructure improvements, which may include intersection enhancements, sidewalks, or transportation safety improvements to support the Vision Zero philosophy. This funding is supplemented with \$5.0 million PAYGO funding in FY 2024 for non-infrastructure needs such as housing, neighborhood stabilization, community engagement, placemaking, job planning, and business development.



Department	Transportation and Economic Development
Location	Beatties Ford/Rozzelles Ferry Corridor Central/Albemarle Corridor Freedom/Wilkinson Corridor I-85/West Sugar Creek Corridor North Tryon/Graham Corridor West Boulevard Corridor
Council District	1, 2, 3, 4, 5
Priority Area	Great Neighborhoods

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$2,000,000	-	-	-	\$2,000,000
Construction	-	\$7,940,000	-	-	-	\$7,940,000
Public Art	-	\$60,000	-	-	-	\$60,000
Total	-	\$10,000,000	-	-	-	\$10,000,000
Five-Year Prior Program Appropriations						\$24,500,000
Grand Total						\$34,500,000

**CAPITAL INVESTMENT PLAN
SAFE COMMUNITIES**

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Project Description

This program provides funding to construct new fire facilities and replace existing fire facilities that no longer function properly for Charlotte Fire. The Fire Facilities Master Plan prioritized all Fire facility construction requests by assessing need and function, determining outstanding maintenance requirements, and analyzing call load and response times. This funding is intended to complete Fire’s highest-priority needs.

This multi-year program is intended to construct five firehouses. Based on Fire’s current priorities, the five firehouses are: a new infill firehouse in the Hidden Valley neighborhood; a replacement of Firehouse 11, currently located at 620 West 28th Street; a replacement of Firehouse 30, currently located at 4707 Belle-Oaks Drive, a new firehouse in the River District area off Dixie River Road, and a new infill firehouse at 4032 Miranda Road. A temporary firehouse in the River District is also included in this funding. The Fire construction program is also used for costs associated with the new fire trucks necessary to expand service areas.

Department Fire

Location Firehouse 11 Replacement; Firehouse 30 Replacement; New Infill Firehouse in the Hidden Valley Neighborhood at 5800 North Tryon Street; New Infill Firehouse at 4032 Miranda Road and a New Firehouse in the River District Area off Dixie River Road

Council District 1, 2, 3, 4

Priority Area Safe Communities



Budget Overview

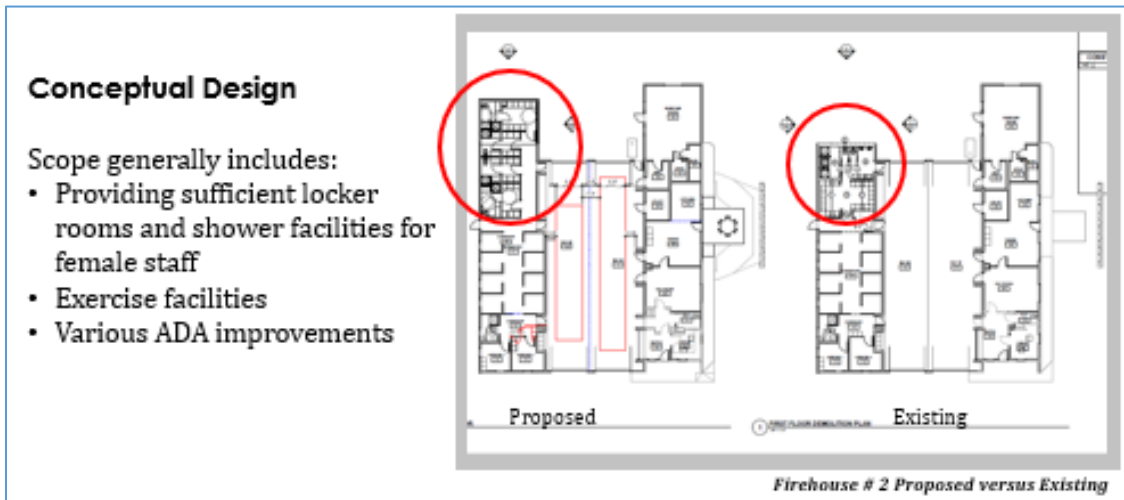
Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$5,000,000	-	-	-	-	\$5,000,000
Construction	\$19,880,000	\$24,850,000	\$17,892,000	\$11,431,000	-	\$74,053,000
Public Art	\$120,000	\$150,000	\$108,000	\$69,000	-	\$447,000
Total	\$25,000,000	\$25,000,000	\$18,000,000	\$11,500,000	-	\$79,500,000
Five-Year Prior Program Appropriations						\$23,500,000
Grand Total						\$103,000,000

Complete Fire Equity Facilities

Project Description

The Charlotte Fire Department (CFD) Master Plan outlined the need to address compliance and legal requirements within existing firehouses. Thirteen firehouses in addition to CFD HQ were identified for evaluation of gender equity in restrooms and exercise rooms. Initial design is complete. FY 2024 includes funding to begin facility renovations at Firehouse 2 and Firehouse 9.

- Department** Fire
- Location** TBD
- Council District** TBD
- Priority Area** Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$500,000	-	-	-	-	\$500,000
Construction	\$2,000,000	-	-	-	-	\$2,000,000
Total	\$2,500,000	-	-	-	-	\$2,500,000
Five-Year Prior Program Appropriations						-
Grand Total						\$2,500,000

Construct Zero Carbon CMPD Police Station

Project Description

The City of Charlotte will build its first Net Zero Police Division Station project at CMPD Northwest, complete with a ground-mounted solar array and full EV charging capability for the fleet. To complete the sustainability enhancements for the police station an additional amount of \$3.0 million is dedicated to this project. Project savings and inflationary project adjustments will supplement the construction costs of the police station. This approximate 16,000 square-foot one-story police station located in Northwest Charlotte will showcase the city's leadership in this space, as one of a small number of net-zero police stations nationally and can act as a blueprint for the future.

- Department** Charlotte-Mecklenburg Police
- Location** 1800/1818 Mt. Holly-Huntersville Road
- Council District** 2
- Priority Area** Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Construction	\$3,000,000	-	-	-	-	\$3,000,000
Total	\$3,000,000	-	-	-	-	\$3,000,000
Five-Year Prior Program Appropriations						-
Grand Total						\$3,000,000

Replace Helicopter

Project Description

This funding provides for the replacement of a CMPD helicopter that was purchased in 1998. Helicopters provide CMPD’s Aviation Unit with aerial support for patrolling, assessing natural disasters, and collaborating with other public safety operations. The Aviation Unit responds to over 2,000 calls for service, resulting in approximately 1,000 flight hours each year. In 2022, the Aviation Unit was responsible for over 100 direct arrests of violent offenders and assisted in locating approximately 175 missing persons or vehicles. \$3,000,000 in CIP funding is provided in addition to asset forfeiture funding for purchasing and equipping the helicopter.

Department Charlotte-Mecklenburg Police

Location TBD

Council District TBD

Priority Area Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Construction	\$3,000,000	-	-	-	-	\$3,000,000
Total	\$3,000,000	-	-	-	-	\$3,000,000
Five-Year Prior Program Appropriations						-
Grand Total						\$3,000,000

Enhance Transportation Safety (Vision Zero)

Project Description

The Transportation Safety program aims to make the city’s transportation system as safe as possible for all users. This funding supports the Strategic Mobility Plan’s goal of safe and equitable mobility and the Vision Zero Action Plan, which is based on the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. Vision Zero focuses on how people naturally behave; people make mistakes, but mistakes should not be fatal.

Projects within this program could include neighborhood traffic calming efforts such as the reduction of speed limits or the addition of speed humps, spot safety treatments, small infrastructure projects such as pedestrian crossings, or signal technology solutions such as Accessible Pedestrian Signal push buttons, flashing beacons, and Leading Pedestrian Intervals, especially along transit routes and near schools. The planned amounts for the 2024, 2026, and 2028 Bonds are \$4,000,000 for each Bond. This funding will continue the city’s efforts to install new or enhanced streetlighting on high-injury network streets or to connect neighborhoods to transit, schools, activity centers, greenways, and other important destinations.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$400,000	-	\$400,000	-	\$800,000
Construction	-	\$3,596,000	-	\$3,596,000	-	\$7,192,000
Public Art	-	\$4,000	-	\$4,000	-	\$8,000
Total	-	\$4,000,000	-	\$4,000,000	-	\$8,000,000
Five-Year Prior Program Appropriations						\$16,600,000
Grand Total						\$24,600,000

Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical wastewater infrastructure, which will enable the city to reliably handle current wastewater flows and accommodate future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$20,008,906	\$22,283,800	\$26,284,000	\$33,672,800	\$35,508,800	\$137,758,306
Construction	\$80,035,626	\$89,135,200	\$105,136,000	\$134,691,200	\$142,035,200	\$551,033,226
Total	\$100,044,532	\$111,419,000	\$131,420,000	\$168,364,000	\$177,544,000	\$688,791,532
Five-Year Prior Program Appropriations						\$299,830,383
Grand Total						\$988,621,915

Rehabilitate and Improve Water Infrastructure

Project Description

These projects prioritize and renew critical water infrastructure, which will enable the city to reliably distribute an adequate supply of high-quality water and accommodate future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$11,197,917	\$7,410,000	\$16,100,000	\$18,509,000	\$19,669,000	\$72,885,917
Construction	\$44,791,670	\$29,640,000	\$64,400,000	\$74,036,000	\$78,676,000	\$291,543,670
Total	\$55,989,587	\$37,050,000	\$80,500,000	\$92,545,000	\$98,345,000	\$364,429,587
Five-Year Prior Program Appropriations						\$167,513,000
Grand Total						\$531,942,587

Construct Stowe Regional Water Resource Recovery Facility

Project Description

Wastewater from this area is currently pumped 27 miles to the McAlpine Wastewater Treatment Plant. Charlotte Water has identified the need for a new water resource recovery facility to support expected growth and provide a cost-effective, regional solution for wastewater treatment for not only western Mecklenburg County, but for the Belmont and Mount Holly communities. This project was previously referred to as the Long Creek Wastewater Treatment Plant.

Department	Charlotte Water
Location	Hawfield Road
Council District	Adjacent to 2 and 3
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning/Design	\$25,199,589	\$29,765,930	\$19,706,326	\$195,700	-	\$74,867,545
Construction	\$106,103,535	\$125,330,231	\$82,974,003	\$824,000	-	\$315,231,769
Public Art	\$1,326,294	\$1,566,628	\$1,037,175	\$10,300	-	\$3,940,397
Total	\$132,629,418	\$156,662,789	\$103,717,504	\$1,030,000	-	\$394,039,711
Prior Project Appropriations						\$192,415,392
Grand Total						\$586,455,103

Improve McAlpine Creek Wastewater Treatment Plant

Project Description

These projects will rehabilitate and upgrade critical equipment at the wastewater treatment plant which serves southern and western Mecklenburg County to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department	Charlotte Water
Location	Lancaster Highway
Council District	7
Priority Area	Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$2,220,000	\$4,400,000	\$2,500,000	\$2,400,000	-	\$11,520,000
Construction	\$8,880,000	\$17,600,000	\$10,000,000	\$9,600,000	-	\$46,080,000
Total	\$11,100,000	\$22,000,000	\$12,500,000	\$12,000,000	-	\$57,600,000
Five-Year Prior Project Appropriations						\$6,900,000
Grand Total						\$64,500,000

Improve

Wastewater Treatment Plants

Project Description

These projects will provide improvements and rehabilitate components at various wastewater treatment plants. Projects include new tanks for waste-activated sludge, odor scrubbers, improvements to a clarifier tank, and roof repairs at five wastewater treatment plants which will protect critical electrical and mechanical equipment inside the plants.

Department	Charlotte Water
Location	Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, and Sugar Creek Wastewater Treatment Plants
Council District	3, 4, 6, adjacent to 2 and 7
Priority Area	Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$1,300,000	\$1,900,000	\$2,440,000	\$3,200,000	\$3,200,000	\$12,040,000
Construction	\$5,200,000	\$7,600,000	\$9,760,000	\$12,800,000	\$12,800,000	\$48,160,000
Total	\$6,500,000	\$9,500,000	\$12,200,000	\$16,000,000	\$16,000,000	\$60,200,000
Five-Year Prior Program Appropriations						\$51,250,000
Grand Total						\$111,450,000

Upgrade

Water Treatment Plants

Project Description

These projects will provide rehabilitation and improvements for a raw water pump station and various water treatment plants. Potential work may include upgrades and rehabilitation of filters and new generators to ensure uninterrupted service during power outages, which will reduce energy consumption and maintenance, as well as maintain regulatory compliance.

Department	Charlotte Water
Location	Catawba River Pump Station, Franklin, Lee S. Dukes, and Vest Water Treatment Plants
Council District	2, adjacent to 2 and 4
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$2,000,000	\$3,700,000	\$4,700,000	\$5,000,000	\$5,600,000	\$21,000,000
Construction	\$8,000,000	\$14,800,000	\$18,800,000	\$20,000,000	\$22,400,000	\$84,000,000
Total	\$10,000,000	\$18,500,000	\$23,500,000	\$25,000,000	\$28,000,000	\$105,000,000
Five-Year Prior Program Appropriations						\$12,700,000
Grand Total						\$117,700,000

Franklin Water Treatment Plant

Project Description

The Franklin Water Treatment Plant was built in 1959 and has undergone multiple expansions to provide an average of over 100,000,000 gallons of water a day to much of Mecklenburg County. These projects will rehabilitate and upgrade critical equipment and processes at the water treatment plant to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department	Charlotte Water
Location	Brookshire Boulevard
Council District	2
Priority Area	Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$3,800,000	\$4,500,000	\$3,200,000	\$2,000,000	\$400,000	\$13,900,000
Construction	\$15,200,000	\$18,000,000	\$12,800,000	\$8,000,000	\$1,600,000	\$55,600,000
Total	\$19,000,000	\$22,500,000	\$16,000,000	\$10,000,000	\$2,000,000	\$69,500,000
Prior Project Appropriations						\$8,750,000
Grand Total						\$78,250,000

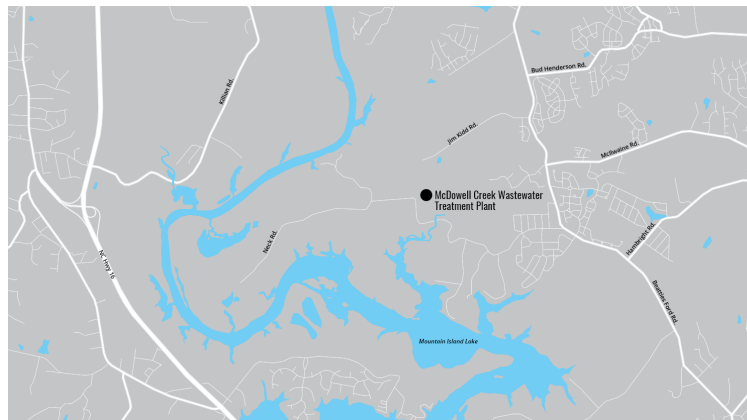
Upgrade McDowell Creek Wastewater Treatment Plant

Project Description

Upgrades to the McDowell Creek Wastewater Treatment Plant will allow for the treatment process to continue while original treatment process equipment is taken out of service and rehabilitated or replaced. Equipment to be rehabilitated or replaced includes motors, pumps, pipelines, aeration systems, and electrical and control systems.

The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Huntersville area.

Department	Charlotte Water
Location	Neck Road
Council District	Adjacent to 2
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$400,000	\$600,000	\$4,000,000	\$4,800,000	\$940,000	\$10,740,000
Construction	\$1,600,000	\$2,400,000	\$16,000,000	\$19,200,000	\$3,760,000	\$42,960,000
Total	\$2,000,000	\$3,000,000	\$20,000,000	\$24,000,000	\$4,700,000	\$53,700,000
Prior Project Appropriations						\$2,000,000
Grand Total						\$55,700,000

Expand Wastewater Treatment Plants

Project Description

These projects include improvements and expansions to several wastewater treatment plants. Infrastructure improvements will be made to add capacity and rehabilitate equipment critical to the Mallard Creek Wastewater Treatment Plant. The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Mallard Creek and Back Creek basins.

Over the past few years, the Mallard Creek Wastewater Treatment Plant has operated close to its allowed capacity due to increased growth in the area aligned with the extension of the Blue Line from Uptown to UNC Charlotte. Expanding the plant’s capacity is critical to supporting future development in the area. Improvements to the plant will increase its treatment capacity in a phased approach and replace equipment related to ultraviolet disinfection, filtration, and final clarification.

Additionally, future expansions include Sugar Creek Wastewater Treatment Plant and Stowe Regional Water Resource Recovery Facility. Both expansions allow for reliable treatment at MGD limits per NPDES permitting, alleviating the need to consider expansion at McAlpine, which is complicated per permitting.

Department	Charlotte Water
Location	Mallard Creek and Sugar Creek Wastewater Treatment Plants, and Stowe Regional Water Resource Recovery Facility
Council District	6, Adjacent to 2, 3, and 4
Priority Area	Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$7,400,000	\$5,280,000	\$5,280,000	\$9,060,000	\$11,954,000	\$38,974,000
Construction	\$29,600,000	\$21,120,000	\$21,120,000	\$36,240,000	\$47,816,000	\$155,896,000
Total	\$37,000,000	\$26,400,000	\$26,400,000	\$45,300,000	\$59,770,000	\$194,870,000
Five-Year Prior Program Appropriations						\$35,400,000
Grand Total						\$230,270,000

Support Lead and Copper Program

Project Description

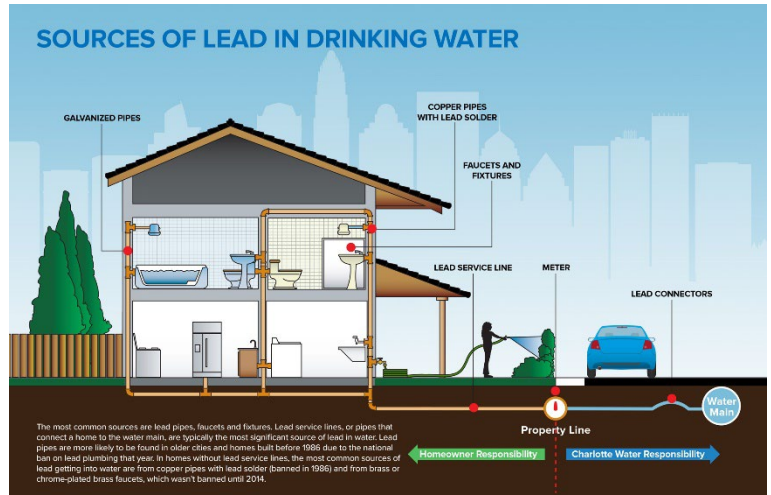
In 2021, the Environmental Protection Agency (EPA) updated the Lead and Copper Rule (LCRR), modifying water service provider regulations for lead reduction. Charlotte Water has monitored for lead since 1991 and continuously met all requirements. This program will: (1) establish a lead service line inventory for public and private service lines; (2) increase testing in schools and childcare facilities; (3) mitigate public health risks associated with old service lines that may contain lead or galvanized iron; (4) ensure new testing requirements are met; and (5) provide adequate resources for service line replacement needs.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Safe Communities



Budget Overview

Funding Category	Proposed	Planned				
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Planning and Design	\$500,000	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$3,200,000
Construction	-	-	\$4,000,000	\$4,000,000	\$4,000,000	\$12,800,000
Total	\$500,000	\$500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$16,000,000
Prior Project Appropriations						\$500,000
Grand Total						\$16,500,000

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**CAPITAL INVESTMENT PLAN
TRANSPORTATION
AND PLANNING**

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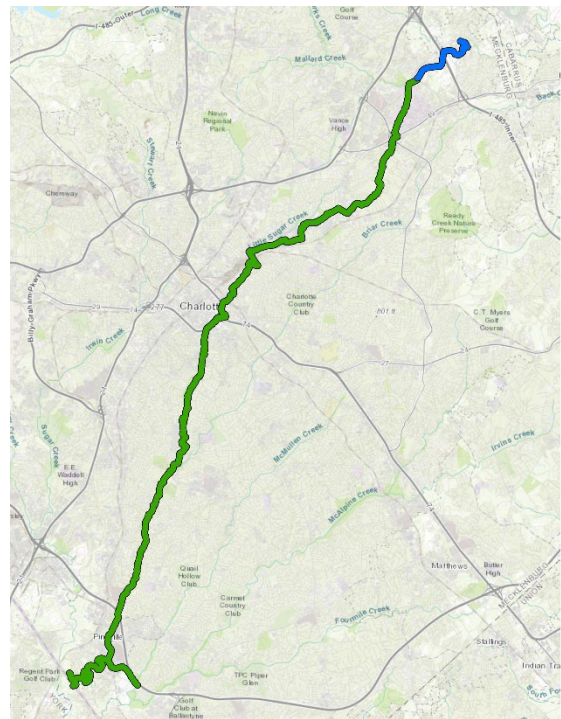
Complete the Cross Charlotte Trail

Project Description

The Cross Charlotte Trail, which is being constructed in partnership with Mecklenburg County, will create over 30 miles of trail and greenway facilities from Ballantyne, through the Town of Pineville, Uptown, UNC Charlotte, to near the Cabarrus County line. Once complete, this multi-use path will offer residents transportation options to travel seamlessly from one end of Charlotte to the other. Approximately 140,000 residents and 130,000 jobs will be within walking distance of the trail and connected greenways.

The Cross Charlotte Trail is divided into 11 segments: two segments are currently in bid/ construction; five segments are in design; and four segments are complete. The FY 2024 – FY 2028 CIP includes \$16 million of funding to complete the trail.

Department	Transportation
Location	Ballantyne, through Pineville, Uptown, UNC Charlotte, to near the Cabarrus County line
Council District	1, 4, 6, 7
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	-	-	-	-	-
Construction	\$7,554,400	\$8,349,600	-	-	-	\$15,904,000
Public Art	\$45,600	\$50,400	-	-	-	\$96,000
Total	\$7,600,000	\$8,400,000	-	-	-	\$16,000,000
Five-Year Prior Program Appropriations						\$96,900,000
Grand Total						\$112,900,000

Improve Sidewalks

Project Description

The Sidewalk Program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe and equitable. The work funded through this program is guided by City Council-adopted plans such as Strategic Mobility Plan. Projects within this program complete critical sidewalk gaps and make strategic sidewalk connections. Projects in this program also include accessibility improvements in public rights-of-way and removal of barriers in compliance with the Americans with Disabilities Act. The Planned 2024 Bond funding amount for Sidewalks is \$20,000,000.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$4,000,000	-	\$3,400,000	-	\$7,400,000
Construction	-	\$15,980,000	-	\$13,583,000	-	\$29,563,000
Public Art	-	\$20,000	-	\$17,000	-	\$37,000
Total	-	\$20,000,000	-	\$17,000,000	-	\$37,000,000
Five-Year Prior Program Appropriations						\$69,000,000
Grand Total						\$106,000,000

Improve Eastway Drive/

Shamrock Drive Intersection

Project Description

The Eastway Drive/Shamrock Drive/Frontenac Drive intersection is part of the high injury network, and a redesign of the intersection is important to reduce the number of crashes and protect drivers, pedestrians, and bicyclists. New “connector streets” will be constructed to remove left turn lanes from the intersection, making it more efficient. The project will also add a multi-use path along Eastway Drive, buffered bike lanes, sidewalks, and a planting strip on Shamrock Drive that will tie into the Shamrock Drive Streetscape project.

The total project estimate is \$39 million. The city has received \$8 million from the North Carolina Department of Transportation (NCDOT) and an additional \$7,800,000 from the Charlotte Regional Transportation Planning Organization (CRTPO). The remaining funding amount is \$10,500,000 which is planned for FY 2025.

- Department** Transportation
- Location** Eastway Drive/ Shamrock Drive/ Frontenac Avenue Intersection
- Council District** 1
- Priority Area** Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Planning and Design	-	-	-	-	-	-	
Construction	-	\$10,500,000	-	-	-	\$10,500,000	
Public Art	-	-	-	-	-	-	
Total	-	\$10,500,000	-	-	-	\$10,500,000	
Prior Project Appropriations						\$12,700,000	
NCDOT Funding						\$8,000,000	
CRTPO Funding						\$7,800,000	
Grand Total						\$39,000,000	

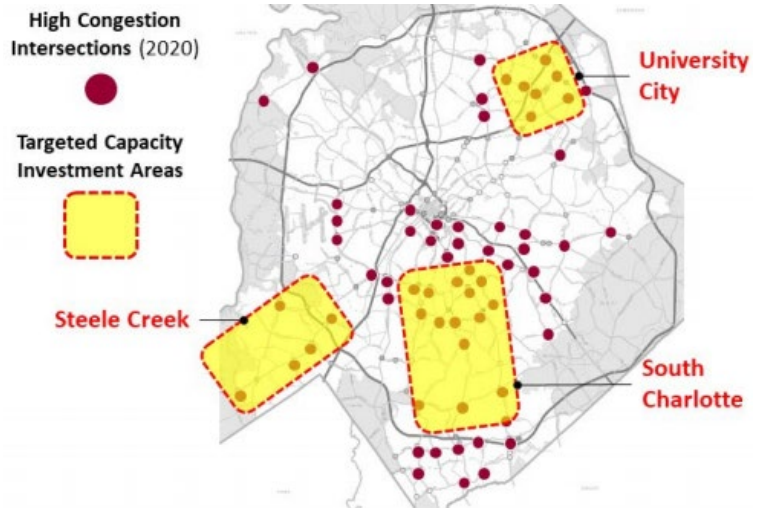
Mitigate Congestion

Project Description

Charlotte’s growing population puts added stress on the city’s transportation network in the form of congestion. This program is intended to help mitigate congestion and improve traffic flow in targeted areas through small-scale, quick infrastructure projects. Projects could include adding turn lanes at intersections, extending existing lanes, or making new road connections to enhance the street grid.

The 2024 Bond funding is planned to continue efforts in improving congestion in the South Charlotte, Steele Creek, and University City areas.

Department	Transportation
Location	South Charlotte, Steele Creek, and University City
Council District	3, 4, 6, 7
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$2,000,000	-	\$1,000,000		\$3,000,000
Construction	-	\$8,000,000	-	\$4,000,000		\$12,000,000
Total	-	\$10,000,000	-	\$5,000,000		\$15,000,000
Five-Year Prior Program Appropriations						\$17,612,000
Grand Total						\$32,612,000

Connect

Bicycle Facilities

Project Description

This program provides for the expansion of the bicycle network by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Bicycle Priority Network identified in the Strategic Mobility Plan, and aims to make bicycling safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods.

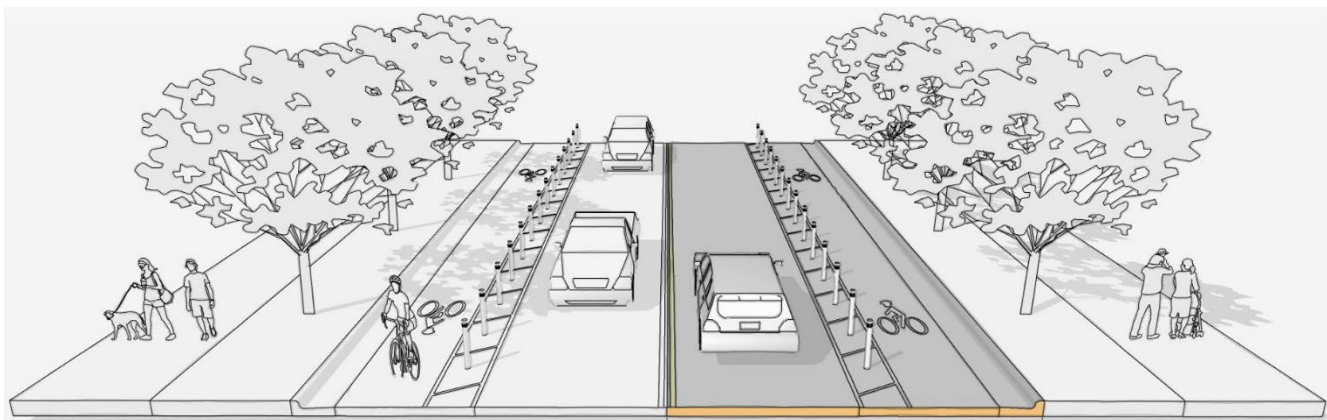
The planned 2024, 2026, and 2028 Bonds continue the 2022 Bond amount of \$8,000,000 of funding to expand the bicycle network.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$2,000,000	-	\$2,000,000	-	\$4,000,000
Construction	-	\$5,992,000	-	\$5,992,000	-	\$11,984,000
Public Art	-	\$8,000	-	\$8,000	-	\$16,000
Total	-	\$8,000,000		\$8,000,000	-	\$16,000,000
Five-Year Prior Program Appropriations						\$16,000,000
Grand Total						\$32,000,000

Resurface Streets

Project Description

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation, General Obligation Bonds, the General Fund, and PAYGO cash. Charlotte currently has more than 5,500 lane miles of streets. Streets are prioritized for resurfacing based on condition and schedule of prior paving. This program provides additional funding beyond Powell Bill funding. The planned amount for street resurfacing in the 2024 Bond is \$8M.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	-	-	-	-	-	-
Construction	-	\$8,000,000	-	\$8,000,000	-	\$16,000,000
Public Art	-	-	-	-	-	-
Total	-	\$8,000,000	-	\$8,000,000	-	\$16,000,000
Five-Year Prior Program Appropriations						\$29,600,000
Grand Total						\$45,600,000

Repair and Replace Bridges

Project Description

This program provides for the inspection, repair, and replacement of bridges throughout the city. Work completed through this program helps maintain a safe bridge system by repairing and replacing bridges that do not meet structural capacity and width standards. Locations for bridge repairs and replacements are identified through the city’s biennial inspection program required by the North Carolina Department of Transportation.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	-	-	-	-	-
Construction	-	\$5,994,000	-	\$5,994,000	-	\$11,988,000
Public Art	-	\$6,000	-	\$6,000	-	\$12,000
Total	-	\$6,000,000	-	\$6,000,000	-	\$12,000,000
Five-Year Prior Program Appropriations						\$12,000,000
Grand Total						\$24,000,000

Upgrade Traffic Control Devices

Project Description

This program provides for maintenance and replacement of outdated traffic control equipment, such as traffic signals, pedestrian signals, detection devices, and signs. Work completed through this program helps maintain safe and optimal traffic flow.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	-	-	-	-	-	-
Construction	-	\$5,000,000	-	\$5,000,000	-	\$10,000,000
Public Art	-	-	-	-	-	-
Total	-	\$5,000,000	-	\$5,000,000	-	\$10,000,000
Five-Year Prior Program Appropriations						\$12,500,000
Grand Total						\$22,500,000

Intelligent Transportation Systems

Project Description

This program provides for new installations, maintenance, and replacements of outdated equipment, such as fiber-optic cable and real-time traffic management cameras. New installations are prioritized based on the Traffic Signal Communications Master Plan. Work completed through this program promotes balanced traffic flow, walkability, and sustainable communities.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	-	-	-	-	-	-
Construction	-	\$4,000,000	-	\$4,000,000	-	\$8,000,000
Public Art	-	-	-	-	-	-
Total	-	\$4,000,000	-	\$4,000,000	-	\$8,000,000
Five-Year Prior Program Appropriations						\$11,000,000
Grand Total						\$19,000,000

Construct Bryant

Farms Road Extension (Phase II)

Project Description

This project includes the extension of Bryant Farms Road from Rea Road to Ardrey Kell Road approximately 1.2 miles. The new road will include curb and gutter, multi-use path, planting strips, a bridge connection, and new intersection at Tom Short and Bryant Farms Road. The extension of Bryant Farms to Ardrey Kell Road expands upon the funded (2018, 2020, and 2022 Bonds) Phase 1 segment from Elm Lane to Rea Road and will provide additional connectivity and alternative east-west route choices for this area.

There is \$10M in the 2024 Planned Bond and \$43M in the 2026 Planned Bond for this project.

Department	Transportation
Location	Ballantyne
Council District	7
Priority Area	Transportation and Planning



Budget Overview

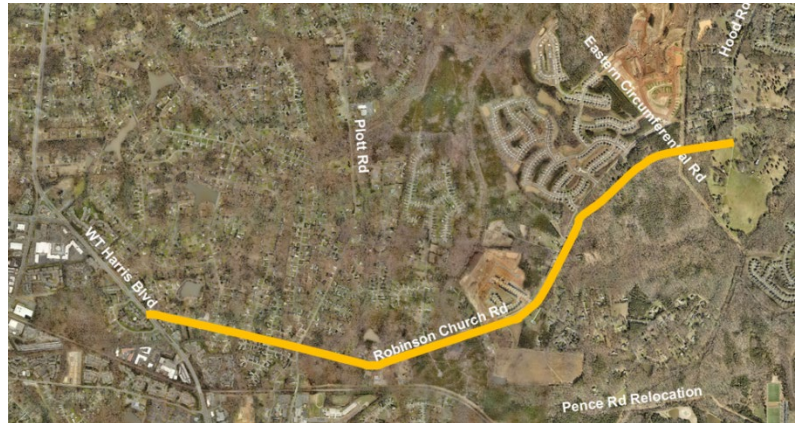
Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$4,830,000	-	-	-	\$4,830,000
Construction	-	\$5,170,000	-	\$43,000,000	-	\$48,170,000
Total	-	\$10,000,000	-	\$43,000,000	-	\$53,000,000
Prior Project Appropriations						-
Grand Total						\$53,000,000

Construct Robinson Church Road

Project Description

The Robinson Church Road construction project is from WT Harris Boulevard to Hood Road (about 2.65 miles) and creates a roundabout at the road's intersection with Plott Road. The widening construction would allow for construction of landscaped medians, curb and gutter, a multi-use path, planting strips, and, where needed, pedestrian refuge islands. The city was awarded \$6.227 Million from CRTPO for construction of the portion between WT Harris Boulevard and Plott Road. There is \$7.8M in the planned 2024 Bond, \$18.5M in the planned 2026 Bond, and \$32.5M in the planned 2028 Bond for this project.

Department	Transportation
Location	East Charlotte
Council District	5
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Planning and Design	-	\$234,000	-	\$925,000	-	\$1,159,000	
Construction	-	\$7,566,000	-	\$17,575,000	-	\$25,141,000	
Total	-	\$7,800,000	-	\$18,500,000	-	\$26,300,000	
Prior Project Appropriations						\$0	
Grand Total						\$26,300,000	

Tuckaseegee-Freedom Intersection

Project Description

This project modifies the intersection of Ashley Road, Tuckaseegee Road and Freedom Drive to extend turn lanes and add pedestrian refuge islands, wider sidewalks, and bicycle lanes. The project supports a more connected pedestrian and bikeway network in the area and will improve safety and traffic operations. This could be a joint project. \$5,200,000 is planned for the 2026 Bond and \$9,800,000 is planned for the 2028 Bond.

Department Transportation

Location West Charlotte

Council District 3

Priority Area Transportation and Planning



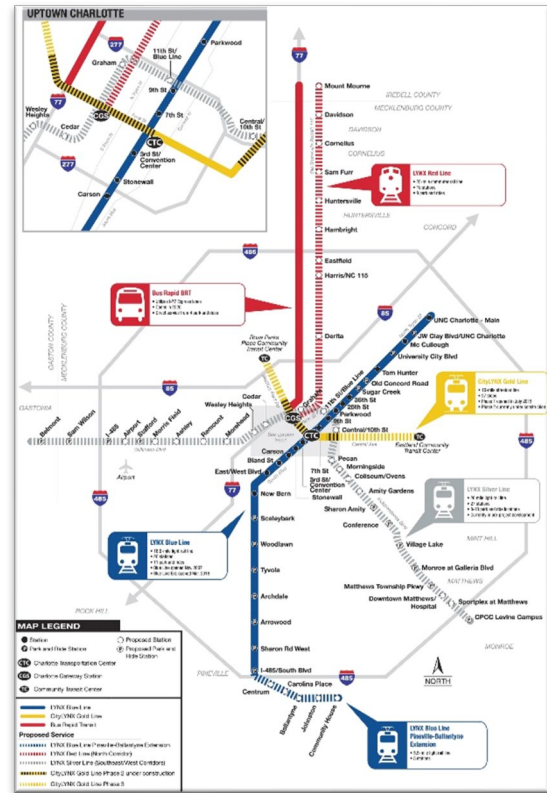
Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	-	-	\$260,000	-	\$260,000
Construction	-	-	-	\$4,940,000	-	\$4,940,000
Total	-	-	-	\$5,200,000	-	\$5,200,000
Prior Project Appropriations						\$0
Grand Total						\$5,200,000

Project Description

This funding supports the planning, design, and construction of major capital projects that promote the 2030 Transit Corridor System Plan. Projects rolled into this funding include the development of new light rail lines, light rail stations, land acquisition, and supporting infrastructure such as Americans with Disabilities Act enhancements.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Construction	\$5,132,500	\$14,711,000	\$2,509,000	\$11,348,000	\$13,008,000	\$46,708,500	
Land Acquisition	\$500,000	-	-	-	-	\$500,000	
Planning and Design	\$359,000	\$1,800,000	\$2,800,000	\$460,000	-	\$5,419,000	
Total	\$5,991,500	\$16,511,000	\$5,309,000	\$11,808,000	\$13,008,000	\$52,627,500	
Five-Year Prior Program Appropriations						\$39,325,000	
Grand Total						\$91,952,500	

Purchase New Transit

Support Systems & Equipment

Project Description

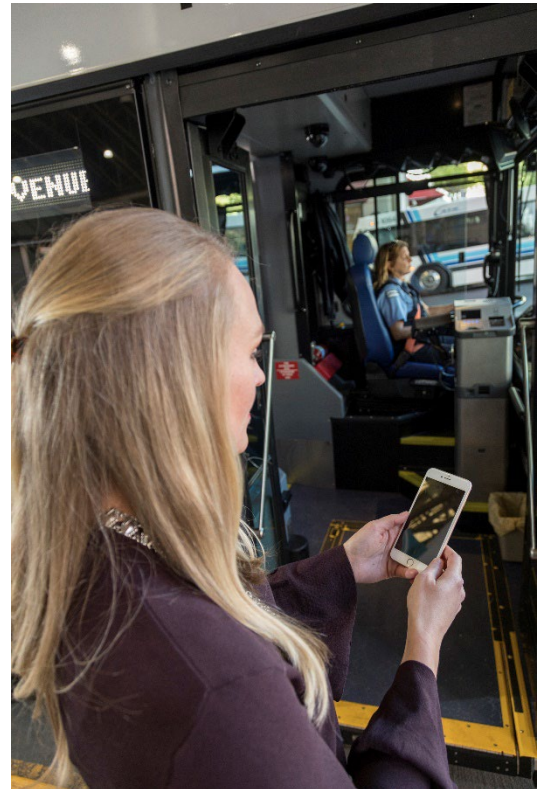
This funding purchases new equipment required to sustain operations and address changing technology needs. Examples of items that may be purchased include server and network refresh equipment, software upgrades, two-factor security measures, and contingency for emerging technology needs. Potential equipment purchases include rail shop equipment for maintenance and support.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Equipment	\$4,106,576	\$4,775,509	\$2,184,340	\$990,000	\$7,485,000	\$19,541,425
Total	\$4,106,576	\$4,775,509	\$2,184,340	\$990,000	\$7,485,000	\$19,541,425
Five-Year Prior Program Appropriations						\$14,800,343
Grand Total						\$34,341,768

Construct MetroRAPID Bus Rapid Transit Park and Ride

Project Description

Design and construct two new Park and Ride facilities. One located in Huntersville at Hambright Road and I-77; and the other in Davidson at Davidson Gateway Drive near I-77. The MetroRapid BRT (Bus Rapid Transit) service will utilize these new facilities and provides commuters north of the City of Charlotte with a faster and more reliable option to commute into Charlotte utilizing the I-77 Express Lanes. These projects include off-street parking spaces, bus shelters, and other transit amenities.

Department Charlotte Area Transit System

Location Town of Huntersville at Hambright Road and I-77 and Town of Davidson at Davidson Gateway Drive and I-77

Council District Near 2 and 4

Priority Area Transportation, Planning, and Environment



Budget Overview

Funding Category	Proposed		Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Construction	-	\$1,000,000	\$3,000,000	\$3,000,000	-	\$7,000,000	
Total	-	\$1,000,000	\$3,000,000	\$3,000,000	-	\$7,000,000	
Prior Project Appropriations						\$12,697,500	
Grand Total						\$19,697,500	

Enhance Safety and Security on Transit

Project Description

These projects promote safe, reliable, and equitable transit service throughout the system. Investments protect passengers, employees, revenues, and property. Projects include mobile video replacement on existing vehicles, guard stations/bollards at CATS' facilities and along the alignment, and cameras on the LYNX Blue Line Extension.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Equipment	\$2,524,839	\$746,339	\$736,338	\$736,339	\$753,156	\$5,497,011
Total	\$2,524,839	\$746,339	\$736,338	\$736,339	\$753,156	\$5,497,011
Five-Year Prior Program Appropriations						\$3,963,305
Grand Total						\$9,460,316

Purchase Support Vehicles for CATS

Project Description

These vehicles are part of CATS non-revenue generating fleet and respond to maintenance needs. Service vehicles are used by many CATS divisions including bus operations, bus maintenance, special transportation services, and rail operations.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Equipment	\$1,328,200	\$70,000	\$780,212	\$1,563,298	\$2,305,000	\$6,046,710
Total	\$1,328,200	\$70,000	\$780,212	\$1,563,298	\$2,305,000	\$6,046,710
Five-Year Prior Program Appropriations						\$6,667,060
Grand Total						\$12,713,770

Recover

Resources and Biosolids

Project Description

These projects are intended to recover resources at the wastewater treatment plants, such as energy and nutrients, and to optimize biosolids production. The biosolids program produces reusable and recyclable resources for soil amendment, energy production, and renewable fuel in the community.

Department Charlotte Water

Location Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, Stowe Regional, and Sugar Creek Wastewater Treatment Plants

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

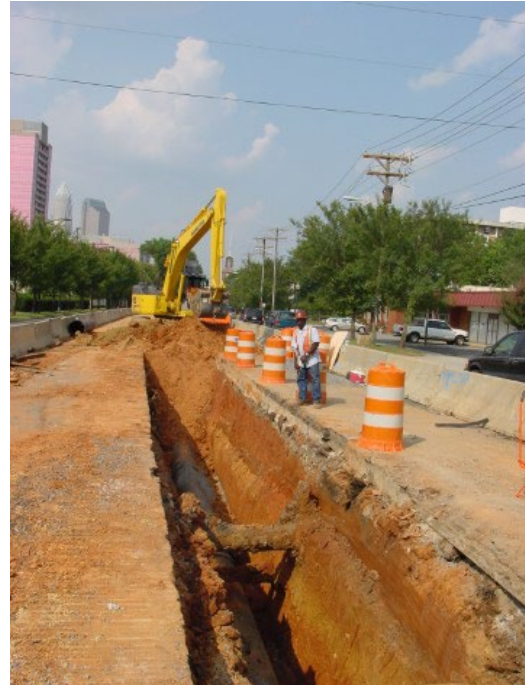
<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
	FY 2024					
Planning and Design	\$6,834,472	\$5,535,238	\$10,928,571	\$9,786,667	\$14,609,200	\$47,694,148
Construction	\$27,337,890	\$22,140,952	\$43,714,286	\$39,146,666	\$58,436,800	\$190,776,594
Total	\$34,172,362	\$27,676,190	\$54,642,857	\$48,933,333	\$73,046,000	\$238,470,742
Five-Year Prior Program Appropriations						\$40,400,000
Grand Total						\$278,870,742

Water and Wastewater Infrastructure

Project Description

These projects move water and wastewater lines when local, state, or federal agencies make road improvements, while also taking advantage of these opportunities to address identified future improvements to Charlotte Water infrastructure.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$800,000	\$1,800,000	\$2,100,000	\$2,300,000	\$7,000,000
Construction	-	\$3,200,000	\$7,200,000	\$8,400,000	\$9,200,000	\$28,000,000
Total	-	\$4,000,000	\$9,000,000	\$10,500,000	\$11,500,000	\$35,000,000
Five-Year Prior Program Appropriations						\$53,000,000
Grand Total						\$88,000,000

Improve Drainage for Storm Water

Project Description

Storm Water Services ensures that runoff from rain drains safely into streams. Storm Drainage Improvement Projects replace and rehabilitate failing infrastructure within city streets and rights-of-way. Improvements reduce the risk of street flooding and protect the traveling public. Major and minor projects range in scope and include varying pipe sizes, construction areas, and levels of property owner involvement.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>Total</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$19,210,000	\$21,214,000	\$23,627,000	22,528,000	\$18,555,000	\$105,134,000
Real Estate	\$3,734,000	\$4,123,000	\$4,592,000	\$4,379,000	\$1,700,000	\$18,528,000
Construction	\$56,341,000	\$62,217,000	\$69,296,000	\$66,073,000	\$56,325,000	\$310,252,000
Total	\$79,285,000	\$87,554,000	\$97,515,000	\$92,980,000	\$76,580,000	\$433,914,000
Five-Year Prior Program Appropriations						\$566,776,500
Grand Total						\$1,000,690,500

Enhance Storm Water Mitigation Programs

Project Description

Storm Water Services ensures that the City of Charlotte meets Federal Clean Water Act requirements. The majority of streams in Charlotte-Mecklenburg are designated by the state as “impaired”, meaning that they are not clean enough to support swimming, fishing, or diverse and abundant aquatic life. Through surface water quality management programs that include stream restoration and stormwater control measures, Storm Water Services ensures runoff is as clean as possible before reaching waterways and works to improve the quality and usability of surface waters such as streams and lakes.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$1,407,000	\$1,667,000	\$1,523,000	\$1,603,000	\$1,663,000	\$7,863,000
Construction	\$1,308,000	\$2,779,000	\$1,962,000	\$2,417,000	\$2,757,000	\$11,223,000
Total	\$2,715,000	\$4,446,000	\$3,485,000	\$4,020,000	\$4,420,000	\$19,086,000
Five-Year Prior Program Appropriations						\$34,526,000
Grand Total						\$53,612,000

Mitigate Impacts to Streams and Wetlands

Project Description

Stream and Wetland Mitigation Program

This program provides surface water quality benefits when city infrastructure projects like roads, light rail, buildings, and utilities encounter unavoidable stream and wetland impacts. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Post Construction Stormwater Ordinance

This program provides surface water quality and flood control benefits while supporting cost-effective land development and redevelopment projects. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Construction	\$9,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
Total	\$9,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
Five-Year Prior Program Appropriations						\$24,500,000
Grand Total						\$41,500,000

**CAPITAL INVESTMENT PLAN
WORKFORCE AND
BUSINESS DEVELOPMENT**

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Promote

Public/Private Partnerships

Project Description

The city’s Economic Development department works to attract private companies to Charlotte, or expand existing operations in Charlotte, to foster economic growth within the city. Recruitment of employment-generating businesses often includes promoting Charlotte’s skilled workforce, advertising the low cost of doing business in the region, offering targeted incentives, and committing to building and maintaining quality infrastructure.

This funding is available for opportunities that arise in the future to leverage private funding in order to enhance public infrastructure. This funding could be utilized to construct or reimburse road improvements, pedestrian connectivity improvements, or other public infrastructure improvements near future private development sites associated with business relocations or expansions.

Department	Economic Development
Location	TBD
Council District	TBD
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Public/Private Partnership Payments	-	\$16,000,000	-	\$13,000,000	-	\$29,000,000
Total	-	\$16,000,000	-	\$13,000,000	-	\$29,000,000
Five-Year Prior Program Appropriations						\$8,000,000
Grand Total						\$37,000,000

Ballantyne Reimagined Infrastructure

Project Description

Ballantyne Reimagined is a 454-acre private development site located in south Charlotte that will provide a unique live-work-play planned community for office, retail, hotel, and a variety of residential uses. These improvements support the city’s goals of increasing the local tax base, improving the road network, and creating placemaking opportunities. The total private investment in this project is estimated around \$1.5 billion.

On June 8, 2020, City Council adopted a Ballantyne Infrastructure Reimbursement Plan, which outlined that the city would reimburse the private developer through the Capital Investment Plan for the cost of public infrastructure improvements up to \$17.5 million. Additionally, a Tax Increment Grant is available to reimburse an additional \$25 million of public infrastructure improvement costs.

The \$17.5 million of Capital Investment Plan funding is anticipated to reimburse a new roadway and intersection improvements between Johnston Road and North Community House Road, improvements to the I-485 ramps, and improvements to the following four intersections: Johnston Road and North Community House Road; Ballantyne Commons Parkway and North Community House Road; Old Lancaster Road and Ballantyne Commons Parkway; and Johnston Road and Ballantyne Commons Parkway.

Department	Economic Development
Location	Ballantyne
Council District	7
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Public/Private Partnership Payments	-	\$8,700,000	-	-	-	\$8,700,000
Total	-	\$8,700,000	-	-	-	\$8,700,000
Prior Project Appropriations						\$17,500,000
Grand Total						\$26,200,000

District Infrastructure (Atrium)

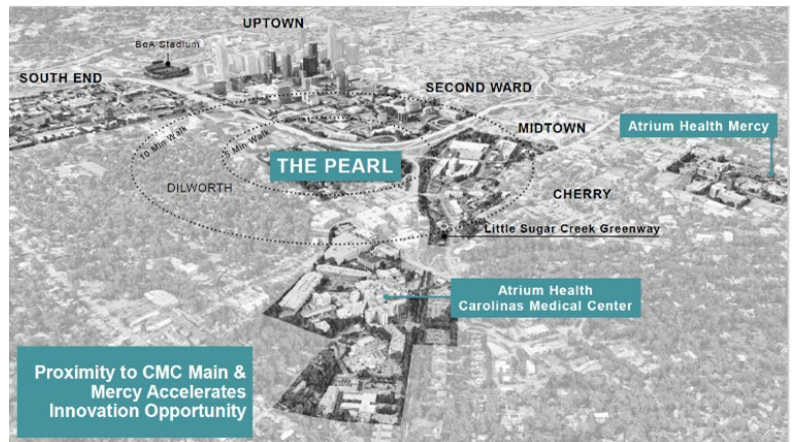
Project Description

The Pearl Innovation District and Atrium/Wake Forest is a 26-acre development located along McDowell Street between Stonewall Street and Morehead Street. In addition to the region’s first medical school, the project provides a unique mixture of R&D and wet lab space, entrepreneurial incubation, residential, and office space that accommodates corporates to start ups. 11,500 jobs will be created by this project and 30 percent of those jobs will require a high school degree. This project supports the city’s goals of increasing the local tax base, improving the road network, job creation, and creating open space placemaking opportunities. The total private investment in this project is estimated around \$1.5 billion.

On November 22, 2021, City Council adopted a Pearl Innovation District Infrastructure Reimbursement Plan, which outlined that the city would reimburse the private developer through the Capital Investment Plan for the cost of public infrastructure improvements up to \$15 million. A Tax Increment Grant is available to reimburse an additional \$60 million of public improvement costs.

The \$15 million of Capital Investment Plan funding is anticipated to reimburse new roadway and intersection improvements between Kenilworth Avenue and Pearl Parkway, new left turn lane on Stonewall at the I-485 interchange, Dilworth Road traffic calming and bike lane stripping (between E. Morehead and Rama Road), public sanitary and stormwater improvements along Baxter Street and McDowell Street, and stormwater box relocation along Baxter Street.

Department	Economic Development
Location	Morehead Street between Stonewall Street and Morehead Street
Council District	1
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Public/Private Partnership Payments	-	\$10,000,000	-	-	-	\$10,000,000
Total	-	\$10,000,000	-	-	-	\$10,000,000
Prior Project Appropriations						\$5,000,000
Grand Total						\$15,000,000

Renovate Airport Terminal

Project Description

Terminal renovation projects provide for the expansion, rehabilitation, and improvement of the terminal building. This is the main thoroughfare passengers use to drop-off and pick-up luggage, navigate to a flight, and shop in a concession space.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$13,240,879	\$8,235,901	-	-	-	\$21,476,780
Construction	\$157,177,885	\$43,267,500	\$121,144,384	\$78,595,767	\$33,507,438	\$433,693,024
Other	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$19,000,000
Total	\$174,218,764	\$55,303,451	\$124,944,384	\$82,395,767	\$37,307,438	\$474,169,804
Five-Year Prior Program Appropriations						\$1,014,753,885
Grand Total						\$1,488,923,689

Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT Airport. These improvements facilitate the ability for more aircraft to fly into and out of the CLT. The fourth parallel runway and related projects will enable more take-offs and landings and provide more space for aircraft to move quickly to and from gates.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$52,142,685	\$46,215,912	-	-	-	\$98,358,597
Construction	\$212,837,034	\$244,345,833	\$498,626,080	\$384,452,584	\$178,802,423	\$1,519,063,954
Other	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$21,500,000
Total	\$269,279,719	\$294,861,745	\$502,926,080	\$388,752,584	\$183,102,423	\$1,638,922,551
Five-Year Prior Program Appropriations						\$578,005,599
Grand Total						\$2,216,928,150

Enhance Airport Services Facilities

Project Description

These projects provide for growth in technology infrastructure as well as supportive facilities that house employees and other partners. The various projects will modernize the CLT Airport, improving passenger safety and security.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$1,500,000	\$1,872,540	-	-	-	\$3,372,540
Construction	\$4,000,000	24,627,460	-	-	-	\$28,267,460
Equipment	\$650,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,650,000
Technology	\$2,956,426	\$2,956,426	\$2,956,426	\$1,500,000	\$1,500,000	\$11,869,278
Total	\$9,106,426	\$29,956,426	\$3,456,426	\$2,000,000	\$2,000,000	\$46,519,278
Five-Year Prior Program Appropriations						\$102,226,840
Grand Total						\$148,746,118

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and continued conversion to electric vehicles.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Equipment	\$7,550,000	\$5,760,000	\$5,760,000	\$5,760,000	\$5,760,000	\$30,590,000
Total	\$7,550,000	\$5,760,000	\$5,760,000	\$5,760,000	\$5,760,000	\$30,590,000
Five-Year Prior Program Appropriations						\$38,481,941
Grand Total						\$69,071,941

Improve Private Aircraft Area

Project Description

These projects provide for the expansion and improvement of CLT’s main area for charter and private aircraft activity.

Department Aviation
Location CLT Airport
Council District 3
Priority Area Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Equipment	\$1,350,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,350,000
Total	\$1,350,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,350,000
Five-Year Prior Program Appropriations						\$18,061,727
Grand Total						\$25,411,727

Install and Expand

New Water and Sewer Service

Project Description

These projects provide for the installation of residential or commercial water and sewer connections, water and sewer extensions, and meter installations. Developer reimbursable projects are identified for the construction of water and sewer mains that benefit the developer and provide service for future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$5,800,000	\$8,029,252	\$9,829,252	\$10,596,000	\$11,536,000	\$45,790,504
Construction	\$23,200,000	\$32,117,008	\$39,317,008	\$42,384,000	\$46,144,000	\$183,162,016
Total	\$29,000,000	\$40,146,260	\$49,146,260	\$52,980,000	\$57,680,000	\$228,952,520
Five-Year Prior Program Appropriations						\$135,487,598
Grand Total						\$364,440,118

Construct Dixie Berryhill Water and Sewer Projects

Project Description

In 2003, City Council adopted the Dixie Berryhill Strategic Plan, a detailed economic development, land use, and design plan for the area west of CLT Airport (between the Catawba River and I-485) to encourage "high quality mixed-use development" and support transit.

Charlotte Water’s Dixie Berryhill projects include various water and sewer pipeline and pump station projects, all in support of additional development expected in the area in the future.

- Department** Charlotte Water
- Location** Various
- Council District** Adjacent to 3
- Priority Area** Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	-	-	-	-	-
Construction	\$1,500,000	-	-	-	-	\$1,500,000
Total	\$1,500,000	-	-	-	-	\$1,500,000
Five-Year Prior Program Appropriations						\$2,000,000
Grand Total						\$3,500,000

**CAPITAL INVESTMENT PLAN
WELL-MANAGED
GOVERNMENT, EQUITY,
ENGAGEMENT, AND
ENVIRONMENT**

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Replace Government Center HVAC

Project Description

This funding will design, purchase, and install four major air handling units and associated duct work to serve the Charlotte-Mecklenburg Government Center (CMGC). The current heating, ventilation, and air condition (HVAC) equipment is beyond its useful life and must be replaced to ensure proper heating, cooling, and air flow throughout the building.

Mecklenburg County is anticipated to reimburse the city for a portion of the total cost of the project per a CMGC contract that outlines responsibilities related to building improvements.

- Department** General Services
- Location** 600 East 4th Street
- Council District** 1
- Priority Area** Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	-	-	-	-	-	-
Construction	\$6,400,000	-	-	-	-	\$6,400,000
Public Art	-	-	-	-	-	-
Total	\$6,400,000	-	-	-	-	\$6,400,000
Five-Year Prior Project Appropriations						\$18,860,000
Grand Total						\$25,260,000

Capital Building Improvements

Project Description

This program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. These projects support the priority area of Well-Managed Government by ensuring city-owned facilities are well-maintained, operating efficiently, and comfortable places for employees to work. PAYGO funding is available for other, non-capital building maintenance needs such as carpet replacement and painting.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Construction	\$4,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,500,000
Total	\$4,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,500,000
Five-Year Prior Program Appropriations						\$12,000,000
Grand Total						\$26,500,000

Increase Building Sustainability

Project Description

This funding supports the advancement of the City Council-adopted Strategic Energy Action Plan (SEAP). One of the three priorities outlined in the SEAP is that the city will strive to source 100 percent of energy use in city-owned buildings and fleet from zero-carbon sources by 2030. This funding provides for building retrofits, which may include solar panel installations on solar-ready facilities. Prioritization of sustainable building retrofits is based on energy cost savings analysis over the life of the facility and impact on environment and public health. The city continues to enhance charging infrastructure for electric vehicles. SEAP funding will enhance the city’s charging infrastructure and expand charging opportunities to additional city locations.

Department	General Services
Location	Various City-Owned Facilities
Council District	TBD
Priority Area	Well-Managed Government Equity, Engagement, Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,050,000
Construction	\$2,250,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,450,000
Total	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,500,000
Five-Year Prior Program Appropriations						\$9,000,000
Grand Total						\$19,500,000

Implement ADA

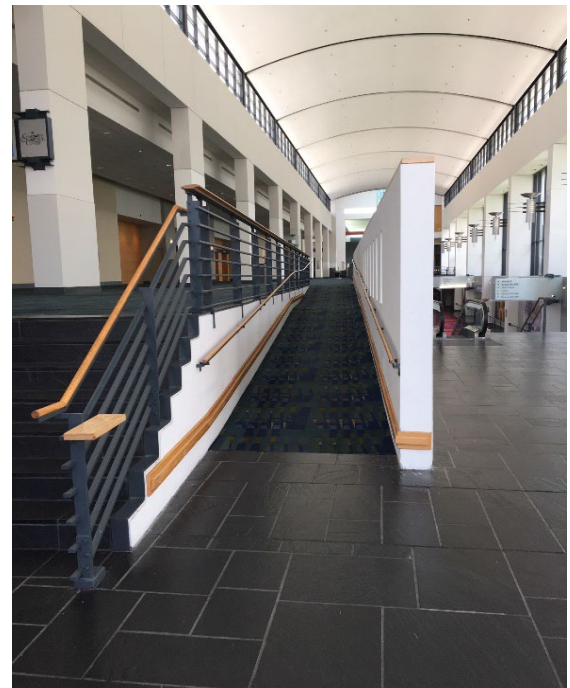
Transition Plan in Facilities

Project Description

The city is currently undergoing a third-party assessment of city-owned facilities for compliance with the federal Americans with Disabilities Act (ADA) standards. The assessment will produce an inventory of city-owned facilities that may pose barriers to ADA compliance. Projects will be prioritized in the city's Transition Plan.

This program is intended to remediate identified barriers to ADA compliance within the consultant's recommended timeline of 15 years. This funding will be utilized in city-owned facilities occupied by General Fund departments; additional funding will be provided by Enterprise Funds and hospitality funds to remediate barriers in their respective city-owned facilities. The FY 2024 COPs funding amount for this program is \$3,000,000, which is the planned annual funding amount for FY 2024 – FY 2028. An additional \$5,000,000 in PAYGO funding is also included in FY 2024 – FY 2028 to support ADA compliance projects.

Department	General Services and Community Relations
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government Equity, Engagement, Environment



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Construction	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$12,000,000
Total	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Five-Year Prior Program Appropriations						\$7,000,000
Grand Total						\$22,000,000

Upgrade Business System Software

Project Description

Enterprise Resource Planning (ERP) is an enterprise system that supports city business operations across Finance, Budget, Procurement, and Human Resources. Upgrading the business system software for the city will standardize and automate processes, reducing the amount of manual, routine work. In addition, the ERP system will create a holistic enterprise view to support decision making by centralizing information from multiple parts of the value chain to a single point and standardizing data definition and eliminating data redundancy; facilitate the flow of information across business units; and integrate with core modules, eliminating system fragmentation. The ERP program will provide intrinsic controls that support data security (e.g., access controls), create the ability to automate/centralize critical system maintenance activity, and utilize cloud architecture to provide another layer of security by storing data redundantly.

During preparation of the FY 2023 budget, City Council was provided an overview of the project, and in the FY 2023 budget appropriated the first \$10 million for this project. City Council approved the selection of Workday as the city’s new ERP system in January 2023, and the FY 2024 – FY 2028 Capital Investment Plan allocates funding for its implementation.



Department Innovation & Technology

Location Citywide

Council District Citywide

Priority Area Well-Managed Government, Equity, Engagement, and Environment

Budget Overview

Expenditure	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
ERP System Upgrade	\$20,000,000	\$20,000,000	\$9,000,000	-	-	\$49,000,000
Total	\$20,000,000	\$20,000,000	\$9,000,000	-	-	\$49,000,000

Revenue	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$1,300,000	\$1,000,000	-	-	-	\$2,300,000
MDSF	\$11,195,738	\$11,495,738	\$5,623,082	-	-	\$28,314,558
Aviation	\$1,456,426	\$1,456,426	\$655,392	-	-	\$3,568,244
CATS	\$1,580,154	\$1,580,154	\$711,069	-	-	\$3,871,377
Charlotte Water	\$3,424,710	\$3,424,710	\$1,541,120	-	-	\$8,390,540
Storm Water	\$800,252	\$800,252	\$360,113	-	-	\$1,960,617
Risk Management	\$242,720	\$242,720	\$109,224	-	-	\$594,664
Total	\$20,000,000	\$20,000,000	\$9,000,000	-	-	\$49,000,000

Reserved for

Projects from Advanced Planning Program

Project Description

This funding is reserved to construct facility projects once they have been explored through the Advanced Planning and Design Program. The funding source is Certificates of Participation, so this funding will be dedicated to the construction of new facilities, renovation of existing facilities, or other asset-producing projects.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	-	-	-	\$7,000,000	\$7,000,000	\$14,000,000
Total	-	-	-	\$7,000,000	\$7,000,000	\$14,000,000
Five-Year Prior Program Appropriations						\$0
Grand Total						\$14,000,000

Purchase and Maintain Transit Vehicles

Project Description

Maintaining transit vehicles may include bus replacements, Special Transportation Services vehicle replacements, vanpool replacements, or fleet expansions. Well-maintained, reliable transit vehicles help ensure safe, dependable, and accessible services for residents. These maintenance and replacement efforts support the State of Good Repair required by the Federal Transit Administration.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Well-Managed Government,
Equity, Engagement, and
Environment



Budget Overview

Funding Category	Proposed FY 2024	Planned				TOTAL
		FY 2025	FY 2026	FY 2027	FY 2028	
Equipment	\$63,491,539	\$30,078,570	\$26,207,872	\$27,640,301	\$51,799,788	\$199,218,070
Total	\$63,491,539	\$30,078,570	\$26,207,872	\$27,640,301	\$51,799,788	\$199,218,070
Five-Year Prior Program Appropriations						\$76,453,549
Grand Total						\$275,671,619

Maintain Transit Facilities

Project Description

Ensuring well-maintained facilities supports safe and dependable environments for residents, employees, and equipment. Projects could include new bus shelters, HVAC replacement, lighting upgrades at both rail and bus facilities, and contingency for emerging needs. These maintenance efforts support the State of Good Repair required by the Federal Transit Administration.

Department Charlotte Area Transit System

Location Mecklenburg County/
Citywide

Council District Citywide

Priority Area Well-Managed
Government, Equity,
Engagement, and
Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Construction	\$600,000	\$300,000	-	\$500,000	\$500,000	\$1,900,000
Equipment	\$200,000	-	-	\$1,070,000	-	\$1,270,000
Total	\$800,000	\$300,000	-	\$1,570,000	\$500,000	\$3,170,000
Five-Year Prior Program Appropriations						\$7,139,739
Grand Total						\$10,309,739

Replace and Upgrade

Field and Administrative Facilities

Project Description

Replace the Zone Four Field Operations facility and expand the Zone Two Field Operations facility at the Brookshire Boulevard campus to better meet customer needs. Field Operations facilities provide field offices for maintenance and repair crews and contain maintenance shops. The expanded Brookshire Boulevard campus will co-locate staff such as customer service and engineering. It is anticipated that these facilities will be LEED-certified green facilities.

Department	Charlotte Water
Location	Various
Council District	1, 2, 3
Priority Area	Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	-	\$380,000	\$380,000	\$380,000	\$380,000	\$1,520,000
Construction	-	\$1,520,000	\$1,520,000	\$1,520,000	\$1,520,000	\$6,080,000
Total	-	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$7,600,000
Five-Year Prior Program Appropriations						\$34,900,000
Grand Total						\$42,500,000

Enhance Security and Technology

Project Description

These projects provide for various technology improvements, including projects which will help Charlotte Water manage its capital assets. Projects include software for digitally mapping infrastructure, software and hardware at water treatment plants, and software and hardware to implement a system to increase the efficiency of Charlotte Water’s fleet and meter reading program.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

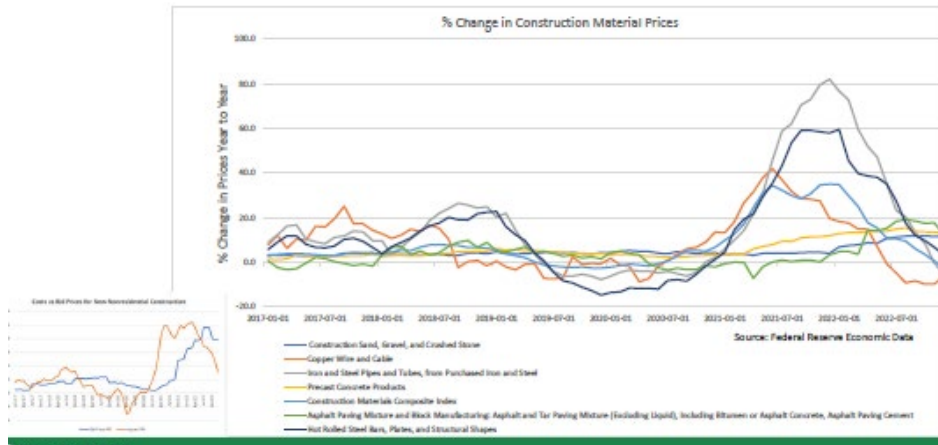
Funding Category	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Planning and Design	\$675,000	\$2,829,800	\$4,659,800	\$9,444,800	\$5,579,800	\$23,189,200
Construction	\$2,700,000	\$11,319,200	\$18,639,200	\$37,779,200	\$22,319,200	\$92,756,800
Total	\$3,375,000	\$14,149,000	\$23,299,000	\$47,224,000	\$27,899,000	\$115,946,000
Five-Year Prior Program Appropriations						\$30,843,000
Grand Total						\$146,789,000

Provide Inflationary Project Adjustments

Project Description

Inflationary cost increases in construction, including material price increases and rising labor wages have resulted in increased projected costs for existing capital projects. At the February 2023 Budget Workshop, seven projects were identified as currently over budget. Unprogrammed capacity in the steady state allows for the utilization of Municipal Debt Service Fund cash to address these project shortfalls without impacting planned projects in the five-year CIP. Project savings will address two of the seven projects (Monroe Road Streetscape and Northeast Corridor Infrastructure Program). The remaining five projects that will receive project funding are included in the table below.

Inputs to Construction: Raw Materials



Budget Overview

Revenue	Proposed	Planned				TOTAL
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
Inflationary Project Adjustments	\$27,400,000	-	-	-	-	\$27,400,000
Total	\$27,400,000	-	-	-	-	\$27,400,000

Expenditure	District	Additional Funding
Research Drive- J.W. Clay Connector over I-85 Bridge	4	\$7,896,207
Idlewild Road/Monroe Road Intersection	5	\$2,353,567
South End Rail Trail I-277 Pedestrian Bridge	1	\$3,830,000
Applied Innovation Corridor- Matheson Avenue Bridge	1	\$8,700,000
CMPD Northwest Station	2	\$4,620,226
Total		\$27,400,000

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USER FEES

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Proposed FY 2024 User Fees

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

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

- Effective July 1, 2005, City Council adopted a cost recovery policy in which the rate for each regulatory user fee should cover 100 percent of the cost to perform the service. The fully allocated cost recovery model includes direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Included in the Proposed FY 2024 Budget is the continuation of City Council’s Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes a provision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:
 1. Avoid significant jumps in price from year to year
 2. Ensure regulatory compliance
 3. Account for service costs that may include or be dedicated to public involvement
- Regulatory user fees are calculated based on the annual operating budget and are primarily driven by the complexity of the service and amount of staff time spent on each service and number of occurrences. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

Proposed FY 2024 Regulatory User Fee Highlights

The city’s User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. In accordance with City Council’s cost recovery policy, the Proposed FY 2024 User Fee schedule seeks to recover 100 percent of costs for the majority of regulatory fees. The average cost recovery for the combined regulatory user fees decreased from 93.3 percent to 87.8 percent. The Proposed FY 2024 User Fees include a General Fund subsidy of 12.2 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service		FY 2022 Recovery Rate	FY 2023 Recovery Rate	FY 2024 Recovery Rate	FY 2024 Subsidy Rate
1	Transportation: Land Development & Right-of-Way	76.7%	69.4%	67.5%	32.5%
2	Planning, Design & Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration	97.4%	98.0%	96.3%	3.7%
3	Fire: Fire Code and Plans Review	100%	100%	89.6%	10.4%
4	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	49.7%	48.5%	66.3%	33.7%
5	City Clerk’s Office: Legal Advertisements-Rezoning	100%	100%	99.0%	1.0%
Total Percentage (based on revenue projections)		93.1%	93.3%	87.8%	12.2%

The Proposed FY 2024 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Transportation created new fees related to Comprehensive Transportation Reviews, restructured its fees for conditional rezoning petition reviews, and restructured its fees for right-of-way use permits (< 30 days).
- Planning, Design and Development renamed some of its existing fees and created new permitting fees to reflect the implementation of the Unified Development Ordinance (UDO).
- Storm Water Services created new fees to reflect the implementation of the UDO and restructured some of its existing fees.

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

The fees associated with non-regulatory services are calculated using different methods than regulatory fees because City Council’s policy does not require non-regulatory fees to recover a specific percentage of the costs incurred by the city agency in the provision of the service. Aviation fees, for example, are based on negotiated contracts or to comply with federal requirements for the Airport to be financially self-sufficient. The goal for cemetery fees is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

Notable changes to non-regulatory fees include the elimination of multiple cemetery fees, a new fee for Storm Water Services related to grading prior to final plan approval, and new fees for Heritage Tree Mitigation.

Proposed FY 2024 User Fees

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

Regulatory Fees

1. Charlotte Department of Transportation - Land Development and Right-of-Way

- FY 2024 User Fees include:
 - Five new positions: A Special Events Coordinator and four positions to support implementation of the UDO
 - Restructured fee for conditional rezoning petitions
 - A restructured schedule to simplify the fees charged for permits issued for the select use of city streets for construction projects and special events for a duration of less than 30 days

2. Planning, Design and Development Department - Land Development, Rezoning, Subdivision, and Zoning Administration

- FY 2024 User Fees include:
 - Ten new positions to support UDO implementation through timely review and inspections related to various land development regulations
 - Ten new positions to support the implementation of the UDO through timely review and inspections related to new tree canopy regulations; these ten new positions are primarily supported by five new fees

3. Charlotte Fire Department - Fire Code and Plans Review

- Two new Fire Inspector positions to support state-mandated fire inspections and implementation of the UDO
- One new Commercial Site Plan fee set at \$285

4. Charlotte-Mecklenburg Police Department - Adult Businesses, Carnival, Dance Hall, and Passenger Vehicle for Hire permits

- No new fees, with five fees remaining the same as FY 2023 and the remaining thirteen fees increasing between 3.0-8.3 percent

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

- No new fees, and the fee remains unchanged from FY 2023

6. Storm Water Services - Land Development

- Eight new positions to support implementation of the UDO. These positions are primarily supported by three new Residential Storm Water Review fees
- Fees recover 87 percent of fully allocated costs

7. Charlotte Water - Back Flow and Infrastructure Plans Review/Inspection

- Four new positions to form a Construction Services Team
- Two new fees, and fees recover 100 percent of fully allocated costs

8. Charlotte Area Transit System - Plans Review & Right-of-Way Management Fees

- One new position to support implementation of the UDO
- No new fees, and fees recover 97 percent of fully allocated costs

Proposed FY 2024 User Fees

Non-regulatory Fees

9. Aviation

- Airline fees are based on Aviation’s cost-recovery model. FY 2024 non-regulatory fees include the following:
 - Airline Fees:
 - Landing fees increase 31.7 percent
 - Terminal rental rates increase by 23.0 percent
 - Baggage fees decrease by 14.4 percent
 - Loading bridge fees increase 8.8 percent
 - Aircraft ramp parking fees and cargo ground handling fees remain unchanged
 - Ground Transportation Operators:
 - A change to charge hotel/motel courtesy vans \$1.50 per trip through lane like other vehicle types from a flat annual fee of \$500 in FY 2023
 - All other fees remain unchanged from FY 2023
 - Parking Fees:
 - Fees remain unchanged from FY 2023
 - Rental Rates:
 - FBO hangar rental rates remain unchanged from FY 2023
 - Tenant Fees:
 - Tenant fees remain unchanged from FY 2023

10. City Clerk’s Office

- Fees remain the same as in FY 2023

11. General Services

- Elimination of multiple fees including adult and child reinterment
- Creation of a new one-time perpetual care charge
- Parking rates at the Charlotte Mecklenburg Parking Deck for city employees remain the same as in FY 2023
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2023
- Telecommunication tower fees remain the same as in FY 2023

12. Storm Water Services - Land Development

- One new fee for reviews and approvals of plans to begin grading only while the remainder of a land development plan is still under review
- All other fees remain the same as in FY 2023

13. Planning, Design & Development - Land Development

- New non-regulatory fees related to heritage tree mitigation as a result of UDO implementation
- An update to the average tax value for an acre of land which is used in the tree save payment-in-lieu fee calculation. Only sites with a tax value over the current average tax value cap would experience a fee increase. The current cap is \$80,100; the proposed amount is \$192,626. For example, for a one acre site with a tax value of \$200,000 and a 15 percent tree save requirement, this would mean an increase in the tree save payment-in-lieu fee from the current \$12,015 (15% of \$80,100) to \$28,893 (15% of \$192,626)
- An update to the affordable housing payment-in-lieu fee to reflect the broader applicability of this option as a result of adopting the UDO
- All other fees remain the same as in FY 2023

14. Charlotte-Mecklenburg Police Department – Animal Care and Control & Special Events

- Adoption fees remain unchanged from FY 2023 to encourage animal adoptions
- An increase in the canine boarding fee from \$15 to \$25
- All other animal care and control fees remain the same as in FY 2023
- Special Events Administrative Fee remains the same as in FY 2023

Proposed FY 2024 User Fees

Non-regulatory Fees (continued)

15. Solid Waste Services

- Fees for annual solid waste collection and disposal for multi-family and single-family residences increase by \$8.58, from \$86.06 to \$94.64 annually
- Small Business Solid Waste fee remains unchanged

16. Charlotte Department of Transportation

- Fees remain the same as in FY 2023

17. Charlotte Water

- Charlotte Water Land Development Expedited Review remains the same as FY 2023

Other Fees

18. Storm Water Fees

- Storm Water fees increase by 4.6 percent from FY 2023 across all tiers

19. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month increases from \$5.30 to \$5.52 for both water and sewer service
- The availability fee charge per month increases from \$1.30 to \$1.38 for water service and from \$8.74 to \$9.06 for sewer service
- The sewer volumetric rate increases from \$5.46 to \$5.66 for all sewer customers. The industrial rate will increase from \$0.27 to \$0.50 during FY 2024. The first increase will be from \$0.27 to \$0.39 on July 1, 2023 and a second increase will be from \$0.39 to \$0.50 on January 1, 2024
- The connection fee decreases from \$3,573 to \$3,448 for residential water and increases from \$4,834 to \$4,948 for residential sewer
- The system development fee increases from \$1,136 to \$1,223 for residential water and from \$3,710 to \$4,553 for residential sewer
- The typical monthly total water and sewer bill for residential customers is estimated to be \$75.98 in FY 2024, an average increase of \$3.10 per month
- The typical bill assumes 5,236 gallons or seven Ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource

Proposed FY 2024 User Fees

Charlotte Department of Transportation

1. Regulatory Fees: Land Development and Right-of-Way	FY 2023	FY 2024	% Change	% Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan ¹	\$550	\$600	9.1%	6.1%
Commercial Plan Revision	\$560	\$650	16.1%	28.8%
Rezoning - Conventional	\$1,000	\$1,150	15.0%	34.8%
Rezoning - Conditional (Minor) ¹	\$1,000	N/A	-100.0%	N/A
Rezoning - Conditional (Major) ¹	\$5,180	N/A	-100.0%	N/A
Rezoning - Conditional	N/A	\$3,905	N/A	0.0%
Subdivision Processing ¹	\$1,010	\$1,110	9.9%	13.6%
Subdivision Plan Revision	\$575	\$675	17.4%	68.0%
Subdivision Sketch Review	\$505	\$580	14.9%	23.7%
CTR - Multi-Modal Assessment	N/A	\$795	N/A	0.0%
CTR - Transportation Demand Management Assessment	N/A	\$625	N/A	0.0%
CTR - Traffic Impact Study	N/A	\$3,550	N/A	0.0%
Urban Reviews	\$1,450	\$1,630	12.4%	6.6%
Urban Plan Review-Major	\$2,380	N/A	-100.0%	N/A
Urban Plan Revision	\$850	\$980	15.3%	43.0%
Minor Site Review/Administrative Fee	\$775	\$900	16.1%	31.3%
B. Right-of-Way Permits:				
Festival Permits:				
Festival Permit Application	\$100	\$115	15.0%	88.4%
Single Day (<300 attendees)	\$100	\$115	15.0%	98.2%
Single Day (≥300 attendees)	\$1,250	\$1,325	6.0%	68.8%
Multi-Day (a permit is required for each day for the duration of the event)	\$2,600	\$1,155	-55.6%	0.0%
Parade Permits:				
Parade Permit Application	\$100	\$115	15.0%	77.1%
Small (< 1,000 attendees)	\$500	\$525	5.0%	31.4%
Large (≥1,000 attendees)	\$3,250	\$2,395	-26.3%	0.0%
Right-of-Way (ROW):				
Right-of-Way Abandonment Pre-Submittal Administrative Fee	\$295	\$340	15.3%	77.6%
Right-of-Way Abandonment (one street/alleyway)	\$4,920	\$4,590	-6.7%	0.0%
Right-of-Way Abandonment (additional street/alleyway)	\$2,000	\$2,000	0.0%	0.0%
Commercial Right-of-Way Encroachment	\$2,750	\$3,165	15.1%	53.9%
Commercial Right-of-Way Encroachment Amendment	\$1,550	\$1,775	14.5%	53.3%
Single-Family Lot Encroachment	\$750	\$875	16.7%	85.5%
Temporary Infrastructure Permit:				
Parklets, art, decorative items, and signal cabinet wraps	\$150	\$160	6.7%	97.9%
Food trucks	\$325	\$340	4.6%	88.3%
Sidewalk Dining Permit	\$1,350	\$1,400	3.7%	74.9%
Valet Parking Permits:				
New Annual Permit	\$500	\$525	5.0%	85.3%
Permit Renewals	\$280	\$300	7.1%	93.5%
Temporary Permit	\$280	\$300	7.1%	85.1%

¹Transportation's portion; additional fees collected by Planning, Design & Development

Proposed FY 2024 User Fees

Charlotte Department of Transportation (continued)				
1. Regulatory Fees: Land Development and Right-of-Way (continued)	FY 2023	FY 2024	% Change	% Subsidy
B. Right-of-Way Permits¹:				
Right-of-Way Use Permits (< 30 days):				
Right-of-Way Use Application	N/A	\$35	N/A	81.4 %
Street Closure	N/A	\$135	N/A	81.5 %
Street Closure - Application	\$30	N/A	-100%	N/A
Street Closure - Thoroughfare	\$30	N/A	-100%	N/A
Street Closure - Collector	\$10	N/A	-100%	N/A
Street Closure - Local	\$10	N/A	-100%	N/A
Travel/Bike Lane Closure	N/A	\$60	N/A	73.1 %
Travel/Bike Lane Closure - Application	\$15	N/A	-100%	N/A
Travel/Bike Lane Closure - Thoroughfare	\$5	N/A	-100%	N/A
Travel/Bike Lane Closure - Collector	\$5	N/A	-100%	N/A
Travel/Bike Lane Closure - Local	\$5	N/A	-100%	N/A
Sidewalk Closure	N/A	\$25	N/A	94.3 %
Sidewalk Closure - Application	\$40	N/A	-100%	N/A
Sidewalk Closure - Thoroughfare	\$5	N/A	-100%	N/A
Sidewalk Closure - Collector	\$5	N/A	-100%	N/A
Sidewalk Closure - Local	\$5	N/A	-100%	N/A
Miscellaneous Closure	N/A	\$10	N/A	99.0 %
Miscellaneous Closure - Application	\$95	N/A	-100%	N/A
Miscellaneous Closure - Thoroughfare	\$40	N/A	-100%	N/A
Miscellaneous Closure - Collector	\$15	N/A	-100%	N/A
Miscellaneous Closure - Local	\$10	N/A	-100%	N/A

¹ Fees are per day. Metered parking fees by ParkIt may apply and shall be in addition to the fees listed above.

Proposed FY 2024 User Fees

Planning, Design, & Development				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	FY 2023	FY 2024	% Change	% Subsidy
A. Rezoning:				
Conventional	\$2,570	\$2,900	12.8 %	9.3 %
Conditional (Minor)	\$5,825	\$5,680	-2.5 %	0.0 %
Conditional (Major)	\$9,610	\$8,190	-14.8 %	0.0 %
Text Amendment	\$1,695	\$1,695	0.0 %	90.9 %
Administrative Options	\$290	\$290	0.0 %	0.0 %
Land Development Staff Review of Rezoning	\$165	\$160	-3.0 %	0.0 %
B. Subdivision and Commercial Reviews and Inspections:				
Minor Administrative	\$290	\$290	0.0 %	0.0 %
Commercial Inspection	\$1,545	\$1,630	5.5 %	0.0 %
Detention Inspection	\$135	\$135	0.0 %	2.9 %
Single Family Hold Release Inspection	\$70	\$85	21.4 %	19.1 %
Preliminary Single-Family (Streets) and Inspections	\$6,905	\$6,565	-4.9 %	0.0 %
Preliminary Non-Residential and Inspections	\$4,530	\$1,130	-75.1 %	0.0 %
Preliminary Plan Revisions and Inspections	\$1,100	\$955	-13.2 %	0.0 %
Final Plats	\$1,050	\$1,250	19.0 %	23.0 %
Final Plats Revision	\$540	\$600	11.1 %	10.3 %
Not Subject Plats	\$485	\$545	12.4 %	0.0 %
Planned Multi-Family Review and Inspection	\$6,135	\$5,520	-10.0 %	0.0 %
Planned Multi-Family Zoning Review and Inspection	\$2,140	\$1,850	-13.6 %	0.0 %
Sketch Plan Review	\$620	\$665	7.3 %	0.0 %
Commercial Zoning Plan Review: Constructions Costs of \$1-\$3,000	\$170	\$140	-17.6 %	0.0 %
Commercial Zoning Plan Review: Constructions Costs of \$3,001-\$50,000	\$280	\$235	-16.1 %	0.0 %
Commercial Zoning Plan Review: Constructions Costs of \$50,001-\$100,000	\$675	\$465	-31.1 %	0.0 %
Commercial Zoning Plan Review: Constructions Costs of \$100,001-1,000,000	\$1,410	\$1,070	-24.1 %	0.0 %
Commercial Zoning Plan Review: Constructions Costs >\$1,000,000	\$1,480	\$1,195	-19.3 %	0.0 %
Commercial Zoning Plan Review: RTAP/RTAC	\$270	\$300	11.1 %	0.0 %
Commercial Zoning Plan Review: CTAC	\$145	\$180	24.1 %	0.0 %
Street Exceptions	\$580	\$580	0.0 %	0.0 %
Variances & Appeals	\$5,000	\$5,000	0.0 %	0.0 %
Urban Plan Review and Inspection	\$3,160	\$3,475	10.0 %	7.6 %
C. Zoning Administration:				
Appeals (Residential)	\$370	\$440	18.9 %	30.2 %
Appeals (Non-Residential)	\$2,075	\$2,500	20.5 %	58.7 %
Variances (Residential)	\$580	\$660	13.8 %	8.1 %
Variances (Non-Residential)	\$2,520	\$2,450	-2.8 %	0.0 %
Administrative Deviation (Residential)	\$260	\$300	15.4 %	7.4 %
Administrative Deviation (Non-Residential)	\$690	\$690	0.0 %	0.0 %
Residential Single-Family Reviews	\$65	\$70	7.7 %	2.9 %
Sign Permits	\$140	\$160	14.3 %	15.0 %
Verification Letters	\$205	\$225	9.8 %	1.0 %
Zoning Use Permits	\$305	\$290	-4.9 %	0.0 %
Amended Site Plan Approval	\$530	\$530	0.0 %	0.0 %
Parking Reductions	\$250	\$250	0.0 %	0.0 %
Sign Flex	\$280	\$280	0.0 %	0.0 %

Proposed FY 2024 User Fees

Planning, Design, & Development				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration				
	FY 2023	FY 2024	% Change	% Subsidy
D. Historic District Review:				
Minor Review	\$840	\$750	-10.7 %	32.4 %
Major Review	\$1,300	\$1,390	6.9 %	0.0 %
Major Review (with survey)	\$1,200	\$1,300	8.3 %	34.6 %
After-the-Fact Administrative Approval	\$350	\$500	42.9 %	46.9 %
E. Community Tree Canopy Preservation:				
Urban Forestry Review & Inspection	\$1,905	\$1,545	-18.9 %	0.0 %
Urban Forestry Tree Preservation	\$1,535	\$1,250	-18.6 %	0.0 %
Single-Family Subdivision Tree Preservation	\$4,065	\$2,060	-49.3 %	0.0 %
Residential Single-Lot Tree Preservation (Tier 1)	N/A	\$115	N/A	1.7 %
Residential Single-Lot Tree Preservation (Tier 2)	N/A	\$210	N/A	1.9 %
Non-Development Heritage Tree Permit	N/A	\$265	N/A	0.0 %
Tree Preservation Compliance Review & Inspection	N/A	\$250	N/A	1.1 %
Tree Ordinance Appeal & Variance Hearing Process	N/A	\$620	N/A	0.0 %

Proposed FY 2024 User Fees

Charlotte Fire Department				
3. Regulatory Fees: Fire Code and Plans Review	FY 2023	FY 2024	% Change	% Subsidy
A. Fire Code Permits:				
ABC Inspection/Permit	\$155	\$150	-3.2%	0.0%
Aerosol Products	\$155	\$150	-3.2%	0.0%
Apartment Trash Valet Permit (Required)	\$155	\$150	-3.2%	0.0%
Carbon Dioxide Beverage > 100 pounds	\$155	\$150	-3.2%	0.0%
Combustible Dust Producing Operations/Pulverized Particles	\$155	\$150	-3.2%	0.0%
Combustible Liquids Class 2 and 3A (25-60 gallons on property)	\$155	\$150	-3.2%	0.0%
Covered Mall Buildings – Display-liquid or gas-fired equipment	\$155	\$150	-3.2%	0.0%
Covered Mall Buildings – Retail Fixtures/Concessions	\$155	\$150	-3.2%	0.0%
Covered Mall Buildings – Use of open flame producing equipment	\$155	\$150	-3.2%	0.0%
Day Care/Group Homes – Renewable	\$155	\$150	-3.2%	0.0%
Day Care/Group Homes – Non-Renewable	\$155	\$150	-3.2%	33.0%
Dispensing of Flammable/Combustibles including service stations	\$155	\$150	-3.2%	0.0%
Dry Cleaning Plants	\$155	\$150	-3.2%	0.0%
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	\$155	\$150	-3.2%	0.0%
Fueled Vehicle in Assembly Building	\$155	\$150	-3.2%	0.0%
Fumigation and Thermal Insecticide Fogging	\$155	\$150	-3.2%	0.0%
Hazardous Chemicals ≤110 gallons; 1,000 pounds	\$155	\$150	-3.2%	0.0%
Hazardous Location Close Out	\$155	\$150	-3.2%	0.0%
Heliport/Helistop	\$155	\$150	-3.2%	0.0%
Lumber Storage/Yards and Woodworking Plants	\$155	\$150	-3.2%	0.0%
Multiple Tents	\$270	\$270	0.0%	0.0%
Non-Mandated Inspection Fee	\$155	\$150	-3.2%	0.0%
Re-inspection Fee (3rd Inspection)	\$155	\$150	-3.2%	0.0%
Repair Garages	\$155	\$150	-3.2%	0.0%
Temporary Membrane Structures, Tents, Canopies	\$155	\$150	-3.2%	0.0%
Waste Handling (Junk Yards, Wrecking Yards, waste material)	\$155	\$150	-3.2%	0.0%
B. Fire Code Permits:				
Amusement Buildings	\$235	\$225	-4.3%	0.0%
Carnivals and Fairs	\$235	\$225	-4.3%	0.0%
Combustible Fibers	\$235	\$225	-4.3%	0.0%
Combustible Liquids Class 2 and 3A (61-500 gallons)	\$235	\$225	-4.3%	0.0%
Combustible Storage Permit (over 2,500 cubic feet)	\$235	\$225	-4.3%	0.0%
Compressed Gas	\$235	\$225	-4.3%	0.0%
Cryogenic Fluids	\$235	\$225	-4.3%	0.0%
Exhibits and Trade Shows	\$235	\$225	-4.3%	0.0%
Explosives (Fireworks Indoors)	\$235	\$225	-4.3%	0.0%
Explosives (Fireworks Sales)	\$235	\$225	-4.3%	0.0%
Flammable Liquids Class 1 (51-500 gallons on property)	\$235	\$225	-4.3%	0.0%
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	\$235	\$225	-4.3%	0.0%
High Pile Storage	\$235	\$225	-4.3%	0.0%
Places of Assembly	\$235	\$225	-4.3%	0.0%
Spraying or Dipping Operations	\$235	\$225	-4.3%	0.0%

Proposed FY 2024 User Fees

Charlotte Fire Department (continued)

3. Regulatory Fees: Fire Code and Plans Review	FY 2023	FY 2024	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$270	\$265	-1.9%	0.0 %
Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)	\$270	\$265	-1.9%	0.0 %
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$270	\$265	-1.9%	0.0 %
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	\$270	\$265	-1.9%	0.0 %
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	\$270	\$265	-1.9%	0.0 %
Flammable and Combustible Liquids (Manufacture, process, blend/refine)	\$270	\$265	-1.9%	0.0 %
Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	\$270	\$265	-1.9%	0.0 %
Flammable Liquids Class 1 (501-5,000 gallons on property)	\$270	\$265	-1.9%	0.0 %
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	\$270	\$265	-1.9%	0.0 %
Tire Rebuilding Plant	\$270	\$265	-1.9%	0.0 %
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18)	\$2,200	\$2,200	0.0%	0.0 %
Combustible Liquids Class 2 and 3A > 5,000	\$310	\$305	-1.6%	0.0 %
Explosives – (Manufacture, storage, handling, and sale)	\$310	\$305	-1.6%	0.0 %
Explosives – Blasting Operations	\$310	\$305	-1.6%	0.0 %
Explosives – Fireworks (Outdoors)	\$310	\$305	-1.6%	0.0 %
Flammable Liquids Class 1 (>5,000 gallons, on property)	\$310	\$305	-1.6%	0.0 %
Hazardous Chemicals >5,500 gallons; >50,000 pounds	\$310	\$305	-1.6%	0.0 %

Proposed FY 2024 User Fees

Charlotte Fire Department (continued)				
3. Regulatory Fees: Fire Code and Plans Review	FY 2023	FY 2024	% Change	% Subsidy
E. Plans Review:				
Fire Alarm Plans (Shop drawings)	\$195	\$135	-30.8%	0.0%
Fire Sprinkler Plans (Shop drawings)	\$310	\$215	-30.6%	0.0%
Interactive Review	\$80	\$50	-37.5%	0.0%
Hydrant Test	\$195	\$135	-30.8%	0.0%
Multi-family	\$195	\$235	20.5%	0.0%
Commercial Site Plans	N/A	\$285	100.0%	0.0%
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	\$115	\$80	-30.4%	0.0%
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	\$310	\$215	-30.6%	0.0%
Performance Tests - Fire Alarm (Upfit)	\$310	\$215	-30.6%	0.0%
Performance Tests - Fire pumps	\$235	\$160	-31.9%	0.0%
Performance Tests - Private fire hydrants	\$80	\$90	12.5%	33.3%
Performance Tests - Sprinkler System (13R, drain test, etc.)	\$310	\$215	-30.6%	0.0%
Performance Tests - Standpipe system tests	\$310	\$215	-30.6%	0.0%
Plans Review-Construction - <\$50,000	\$155	\$105	-32.3%	0.0%
Plans Review-Construction - \$50,001 to \$100,000	\$195	\$135	-30.8%	0.0%
Plans Review-Construction - \$100,001 to \$500,000	\$270	\$190	-29.6%	0.0%
Plans Review-Construction - \$500,001 to \$1,000,000	\$310	\$215	-30.6%	0.0%
Plans Review-Construction - \$1,000,001 to \$5,000,000	\$350	\$245	-30.0%	0.0%
Plans Review-Construction - \$5,000,001 to \$10,000,000	\$545	\$380	-30.3%	0.0%
Plans Review-Construction - > than \$10,000,000	\$1,550	\$1,090	-29.7%	0.0%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	\$3,100	\$2,180	-29.7%	0.0%
Rezoning - Conditional (Major)	\$115	\$140	21.7%	0.0%
Rezoning - Conditional (Minor)	\$40	\$45	12.5%	0.0%
F. State-Mandated Inspections (by square foot):				
0 - 2,499 square feet	\$65	\$75	15.4%	36.0%
2,500 - 4,499 square feet	\$85	\$95	11.8%	36.0%
4,500 - 7,999 square feet	\$95	\$105	10.5%	36.0%
8,000 - 15,999 square feet	\$110	\$125	13.6%	36.0%
16,000 - 49,999 square feet	\$155	\$180	16.1%	36.0%
50,000 - 99,999 square feet	\$180	\$205	13.9%	36.0%
100,000 - 499,999 square feet	\$255	\$295	15.7%	36.0%
500,000 + square feet	\$255	\$295	15.7%	36.0%
Apartment Building with Direct Egress	\$40	\$45	12.5%	36.0%
Interior Suite or Floor	\$80	\$90	12.5%	36.0%
Parking Decks	\$100	\$115	15.0%	36.0%
First Reinspection Fee	\$30	\$35	16.7%	36.0%
Vacant Buildings	\$60	\$65	8.3%	36.0%
Foster Homes	\$155	\$180	16.1%	36.0%
After Hours Construction Inspection	\$270	\$270	0.0%	36.0%

Proposed FY 2024 User Fees

Charlotte-Mecklenburg Police Department

4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire

	FY 2023	FY 2024	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$3,830	\$4,100	7.0%	30.7%
Background Check Fee	\$30	\$30	0.0%	55.2%
Building Design Change Fee	\$1,535	\$1,640	6.8%	54.1%
License Fee	\$1,380	\$1,475	6.9%	30.4%
B. Carnival Permit Fee:				
Carnival Permit Fee	\$1,060	\$1,135	7.1%	36.4%
C. Dance Hall License Fees:				
Application/Renewal Fee	\$3,170	\$3,390	6.9%	26.4%
License Fee	\$1,120	\$1,200	7.1%	30.5%
Background Check Fee	\$40	\$40	0.0%	25.8%
Building Design Change Fee	\$1,535	\$1,640	6.8%	52.5%
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	\$585	\$625	6.8%	11.2%
Late Renewal Charge (per day) ¹	\$100	\$100	0.0%	0.0%
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	\$80	\$85	6.3%	2.6%
Driver/Chauffeur Permit Fee ²	\$15	\$15	0.0%	78.0%
Transfer/Add/Replace/Duplication Fee	\$90	\$95	5.6%	88.3%
Reinstatement of Permit Fee	\$165	\$170	3.0%	0.0%
Vehicle Fees:				
Vehicle Permit Fee	\$20	\$20	0.0%	20.1%
Replace Vehicle Permit/Decals	\$60	\$65	8.3%	97.6%
Transfer Vehicle Permit	\$180	\$195	8.3%	78.3%

¹Penalty; not a regulatory fee

²Fee regulated by North Carolina General Statutes

City Clerk's Office

5. Regulatory Fees: Legal Advertisements	FY 2023	FY 2024	% Change	% Subsidy
Legal Advertisements for Rezoning Petitions ¹	\$370	\$370	0.0%	1.0%

¹Clerk's legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by Planning, Design, & Development.

Proposed FY 2024 User Fees

Storm Water Services					
6. Regulatory Fees: Land Development	Basis	FY 2023	FY 2024	% Change	% Subsidy
As-Builts	Per As-Built	\$815	\$410	-49.7%	11.5%
Commercial Plan Review	Per project	\$1,550	\$1,445	-6.8%	10.7%
Detention/Drainage Plan Review	Per project + disturbed acre	\$820 + \$100	\$660 + \$100	-12.1%	10.7%
Grading/Erosion Control Permit	Per permit + per denuded acre per permit	\$2,260 + \$100	N/A	-100.0%	N/A
Grading/Erosion Control Permit ¹	Per disturbed acre	N/A	\$555	N/A	10.8%
Major Commercial Subdivision Review ²	Per project + disturbed acre	\$2,550 + \$100	\$2,570 + \$100	0.0%	10.7%
Major Residential Subdivision Review	Per project + per acre	\$3,120 + \$100	N/A	-100.0%	N/A
Single Family, Planned Multifamily, and Mixed- Use Development	Per project + disturbed acre	N/A	\$3,370 + \$100	N/A	10.6%
Single Family Subdivision Review	Per project	\$3,095	N/A	-100.0%	N/A
Minor Residential Subdivision (without streets) and Final Plat	Per project	\$260	\$205	-21.2%	10.7%
Residential Storm Water Review - Tier I (UDO)	Per project	N/A	\$40	N/A	18.0%
Residential Storm Water Review - Tier II (UDO)	Per project	N/A	\$185	N/A	12.7%
Residential Storm Water Review - Tier III (UDO)	Per project	N/A	\$345	N/A	10.8%
Revision to Approved Plan	Per project	\$1,120	\$655	-41.5%	11.0%
Rezoning Staff Review	Per project	\$160	\$185	15.6%	19.9%
Sketch Plan Review	Per project	\$320	\$240	-25.0%	12.0%
Urban Design Plan Review and Inspection	Per project	\$1,235	\$1,320	6.9%	10.7%

¹Grading, detention, and subdivision fees are based on exact acre.

²Major subdivision costs are based on total acreage; commercial subdivision based on disturbed acreage.

Proposed FY 2024 User Fees

Charlotte Water

7. Regulatory Fees: Plans

Review/Inspection Fees	FY 2023	FY 2024	% Change	% Subsidy
Backflow Review: Plan Review	\$273	\$233	-14.7%	0.0%
Backflow Inspection: Per Inspection	\$507	\$522	3.0%	0.0%
Infrastructure Permit: Project Initiation	\$450	\$421	-6.4%	0.0%
Infrastructure Permit - Plan Review: Per Linear Foot	\$1.48	\$1.69	14.2%	0.0%
Infrastructure Permit Inspection: Per Linear Foot	\$4.34	\$6.90	59.0%	0.0%
Infrastructure Permit: Revision to Approved Plans (RTAP): Per Occurrence	N/A	\$281	N/A	0.0%
CCTV Inspection: Per Occurrence	N/A	At cost	N/A	0.0%

Charlotte Area Transit System

8. Regulatory Fees: Plans Review & Right-of-Way Management Fees

	FY 2023	FY 2024	% Change	% Subsidy
Land Development Plans Review	\$1,235	\$1,375	11.3%	8.0%
License Agreements	\$2,030	\$1,885	-7.1%	0.0%
Rezoning Petitions	\$550	\$325	-40.9%	0.0%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, & joint use agreements)	\$8,030	\$4,890	-39.1%	0.0%

Proposed FY 2024 User Fees

Charlotte-Douglas International Airport				
9. Non-Regulatory Fees:				
Aviation Fees	Basis	FY 2023	FY 2024	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$1.23	\$1.62	31.7%
Terminal Rental Rates	Per square foot	\$49.75	\$61.18	23.0%
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	\$0.99	\$1.00	1.0%
Non-Signatory Carrier	Per available seat delivered	\$1.35	\$1.42	5.2%
Common Use Ticket Counter	Per hour used	\$14.95	\$14.51	-2.9%
Baggage Fee	Per bag	\$1.18	\$1.01	-14.4%
International Facility Use	Per deplaned passenger	\$5.31	\$7.54	42.0%
Loading Bridge Fee	Annual Fee	\$46,573	\$50,680	8.8%
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	\$50.00	\$50.00	0.0%
>3-24 hours	>3 and up to 24 hours	\$100.00	\$100.00	0.0%
Cargo Ground Handling	% of gross revenue	10.00%	10.00%	0.0%
Ground Transportation Operators:				
Off Airport Rent-A-Cars	% of gross revenue	10.00%	10.00%	0.0%
Off Airport Parking	% of gross revenue	10.00%	10.00%	0.0%
Rental Car Concessions	% of gross revenue	10.00%	10.00%	0.0%
Hotel/Motel Courtesy Vans	Per trip through lane	\$500.00	\$1.50	N/A
Commercial Courier Vehicles	Per trip through lane	\$1.50	\$1.50	0.0%
Transportation Network Companies (TNCs)	Per trip through lane	\$3.50	\$3.50	0.0%
Contract Vans or Limos	Per trip through lane	\$1.50	\$1.50	0.0%
Parking Fees:				
Hourly Deck (\$24.00 daily maximum) ¹	Per hour	\$6.00 (15-minute grace period)	\$6.00	0.0%
Daily Deck and Daily North (\$12.00 daily maximum) ¹	Flat fee	\$12.00	\$12.00	0.0%
Long Term Lots ¹	Flat fee	\$10.00	\$10.00	0.0%
Curbside Valet	Flat fee	\$35.00	\$35.00	0.0%
Express Deck/Business Valet ¹	Flat fee	\$16.00	\$16.00	0.0%

¹Up to 60% discount when booking online

Proposed FY 2024 User Fees

Charlotte-Douglas International Airport (continued)				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2023	FY 2024	% Change
Rental Rates:				
Ground Rent	Per acre	\$12,500-\$15,000	\$12,500-\$15,000	0.0 %
Warehouse/Office Rent	Per square foot	\$5.50-\$11.00	\$5.50-\$11.00	0.0 %
Office Rent	Per square foot	\$14.33	\$14.33	0.0 %
Cargo Facility Rentals-Warehouse	Per square foot	\$4.00-\$7.70	\$4.00-\$7.70	0.0 %
Cargo Facility Rentals-Office	Per square foot	\$8.25-\$11.50	\$8.25-\$11.50	0.0 %
FBO Hangar Rentals	Per square foot	\$9.00-\$22.00	\$9.00-\$22.00	0.0 %
Tenant Fees:				
Airport Identification Cards	Per card	\$35.00	\$35.00	0.0 %
Background Check	Per Badge Issued	\$13.00	\$13.00	0.0 %
Fingerprinting	Per Application	\$32.00	\$32.00	0.0 %
Employee Parking Cards (Standard)	Per month	\$35.00	\$35.00	0.0 %
Employee Parking Cards (Premium)	Per month	\$70.00	\$70.00	0.0 %
Employee Parking Cards (Premier)	Per month	\$200.00	\$200.00	0.0 %

City Clerk's Office				
10. Non-Regulatory Fees: Voluntary Annexation and Passports		FY 2023	FY 2024	% Change
Voluntary Annexation Petition:				
Voluntary Annexation Petition Fee		\$400	\$400	0.0 %
Passport Fees:				
Passport Processing Fee		\$35	\$35	0.0 %
Passport Photo Fee		\$15	\$15	0.0 %

Proposed FY 2024 User Fees

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2023	FY 2024	% Change
Opening and Closing Fees - Adult:			
Weekdays	\$1,300	\$1,300	0.0%
Weekdays after 3:00 p.m.	\$1,800	\$2,700	50.0%
Saturdays	\$2,500	\$2,500	0.0%
Sunday and Holidays	\$2,700	\$3,000	11.1%
Entombment Fee	\$1,000	\$1,500	50.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$470	N/A	-100.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$235	N/A	-100.0%
Opening and Closing Fees - Infant/Child (up to 3 feet):			
Weekdays	\$400	\$600	50.0%
Weekdays after 3:00 p.m. and Saturday	\$600	\$800	33.3%
Sunday and Holidays	\$800	\$1,200	50.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$200	N/A	-100.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$100	N/A	-100.0%
Cremations (burial) (In-ground):			
Weekdays	\$700	\$700	0.0%
Weekdays after 3:00 p.m.	\$800	\$800	0.0%
Saturdays	\$1,100	\$1,200	9.1%
Sunday and Holidays	\$1,350	\$1,750	29.6%
Second Right of Interment	\$850	\$850	0.0%
Disinterment:			
Adult	\$3,200	\$3,500	9.4%
Infant/Child (up to 3 feet)	\$1,000	\$1,300	30.0%
Reinterment:			
Adult	\$1,300	N/A	-100.0%
Infant/Child (up to 3 feet)	\$400	N/A	-100.0%
Sale of Grave Spaces:			
Sale of Grave-Adult (Oaklawn, North Pinewood, and West Pinewood)	\$1,400	\$1,400	0.0%
Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)	\$2,700	\$3,000	11.1%
Sale of Grave-Adult (Evergreen)	\$1,800	\$1,900	5.6%
Sale of Grave-Infant	\$600	\$600	0.0%
Sale of Cremain Space In Ground (Elmwood, Ninth Street, and Pinewood)	\$1,400	\$1,400	0.0%
Sale of Cremain Space In Ground (Evergreen)	\$1,080	\$1,200	11.1%
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)	\$1,000	\$1,000	0.0%
Sale of Cremain Single Space In Niche (Evergreen)	\$1,200	\$1,500	25.0%
Sale of Cremain Double Space in Niche (Evergreen)	\$1,600	\$1,600	0.0%
Sale of Family Estate Area (25x25 feet area)	\$50,000	\$75,000	50.0%
Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn, West Pinewood, North Pinewood)	\$210	\$210	0.0%
Perpetual Care Charge (one-time fee per grave space)-Adults (Evergreen)	\$270	\$270	0.0%
Perpetual Care Charge (one-time fee per grave space)-Adults (Elmwood and Ninth Street)	N/A	\$300	N/A
Perpetual Care Charge (one-time fee per grave space)-Infants	\$90	\$90	0.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Oaklawn, West Pinewood, North Pinewood)	\$225	\$225	0.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Evergreen)	\$160	\$160	0.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Elmwood, Ninth Street, Pinewood)	\$210	\$210	0.0%
Perpetual Care Charge (one-time fee per grave space)-Single Niche (Evergreen)	\$180	\$180	0.0%
Perpetual Care Charge (one-time fee per grave space)-Double Niche (Evergreen)	\$240	\$240	0.0%

Proposed FY 2024 User Fees

General Services (continued)			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2023	FY 2024	% Change
Perpetual Care Mausoleum Charge (per space)	50%	25%	-50.0%
Ossuary Burial for Cremation	\$300	\$300	0.0%
Amenities:			
Flower Vase Installation	\$120	\$120	0.0%
Non-Permanent Burial Container/Adult	\$360	\$400	11.1%
Lettering of Niche Cover - Evergreen (two lines/name-date)	\$420	\$600	42.9%
Tent, Chair, or Cremation Setup	\$500	\$750	50.0%
Sale and Installation of City Vase	\$200	\$300	50.0%
Monument Foundation Construction (per square inch)	\$1.00	\$1.00	0.0%
Marker Installation (per square inch)	\$1.00	\$1.00	0.0%
Special Request Maintenance (per hour)	\$150	\$150	0.0%
Transfer Burial Rights	\$100	\$150	50.0%

Proposed FY 2024 User Fees

General Services (continued)			
11b. Non-Regulatory: Public and Employee Parking Fees			
	FY 2023	FY 2024	% Change
Employee Parking	\$25/Month	\$25/Month	0.0%
Public Parking (weekdays and weekends)¹:			
First 1/2 hour	\$1.00	\$1.00	0.0%
Additional time (1/2 hour increments)	\$2.00	\$2.00	0.0%
Maximum per day	\$15.00	\$15.00	0.0%

¹Weekends are Friday at 7:00 pm to Monday at 7:00 am

General Services (continued)			
11c. Non-Regulatory Fees: Telecommunication Tower Lease			
	FY 2023	FY 2024	% Change
New lease:			
Application Fee	\$500	\$500	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease Extension:			
Application Fee	\$500	\$500	0.0%
Lease Extension	\$5,000	\$5,000	0.0%
Lease Amendment/Modification:			
Application Fee	\$500	\$500	0.0%
Amendment/Modification	\$5,000	\$5,000	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease Termination:			
Lease Termination	\$5,000	\$5,000	0.0%

Storm Water Services			
12. Non-Regulatory Fees: Land Development			
	FY 2023	FY 2024	% Change
Administrative Review Fee	\$560 per project	\$560 per project	0.0 %
Expedited As-built Plan Review	\$2,500 per project	\$2,500 per project	0.0 %
Enhanced Plan Review	N/A	\$7,730 per project ¹	N/A
Grading Only for Plan Under Review	N/A	\$2,500 per project	N/A

¹Storm Water's portion of the existing \$30,000 Enhanced Plan Review fee

Proposed FY 2024 User Fees

Planning, Design and Development			
13. Non-Regulatory Fees: Land Development			
Development	FY 2023	FY 2024	% Change
Bond Administration Service	\$650/per surety posted, renewal, replacement, adjustment or release	\$650/per surety posted, renewal, replacement, adjustment or release	0.0 %
Expedited Pre-submittal Meeting	\$560 per meeting	\$560 per meeting	0.0%
Expedited Minor Plat	\$1,000	\$1,000	0.0%
Expedited Revised Plat	\$1,000	\$1,000	0.0%
Expedited Final Plat	\$1,000	\$1,000	0.0%
Expedited Plan RTAP/Commercial Review	\$5,000 per project	\$5,000 per project	0.0%
Enhanced Plan Review	\$30,000 per project	\$7,730 per project ¹	N/A
City Tree Mitigation Fee	N/A	\$200 per inch	N/A
Heritage Tree Mitigation Fee - Development	N/A	\$1,500 per tree	N/A
Heritage Tree Mitigation Fee - Non-Development	N/A	\$500 per tree	N/A
Tree Save Payment in Lieu Fee (average tax value cap)	\$80,100 per acre	\$192,626 per acre ²	140.5%
Perimeter Tree Payment in Lieu Fee (planting strip)	\$750 per tree in planting strip	\$750 per tree in planting strip	0.0%
Perimeter Tree Payment in Lieu Fee (tree pit)	\$6,500 per tree in tree pit	\$6,500 per tree in tree pit	0.0%
Transit Oriented Development (TOD) Payment in Lieu Fee	\$4.75 per square foot	N/A	-100.0%
Unified Development Ordinance (UDO) Affordable Housing Payment in Lieu Fee	N/A	\$4.75 per square foot	N/A

¹Planning's portion of the existing \$30,000 Enhanced Plan Review fee

²An update to the average tax value for an acre of land which is used in the tree save payment-in-lieu fee calculation. Only sites with a tax value over the current average tax value cap would experience a fee increase. The current cap is \$80,100; the proposed amount is \$192,626. For example, for a one acre site with a tax value of \$200,000 and a 15 percent tree save requirement, this would mean an increase in the tree save payment-in-lieu fee from the current \$12,015 (15% of \$80,100) to \$28,893 (15% of \$192,626)

Proposed FY 2024 User Fees

Charlotte-Mecklenburg Police Department

14a. Non-Regulatory Fees: Animal Care and Control Fees

	FY 2023	FY 2024	% Change
Animal Control Adoption Fees:			
Adult Dog/Cat	\$30	\$30	0.0 %
Adult Dog/Cat for Senior Citizen 62 and older	No Charge	No Charge	0.0 %
Puppy/Kitten	\$30	\$30	0.0 %
Puppy/Kitten for Senior Citizen 62 and older	No Charge	No Charge	0.0 %
Rescue Group Dog/Cat Approved Adoption	No Charge	No Charge	0.0 %
0 - 3 feet Snake	\$25	\$25	0.0 %
> 3 - 6 feet Snake	\$50	\$50	0.0 %
>6 feet Snake	\$75	\$75	0.0 %
Small Pot Belly Pig	\$25	\$25	0.0 %
Medium Pot Belly Pig	\$15	\$15	0.0 %
Large Pot Belly Pig	\$5	\$5	0.0 %
Rats	\$2	\$2	0.0 %
Mice	\$1	\$1	0.0 %
Hamster/Gerbil	\$3	\$3	0.0 %
Chinchilla	\$35	\$35	0.0 %
Guinea Pigs	\$5	\$5	0.0 %
Rabbits	\$5	\$5	0.0 %
Chickens	\$2	\$2	0.0 %
Turkeys	\$5	\$5	0.0 %
Ferrets	\$25	\$25	0.0 %
Small Iguana	\$25	\$25	0.0 %
Medium Iguana	\$50	\$50	0.0 %
Large Iguana	\$75	\$75	0.0 %
Finch	\$5	\$5	0.0 %
Parakeet /Canary	\$10	\$10	0.0 %
Parrot - Max Price	Market Rate	Market Rate	0.0 %
Gray Cockatiel	\$25	\$25	0.0 %
Lutino Cockatiel	\$50	\$50	0.0 %
Peach Faced Lovebird	\$25	\$25	0.0 %
Other Lovebird	\$50	\$50	0.0 %
Horse/Cow	Auction Starting Price	Auction Starting Price	0.0 %
Goats	\$15	\$15	0.0 %
Animal Spay/Neuter Fees:			
Canine Spay	\$70	\$70	0.0 %
Canine Neuter	\$65	\$65	0.0 %
Feline Spay	\$50	\$50	0.0 %
Feline Neuter	\$45	\$45	0.0 %
Rabbit Spay	\$140	\$140	0.0 %
Rabbit Neuter	\$120	\$120	0.0 %
Internal Clinic Services			
Medical Veterinary Services and pharmaceuticals	Market Rate	Market Rate	0.0 %
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	\$40/\$15/\$15/\$8	\$40/\$25/\$15/\$8	66.7 ¹ %
Feline	\$25/\$9/\$15/\$8	\$25/\$9/\$15/\$8	0.0 %
Livestock	\$55/\$18/\$0/\$0	\$55/\$18/\$0/\$0	0.0 %
Wildlife Processing Fee	\$40	\$40	0.0 %
Animal Surrender	\$10	\$10	0.0 %

¹ This percent change reflects the change of the canine boarding fee, all other fees remain the same in FY 2024.

Proposed FY 2024 User Fees

Charlotte-Mecklenburg Police Department

14b. Non-Regulatory Fees: Special Events	FY 2023	FY 2024	% Change
Special Event Administrative Fee (per Officer per hour)	\$1.50	\$1.50	0.0%

Solid Waste Services

15. Non-Regulatory Fees: Annual Solid Waste Fee	FY 2023	FY 2024	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$86.06	\$94.64	10.0%
Residential: Single Family	\$86.06	\$94.64	10.0%
Small Business (<512 gallons/week)	\$250.00	\$250.00	0.0%

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

Charlotte Department of Transportation

16. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit	FY 2023	FY 2024	% Change
Land Development Expedited Review	\$1,000	\$1,000	0.0%
Land Development Expedited Review Revision	\$780	\$780	0.0%
Enhanced Plan Review¹	N/A	\$7,730	N/A
Shared Mobility ROW Permits:			
eBikes/Bike Share (per unit)	\$10	\$10	0.0%
E-scooter Permit	Dynamic	Dynamic	N/A
Parking Meters (Per hour)	\$1.50	\$1.50	0.0%
Parking Permits:			
Parking Permits (1 st - 4 th Wards) ²	\$30	\$30	0.0%
Replacement Permits ²	\$5	\$5	0.0%
Off-Duty Police Officer Permit:			
Permit	\$50	\$50	0.0%
Permit Renewal	\$50	\$50	0.0%

¹Transportation's portion of the existing \$30,000 Enhanced Plan Review fee

²A \$3.50 transaction fee is charged in addition to the permit fee

Charlotte Water

17. Non-Regulatory Fees: Land Development	FY 2023	FY 2024	% Change
Charlotte Water Land Development Expedited Review	\$6,810	\$6,810	0.0%

Proposed FY 2024 User Fees

Storm Water Services			
18. Other Fees: Storm Water Rates	FY 2023	FY 2024	% Change
Single-family:			
Tier I - <2,000 square feet of impervious area	\$6.27/month	\$6.56/month	4.6%
Tier II - 2,000 to <3,000 square feet of impervious area	\$9.25/month	\$9.68/month	4.6%
Tier III - 3,000 to <5,000 square feet of impervious area	\$13.67/month	\$14.30/month	4.6%
Tier IV - ≥5,000 square feet of impervious area	\$22.61/month	\$23.65/month	4.6%
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	\$163.20/month	\$170.71/month	4.6%

Charlotte Water			
19. Other Fees: Water & Sewer Rates	FY 2023	FY 2024	% Change
Water Rates:			
Fixed:			
Billing Fee	\$5.30	\$5.52	4.2%
Availability Fee	\$1.30	\$1.38	6.2%
Volume Rate:			
Tier I - (0-4 ccf) ¹	\$1.78	\$1.89	6.2%
Tier II - (5-8 ccf)	\$2.30	\$2.44	6.1%
Tier III - (9-16 ccf)	\$5.32	\$5.64	6.0%
Tier IV - (16+ ccf)	\$10.08	\$10.69	6.1%
Non-Residential (ccf)	\$3.08	\$3.27	6.2%
Sewer Rates:			
Fixed:			
Billing Fee	\$5.30	\$5.52	4.2%
Availability Fee	\$8.74	\$9.06	3.7%
Volumetric - residential, commercial, others (ccf) ² :			
Industrial Waste ³	\$0.27	\$0.50	85.2%
Common Residential Connection Fee:			
Water	\$3,573	\$3,448	-3.5%
Sewer	\$4,834	\$4,948	2.4%
Common Residential System Development Fee:			
Water	\$1,136	\$1,223	7.7%
Sewer	\$3,710	\$4,553	22.7%
The typical monthly water and sewer bill for residential customers is estimated to be \$75.98, an increase of \$3.10 per month (4.25%). The typical bill assumes 5,236 gallons or 7 Ccf used each month.			

¹1 ccf = 748 gallons

²Up to 16 ccf for residential customers

³The industrial rate will increase from \$0.27 to \$0.50 during FY 2024. The first increase will be from \$0.27 to \$0.39 on July 1, 2023 and a second increase will be from \$0.39 to \$0.50 on January 1, 2024

Proposed FY 2024 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

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

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

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

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

(b) Regulatory user fees. The City Manager, or his designee, may establish and revise from time to time regulatory user fees in accordance with regulatory user fee policies established by the City Council, which policies shall be in accordance with generally accepted accounting principles.

(c) Nonregulatory user fees. The City Manager, or his designee, may establish and revise from time to time nonregulatory user fees. To the extent that the City Council has established policies regarding nonregulatory user fees, fees shall be in accordance with such policies.

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

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

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

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

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

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

Description	Fee Activity 1	Fee Activity 2	Fee Activity 3
Fully Allocated Cost	\$20,250	\$13,400	\$23,050
Average # of permits/applications	500	40	24
100% Cost per Unit	\$40.50	\$335.00	\$960.42

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

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

COMPENSATION AND BENEFITS

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Compensation and Benefits

EXECUTIVE SUMMARY

Background

The City of Charlotte is committed to creating an inclusive culture where our employees can show up and belong as their full authentic selves. Human resource programs are developed and administered according to the Human Resources Philosophy adopted by the City Council. The City of Charlotte is committed to attracting and retaining qualified, productive, and motivated employees who will provide efficient and effective services to its residents.

Compensation and benefits recommendations are guided by the mission to help employees thrive by creating a work environment that embraces diversity and recognizes and values the unique and changing needs of our workforce throughout their career life cycle.

FY 2024 guiding principles:

- Base pay is the primary type of pay used to maintain market competitiveness. City Council's approved policy is that market competitiveness for a specific job is based on the median of actual salaries paid in the applicable recruitment area for jobs of a similar nature.
- Generally, pay will be based on performance while considering market conditions.
- Employees may also be rewarded for attaining specific skills which make them more flexible and useful in helping the city meet its goals.
- Benefits plans will provide an appropriate level of income protection against unexpected health, life, and disability risks.
- Health care costs will be aggressively managed with employees sharing in the cost of benefits.
- Wellness initiatives, inclusive of behavioral health initiatives, will be integrated across human resources programs.

Survey of Market Conditions and Market Competitiveness

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

Compensation and Benefits

Survey Findings

- According to Payscale's 2023 Compensation Best Practices Report, the planned distribution of average base pay increases for 2023 is concentrated between 4 and 5 percent.
- Mercer Consulting's *November 2022 U.S. Compensation Planning Survey* reports that projected compensation budgets are trending up over the past several months. Merit increase budgets for 2023 are tracking at 3.9%.
- Willis Towers Watson's article, *2023 Employee Pay Trends*, states "Salary budget increases have remained relatively stable (arguably stagnant) in the past decade" and in reference to 2022, "Tight labor markets, inflationary pressures, and employee retention concerns fueled salary increases to rates not seen in nearly two decades". Their research indicates a projected average increase of 4.6% in 2023.
- According to the International Foundation of Employee Benefits *2022 Employee Benefits Survey*, employers and plan sponsors expect health care costs to increase by 7% between 2022 and 2023. This is driven by several factors, including catastrophic claims, medical provider costs, chronic health conditions, increased utilization due to delayed preventive care during the pandemic and the high cost of specialty prescription drugs.
- *Mercer's Health and Benefit Strategies for 2023 Report* indicates Health care affordability is a top concern for many workers, in particular low-wage earners or those coping with a chronic medical condition. In addition, both telemedicine and onsite care provide care at a lower cost and have the added benefit of greater convenience, which employees at all pay levels appreciate.
- According to the *2022 Society for Human Resource Management (SHRM) Benefits Survey*, the top six benefits employers viewed as most important were health related benefits, retirement savings and planning benefits, leave benefits, family care benefits, flexible work benefits, and professional and career development benefits.
- According to the annual *Mercer National Survey of Employer-Sponsored Health Plans for 2022*, the most important strategies for benefits over the next 3-5 years include enhancing benefits to improve attraction and retention, managing high cost claimants, expanding behavioral health access, improving health care affordability, managing specialty drug costs, enhancing benefits to support women's reproductive health, addressing health inequities, increasing virtual care throughout the healthcare journey and steering to high-value care.

Awards and Recognitions

- Recognized Healthiest 100 Workplaces in America. The city ranked 39th.
- Winner Charlotte Business Journal Regions 2022 Healthiest Employers of Greater Charlotte.
- North Carolina Business Group on Health 2023 Culture of Wellness award.

Compensation and Benefits

FY 2024 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The City of Charlotte's Public Safety Pay Plan, as shown in **Attachments B, C, and D**, covers all Police classes below the rank of Police Lieutenant and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through the steps, and the second is market adjustments to the steps. The following recommendations are made:

- All merit steps of the FY 2024 Public Safety Pay Plan to be funded.
- Two market adjustments to the pay steps, each funded at 1.5 percent. The first adjustment effective July 1, 2023. The second adjustment effective January 6, 2024.
- Revisions to Police steps effective July 1, 2023:
 - Eliminate Police Officer steps one and two. In FY 2024, to maintain internal equity, the eligible step date for Officers at steps 1, 2 and 3 will be adjusted.
 - Merge Police Officer steps six and seven from two 5 percent steps to a 10 percent step.
 - Eliminate Police Sergeant step one and increase Police Sergeant step two an additional 2.5 percent.
 - Add a five percent step to the top of Police Sergeant.
- Revisions to Police steps effective September 2, 2023:
 - Create Senior Police Officer III with a 5 percent step above Senior Police Officer II for eligible employees. Eligible Employees must be a Senior Police Officer II for at least one year.
- Revisions to Police steps effective January 6, 2024:
 - Create Senior Police Officer IV with a 2.5 percent above Senior Police Officer III for eligible employees. Eligible employees must have been Senior Police Officers by June 30th 2020 to qualify for the new Senior Police Officer IV step.
- Planned revisions to Police steps proposed for Fiscal Year 2025:
 - Increase Senior Police Officer IV to 5 percent above Senior Police Officer III and add eligibility for employees that achieved Senior Police Officer I between July 1st 2020 and June 30th 2021, and have been a Senior Police Officer III for at least one year, effective January 2025.
 - Adjust starting and top pay for Police Sergeant by 2.5 percent in January 2025.
- Revisions to Fire steps effective November 11, 2023:
 - Eliminate Fire Fighter I step one.
 - Increase Fire Fighter I step two by 2.5 percent.

Compensation and Benefits

- Add 5 percent step to the top of Firefighter I and Fire Fighter II.
- Eliminate Firefighter II and Firefighter Engineer step one.
- Merge Firefighter Engineer steps six and seven from two 2.5 percent steps to one 5 percent step.
- Increase Firefighter Engineer top step from 2.5 percent to 5 percent.
- Eliminate Fire Captain step one.
- Add a 2.5 percent step to the top of Fire Captain.
- Planned revisions to Fire steps proposed for Fiscal Year 2025:
 - Add a 2.5 percent top step for Fire Engineer in November 2024.
 - Adjust starting and top pay for Fire Captain in November 2024.

Salaried Pay Plan

The City of Charlotte's Salaried Pay Plan covers all salaried exempt city employees. This pay plan consists of 26 traditional ranges, each with a minimum and maximum. There is no general pay (market) adjustment for employees in this pay plan like there is for employees in the Public Safety and the Hourly Pay Plans. The following recommendations are made:

- Increase the personnel services budget to fund a 4 percent Salary Pay Plan pool. Departments are expected to manage within the existing personnel services budget.
- Merit pay decisions are based on the employee's performance and the employee's pay rate in relation to the competitive rate for the specific job. Merit pay increases may be awarded as base pay and/or lump sum on the employee's merit date, which vary by employee throughout the year.
- A three percent market adjustment to the Salaried Pay Plan, effective July 1, 2023, as reflected in **Attachment E**. The impact of this recommendation will be to change the minimum and maximum rates of the pay grades to ensure the plan remains competitive in the marketplace. No employee will receive an increase due to this recommendation because no employee salary falls below the minimum of their respective pay grade.

Hourly Pay Plan

The city's Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. This pay plan consists of 20 traditional ranges, each with a minimum and maximum. Typically, hourly employees receive an annual pay increase equal to the market adjustment to the Hourly Pay Plan and an annual merit increase. However, the labor market for these positions has been heavily impacted by certain job shortages and by wage pressures brought on by the highest rate of inflation seen since the 1970s. To help address these concerns, the following recommendations are made:

Compensation and Benefits

- Two across-the-board pay increases of 3 percent each (6 percent total). One effective July 1, 2023, and one January 6, 2024. Any resulting increase amount that will exceed the assigned pay grade maximum will be paid as a lump sum.
- A three percent market adjustment to the Hourly Pay Plan effective July 1, 2023, as reflected in **Attachment F**. The impact of this recommendation will be to change the minimum and maximum rates of the pay grades, where applicable, to ensure the Plan remains competitive in the marketplace. Because no employee salary falls below the minimum of their respective pay grade, no employee will receive an increase due to this recommendation.

Compensation and Benefits

FY 2024 BENEFITS RECOMMENDATIONS

- Increase employee medical plan weekly premium by \$3.00 or \$5.00 based on tier.
- Increase Non-Medicare eligible medical plan monthly premium for retirees with 20 years of service by \$13 or \$22 based on tier.
- Increase weekly Retiree Health Reimbursement Plan employer contribution from \$20 to \$25 for all eligible sworn public safety employees, effective January 2024.

Funding for Insurance Coverages

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

Health Coverage

The City of Charlotte's medical insurance program is self-insured for active employees and non-Medicare retirees. Stop-loss insurance is purchased by the city to cover catastrophic claims that exceed \$500,000 per individual in a calendar year. Third-party claims administrators are retained to provide medical management services and pay medical and prescription drug claims. When budgeting for future costs, the two cost components for the medical insurance plan are the claims projected to incur and the administrative fees to be paid to the claim's administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The City of Charlotte has a fully insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

The following recommendations are being made:

Medical Plans

- It is recommended the City Manager or designee be authorized to make plan design changes within the overall health insurance budget.
- Currently the medical plan is administered by Blue Cross Blue Shield of North Carolina. The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Prescription Drug Plan

- It is recommended the City Manager or designee be authorized to make plan design changes within the overall health insurance budget.

Compensation and Benefits

Active Employee Health Plan Premiums

- For coverage effective January 1, 2024, increase weekly health plan premiums \$3.00 for employee only and employee plus child tiers and \$5.00 for all other tiers, in all plans.
- Provide the City Manager or designee the authority to establish the wellness incentive design within the overall health insurance budget.

Non-Medicare Retiree Health Plan Premiums

- Effective, January 1, 2024, increase monthly health plan premiums \$13.00 for retiree only tier and \$22.00 for all other tiers, for retirees with 20+ years of service.
- Effective, January 1, 2024, increase monthly health plan premiums \$13.00 for retiree only tier. All other tiers will increase by \$13.00 plus dependent costs, for retirees with 15 < 20 years of service.

Medicare-Eligible Retiree Health Plan

- This plan is fully insured and currently administered by AmWINS. The City of Charlotte is conducting a rebidding process for a retiree healthcare administrator. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.
- Since these plans are fully insured, it is recommended that the City Manager or designee be authorized to approve plan options, vendors, rates, and plan design changes to the medical and prescription drug plans upon receipt of plan options and rates from the Administrator of the Medicare-eligible retiree coverage.

Stop Loss Insurance

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

Dental Plan

- Currently the dental plan is administered by Cigna. The current rate guarantee will expire December 31, 2023. The 2024 premiums are expected to increase by 5%.
- The City of Charlotte will be conducting a rebidding process for dental. It is recommended that the City Manager or designee be authorized to either execute the current contract renewal or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Compensation and Benefits

Employee Assistance Program

- Currently the Employee Assistance Program is administered by MyGroup EAP. The City of Charlotte will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Flexible Spending Accounts and Health Savings Accounts

- Currently these benefits are administered by Health Equity. The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Group Legal and Identity Theft

- Currently the Group Legal benefit is administered by MetLife. The City of Charlotte will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Health Advocacy

- Currently the health advocacy benefit is administered by Health Advocate. The City of Charlotte will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Retiree Health Reimbursement Plan for Sworn Public Safety

- Effective January 1, 2024, increase the weekly contribution to \$25.
- It is recommended that the City Manager or designee be authorized to renew the current contract and further contract amendments with the vendor.

Short-Term Disability, Long-Term Disability and Family Medical Leave Administrator

- Currently these benefits are administered by Unum. The City of Charlotte will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized to establish the plan design, either renew the current contract or select a new vendor(s) and execute the contract(s) and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Vision

- Currently the vision benefit is administered by VSP. The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Compensation and Benefits

Wellness

- The city will be conducting a rebidding process for wellness services. It is recommended that the City Manager or his designee be authorized select a vendor(s) and execute the contract(s) and further contract amendments with the selected vendor(s) upon completion of the bidding process.

Vacation

- Amend the vacation schedule, effective January 2024, as follows:

Years of Service	Vacation Days
Upon hire up to 2 years	10 days
3 years up to 8 years	15 days
9 years up to 14 years	18 days
More than 14 years	20 days

- Employees with between 3 and 5 years of experience will increase from 10 to 15 days of accrued vacation per year.

Compensation and Benefits

Attachments

Attachment A – Market Movement Summary

Summary of actual market movement for 2020-2023, 2024 projected market movement, and the five-year market movement average.

Attachment B – Recommended FY 2024 Public Safety Pay Plan Structure Effective July 1, 2023

New minimum, maximum and step rates in the Public Safety Pay Plan based on the first 1.5 percent structural market adjustment recommended for FY 2024. Also includes structural revisions.

Attachment C – Recommended FY 2024 Public Safety Pay Plan Structure Effective November 11, 2023

Structural revisions to Public Safety Pay Plan recommended for FY 2024.

Attachment D – Recommended FY 2024 Public Safety Pay Plan Structure Effective January 6, 2024

New minimum, maximum and step rates in the Public Safety Pay Plan based on the second 1.5 percent structural market adjustment recommended for FY 2024. Also includes structural revisions.

Attachment E – Recommended FY 2024 Salaried Pay Plan Structure

New minimum and maximum rates in the Salaried Pay Plan based on the 3 percent structural adjustment recommended for FY 2024.

Attachment F – Recommended FY 2024 Hourly Pay Plan Structure

New minimum and maximum rates in the Hourly Pay Plan based on the 3 percent structural adjustment recommended for FY 2024.

Compensation and Benefits

Attachment A

Market Movement Summary

(Average Percent Change)

Source	2020 Actual Market Movement	2021 Actual Market Movement	2022 Actual Market Movement	2023 Actual Market Movement	2024 Projected Market Movement	5 Year Average Market Movement
National Statistics Provided by Payscale, Willis Towers Watson, Mercer	3.0	2.9	3.4	3.9	4.2	3.5
National Municipalities	3.0	1.6	3.1	4.4	4.3	3.0
Charlotte Area Municipalities	3.0	3.7	4.3	6.4	4.7	4.4
Large North Carolina Municipalities	not available	not available	not available	3.8	3.9	3.8
Large Charlotte Employers (private sector)	3.0	2.7	2.7	3.3	4.0	2.9
City of Charlotte Salaried Pay Plan	3.0	3.0	3.0	4.0	4.0	3.3

Compensation and Benefits

Recommended FY 2024 Public Safety Pay Plan Effective July 1, 2023

FY 2024 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

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

New Hire										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	SPO I	SPO II	SPO III	
POLICE OFFICER 3102	\$1,083.61 \$56,347	5.0% \$1,137.79 \$59,165	5.0% \$1,194.68 \$62,123	10.0% \$1,314.15 \$68,335	5.0% \$1,379.86 \$71,752	5.0% \$1,448.85 \$75,340	5.0% \$1,521.29 \$79,107	5.0% \$1,597.36 \$83,062	5.0% \$1,677.22 \$87,215	
POLICE SERGEANT 3110	Step 1 \$1,890.95 \$98,329	Step 2 2.5% \$1,938.23 \$100,787	Step 3 5.0% \$2,035.14 \$105,827	Step 4 5.0% \$2,136.89 \$111,118						effective Sept. 2nd 2023

Police Incentives

- 2nd Language, Training Officer 5%
- 2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)
- 4 Yr degree 10% (Sergeant not eligible)

FIRE DEPARTMENT

New Hire													
FIREFIGHTER I 3006	Step 1 \$958.44 \$49,838	Step 2 2.5% \$982.40 \$51,084	Step 3 5.0% \$1,031.52 \$53,639	Step 4 5.0% \$1,083.10 \$56,321	Step 5 5.0% \$1,137.25 \$59,137								
FIREFIGHTER II 3008			Step 1 \$1,031.52 \$53,639	Step 2 5.0% \$1,083.10 \$56,321	Step 3 5.0% \$1,137.25 \$59,137	Step 4 5.0% \$1,194.11 \$62,093	Step 5 5.0% \$1,253.82 \$65,198	Step 6 5.0% \$1,316.51 \$68,458	Step 7 5.0% \$1,382.33 \$71,881	Step 8 5.0% \$1,451.45 \$75,475			
FF ENGINEER 3011						Step 1 \$1,194.11 \$62,093	Step 2 5.0% \$1,253.82 \$65,198	Step 3 5.0% \$1,316.51 \$68,458	Step 4 5.0% \$1,382.33 \$71,881	Step 5 5.0% \$1,451.45 \$75,475	Step 6 2.5% \$1,487.74 \$77,363	Step 7 2.5% \$1,524.94 \$79,297	Step 8 2.5% \$1,563.06 \$81,279
FIRE CAPTAIN 3016	Step 1 \$1,801.58 \$93,682	Step 2 5.0% \$1,846.62 \$96,024	Step 3 5.0% \$1,938.95 \$100,826	Step 4 2.5% \$2,035.90 \$105,867									

Fire Incentives

- 2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5%
- 2 Yr degree or Qualifying Military Service 5% (Captain not eligible)
- 4 Yr degree 10% (Captain not eligible)

Compensation and Benefits

Recommended FY 2024 Public Safety Pay Plan Effective November 4, 2023

FY 2024 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

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

New Hire		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	SPO I	SPO II	SPO III
POLICE OFFICER 3102			5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%
		\$1,083.61	\$1,137.79	\$1,194.68	\$1,314.15	\$1,379.86	\$1,448.85	\$1,521.29	\$1,597.36	\$1,677.22
		\$56,347	\$59,165	\$62,123	\$68,335	\$71,752	\$75,340	\$79,107	\$83,062	\$87,215
POLICE SERGEANT 3110			2.5%	5.0%	5.0%					
		\$1,890.95	\$1,938.23	\$2,035.14	\$2,136.89					
		\$98,329	\$100,787	\$105,827	\$111,118					

Police Incentives

2nd Language, Training Officer 5%
 2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)
 4 Yr degree 10% (Sergeant not eligible)

FIRE DEPARTMENT

New Hire		Step 1	Step 2	Step 3	Step 4	Step 5						
FIREFIGHTER I 3006			2.5%	5.0%	5.0%	5.0%						
		\$1,007.56	\$1,032.75	\$1,084.39	\$1,138.61	\$1,195.54						
		\$52,393	\$53,703	\$56,388	\$59,207	\$62,168						
FIREFIGHTER II 3008				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	
				\$1,084.39	\$1,138.61	\$1,195.54	\$1,255.32	\$1,318.08	\$1,383.99	\$1,453.19	\$1,525.85	
			\$56,388	\$59,207	\$62,168	\$65,276	\$68,540	\$71,967	\$75,565	\$79,343		
FF ENGINEER 3011						Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
						\$1,255.32	\$1,318.08	\$1,383.99	\$1,453.19	\$1,525.85	\$1,602.14	2.5%
						\$65,276	\$68,540	\$71,967	\$75,565	\$79,343	\$83,311	\$85,394
FIRE CAPTAIN* 3016				Step 1	Step 2	Step 3	Step 4					
		\$1,846.62	\$1,938.95	\$2,035.90	\$2,086.80							
		\$96,024	\$100,825	\$105,866	\$108,513							

Fire Incentives

2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5%
 2 Yr degree or Qualifying Military Service 5% (Captain not eligible)
 4 Yr degree 10% (Captain not eligible)

Planned November 2024

*Planned 2.5-percent adjustment at the top and bottom of Fire Captain in FY 2025

Compensation and Benefits

Attachment D

Recommended FY 2024 Public Safety Pay Plan Effective January 6, 2024

FY 2024 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

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

New Hire										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	SPO I	SPO II	SPO III	SPO IV*
POLICE OFFICER 3102	\$1,099.86	5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	2.5%
	\$57,192	\$1,154.86	\$1,212.60	\$1,333.86	\$1,400.55	\$1,470.58	\$1,544.11	\$1,621.32	\$1,702.38	\$1,744.92
POLICE SERGEANT 3110	\$1,919.32	2.5%	5.0%	5.0%						
	\$99,804	\$1,967.30	\$2,065.66	\$2,168.95						

Police Incentives

2nd Language, Training Officer 5%

2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)

4 Yr degree 10% (Sergeant not eligible)

*Planned SPOIV adjustment to 5-percent step with corresponding 2.5 percent increase in top and bottom Police Sergeant pay in January 2025

FIRE DEPARTMENT

New Hire												
	Step 1	Step 2	Step 3	Step 4	Step 5							
FIREFIGHTER I 3006	\$1,022.68	2.5%	5.0%	5.0%	5.0%							
	\$53,179	\$1,048.24	\$1,100.66	\$1,155.69	\$1,213.47							
FIREFIGHTER II 3008			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8		
			\$1,100.66	\$1,155.69	\$1,213.47	\$1,274.15	\$1,337.85	\$1,404.75	\$1,474.98	\$1,548.73		
FF ENGINEER 3011						Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
						\$1,274.15	\$1,337.85	\$1,404.75	\$1,474.98	\$1,548.73	\$1,626.17	\$1,666.82
FIRE CAPTAIN* 3016	Step 1	Step 2	Step 3	Step 4								Planned November 2024
	\$1,874.32	5.0%	5.0%	2.5%								
	\$97,465	\$1,968.04	\$2,066.44	\$2,118.10								

Fire Incentives

2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5%

2 Yr degree or Qualifying Military Service 5% (Captain not eligible)

4 Yr degree 10% (Captain not eligible)

*Planned 2.5-percent adjustment at the top and bottom of Fire Captain in FY 2025

Compensation and Benefits

Attachment E

Recommended FY 2024 Salaried Pay Plan Structure Effective July 1, 2023

Range	Minimum	Midpoint	Maximum
Range 1	\$48,385	\$60,481	\$75,601
Range 2	\$50,804	\$63,505	\$79,381
Range 3	\$53,344	\$66,680	\$83,351
Range 4	\$56,011	\$70,014	\$87,517
Range 5	\$58,813	\$73,516	\$91,895
Range 6	\$61,753	\$77,192	\$96,489
Range 7	\$64,841	\$81,051	\$101,313
Range 8	\$68,082	\$85,103	\$106,379
Range 9	\$71,486	\$89,358	\$111,697
Range 10	\$75,061	\$93,826	\$117,282
Range 11	\$78,814	\$98,518	\$123,147
Range 12	\$82,755	\$103,443	\$129,304
Range 13	\$86,892	\$108,615	\$135,769
Range 14	\$91,237	\$114,046	\$142,558
Range 15	\$95,799	\$119,749	\$149,686
Range 16	\$100,588	\$125,735	\$157,169
Range 17	\$105,618	\$132,023	\$165,028
Range 18	\$110,899	\$138,623	\$173,279
Range 19	\$116,444	\$145,555	\$181,944
Range 20	\$122,266	\$152,833	\$191,041
Range 21	\$134,493	\$168,116	\$210,145
Range 22	\$147,942	\$184,928	\$231,160
Range 23	\$162,737	\$203,421	\$254,276
Range 24	\$179,010	\$223,763	\$279,703
Range 25	\$196,911	\$246,139	\$307,674
Range 26	\$226,448	\$283,060	\$353,825

Compensation and Benefits

Attachment F

Recommended FY 2024 Hourly Pay Plan Structure Effective July 1, 2023

Range	Minimum	Midpoint	Maximum
Range 1	\$41,600	\$41,600	\$45,068
Range 2	\$41,600	\$41,600	\$47,322
Range 3	\$41,600	\$41,600	\$49,688
Range 4	\$41,600	\$41,737	\$52,171
Range 5	\$41,600	\$43,825	\$54,781
Range 6	\$41,600	\$46,015	\$57,519
Range 7	\$41,600	\$48,316	\$60,395
Range 8	\$41,600	\$50,732	\$63,415
Range 9	\$42,615	\$53,269	\$66,586
Range 10	\$44,746	\$55,932	\$69,915
Range 11	\$46,984	\$58,730	\$73,412
Range 12	\$49,333	\$61,667	\$77,083
Range 13	\$51,800	\$64,750	\$80,938
Range 14	\$54,390	\$67,988	\$84,985
Range 15	\$57,109	\$71,387	\$89,233
Range 16	\$59,966	\$74,957	\$93,697
Range 17	\$62,964	\$78,705	\$98,381
Range 18	\$66,112	\$82,640	\$103,300
Range 19	\$69,417	\$86,772	\$108,464
Range 20	\$72,888	\$91,110	\$113,887

SUMMARY STATISTICS & POLICIES

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Summary Statistics

(all figures represent FY 2024 unless otherwise noted)

Total Full-Time-Equivalent Employees	8,708.25	Fire Protection	
Total Budget (net of transfers)	\$3.33 billion	Fire Prevention Inspectors	46.00
General Fund	\$832.5 million	Firefighters	1,146.00
General Bonded Debt per capita (FY 2022)	\$805.0	Police Protection	
General Bonded Debt % of Property Value (FY 2022)	0.52%	Sworn Police Officers	1,937.00
Debt Service % of Non-Capital Expenditures	15.9%	Civilian	521.50
Assessed value (2022)	\$214.8 billion		
		Storm Water Rates	
Land Area (square miles) (as of April 2023)	312.96	Single Family (monthly) < 2,000 sq feet	\$6.56
		Single Family (monthly) 2,000 to <3,000 sq ft	\$9.68
Taxable Sales - Mecklenburg County 2022	\$31.0 billion	Single Family (monthly) 3,000 to <5,000 sq ft	\$14.30
General Obligation Bond Ratings	AAA	Single Family (monthly) ≥5,000 sq ft	\$23.65
		Commercial (monthly) per impervious acre	\$170.71
Mecklenburg County Building Permits (2022)	20,617		
		Utilities	
Population		Water Accounts (projected)	319,397
2020 Census	940,144	Sewer Accounts (projected)	286,219
2022	979,096	<i>1 Ccf = 748 gallons</i>	
		Water Rates for ccf use (typical)	\$14.88
Unemployment Rate (Mecklenburg County)		Fixed Charge	\$6.90
2020 (as of March)	4.3%	Typical Total Water Rates	\$21.78
2021 (as of March)	5.6%		
2022 (as of March)	3.8%	Sewer Rates	\$39.62
2023 (as of February)	3.6%	Fixed Charge	\$14.58
		Typical Total Sewer Rates	\$54.20
Top Principal Taxpayers (2022)			
Duke Energy Corporation	1.25%	Typical Residential User's Monthly Fee	\$75.98
Wells Fargo	1.19%		
Bank of America	1.17%	Median Household Income - 2021	\$70,869
American Airlines/US Airways Group Incorporated	0.50%		
Truist	0.36%	Charlotte Area's Largest Employers (2022)	
Time Warner Entertainment	0.30%	Atrium Health	37,000
SouthPark Mall	0.26%	Wells Fargo	30,291
Piedmont Natural Gas	0.22%	Charlotte-Mecklenburg Schools	18,495
Panthers Stadium	0.18%	Bank of America	15,000
AT&T	0.18%	Novant Health/Presbyterian Regional Healthcare Corporation	11,698

Summary Statistics

Real Property Tax

1-cent on the property tax rate	\$21,483,030
General Fund	20.61¢
Muni Debt Service for Capital	5.06¢
Pay-As-You-Go Capital	0.37¢
Total Property Tax Rate (per \$100 valuation)	26.04¢

Local Sales Tax

State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%
Total (as of July 1, 2022)	7.25%

Occupancy Tax (FY 2024)

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

Prepared Food Tax (FY 2024)

City/County	1.0%
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Municipal Service Districts (FY

District	
01 - Center City	1.28¢
02 - Center City	2.18¢
03 - Center City	3.32¢
04 - South End	2.8¢
05 - University City	2.62¢
06 - SouthPark	3.81¢
(per \$100 valuation)	

Regional City and County Property Tax Rates

Charlotte FY 2024 Proposed	26.04¢
Mecklenburg County FY 2023 Adopted	61.69¢

FY 2023 Tax Rates for Towns/District

Cornelius	23.20¢
Davidson	32.50¢
Huntersville	24.00¢
Matthews	29.50¢
Mint Hill	25.50¢
Pineville	33.00¢
Police Service District	17.81¢
Stallings	18.60¢

Motor Vehicle Registration Fee (FY 2024)

Charlotte	\$30.00
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Solid Waste Fees

Charlotte	
Single-Family & Mobile Homes	\$94.64
Multiple Family	\$94.64
County	
Single-Family & Mobile Homes	\$41.50
Multiple Family	\$41.50

Car Rental Taxes (FY 2024)

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

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

1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.
2. Program funding will be approved in the overall context of competing priorities across city services. Anticipated future needs will play a prominent role in the prioritization process.
3. The city will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided, when feasible.
4. A budget will provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.
5. A budget will provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.
6. The city will engage in a continual evaluation of the most cost-effective means for providing city services.
7. The city will evaluate the total tax and fee burden – not just the property tax rate – residents pay in exchange for government services as part of the budget development process.
8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.
9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent.
10. The city will continue to promote a user fee goal of 100 percent cost recovery.
11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.
12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.
13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.
14. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the city are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the city's annual comprehensive financial report (ACFR) is prepared using Generally Accepted Accounting Principles.

Financial Policies and Practices

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

Revenue Policies and Practices

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

Inter-fund Policies and Practices

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

Accounting Policies and Practices

1. The city will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Chief Financial Officer and audited annually.
4. The Finance Department's Procedures Manual will be maintained as a central reference source and handbook for all procedures, which have a fiscal impact within the city. It will serve as the city's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.

Financial Policies and Practices

6. The city's Annual Comprehensive Financial Report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted each year for that recognition.
7. All governmental funds are reported on using the modified accrual basis of accounting. Although the Annual Comprehensive Financial Report reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.
8. Subject to appropriation by City Council, funds for encumbrances related to outstanding purchases at the end of one fiscal year may be carried forward to the following fiscal year.

Debt Policies and Practices

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city's full assessed value.
3. Variable rate bonded debt will not exceed 20 percent of total outstanding long-term debt.
4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
 - a. New money fixed rate bond issues may be placed on a competitive or negotiated basis,
 - b. New money variable rate bond issues will be placed on a negotiated basis, and
 - c. Refunding bond issues may be placed on a competitive or negotiated basis.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

1. All deposits of the city will be made in designated official depositories and secured as required by North Carolina state statutes. The city may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. The city may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
2. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.

Financial Policies and Practices

City Investment Policy

1. City investments will be managed and maintained in accordance with all applicable Federal and State laws, City Ordinances and other regulatory requirements, specifically NCGS 159-25(a)(6); NCGS 159-30; NCGS 159-31; and NCGS 36C, Article 9 (Uniform Prudent Investor Act).

Standards of Care

- i. Except for cash in certain restricted and special funds, and bond proceeds, the city will consolidate cash and reserve balances from all funds to maximize investment earnings and increase efficiencies around investment pricing and administration.
- ii. Investment income from pooled cash investments will be allocated monthly to participating funds based upon the average cash balance of each fund as a percentage of the total pooled portfolio.
- iii. Unspent debt proceeds will not be commingled with other monies and will be invested separately. Earnings on unspent debt proceeds will be treated as additional proceeds.
- iv. Quarterly reviews will be conducted that will assess the current total holdings across all funds, including cash positions, portfolios, mark to market valuations, credit quality for each security, and any additional compliance issues.
- v. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible custody account prior to the release of funds. This type of settlement process is used to minimize custodial credit risk.
- vi. All securities in the city's name will be held by an independent third-party trust custodian selected by the city. In September of each year, the safekeeping institution will be required to provide a copy of its most recent Statement of Auditing Standards (SAS) No. 70 as well as its disaster recovery and cyber security plans to the city's Finance Department for review by the Investment Committee.
- vii. Where allowed by North Carolina General Statutes 159-30 and 159-31 and in accordance with the GFOA Recommended Practices on Collateralizing Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit.
- viii. The primary objectives of investment activities are safety, liquidity, and return, in that order.
 - (1) Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - (a) Credit Risk - The city will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:
 - (i) Limiting investments to the types of securities listed in the Investment Policy;
 - (ii) Pre-qualifying and conducting ongoing due diligence of the financial institutions, broker/dealers, and intermediaries with which the City will do business; and
 - (iii) Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
 - (b) Interest Rate Risk - The city will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:
 - (i) Structuring the investment portfolio so that security maturities match cash flow requirements for ongoing operations, thereby, avoiding the need to sell securities on the open market prior to maturity; and
 - (ii) Investing operating funds primarily in shorter-term securities (0-5 years), money market mutual funds, or similar investment pools in accordance with the Investment Policy.
 - (2) Liquidity - The investment portfolio will remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio will be structured so that securities mature concurrent with cash needs to meet anticipated demands. Since all possible

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cash flow demands cannot be anticipated, the portfolio should have an amount determined by the internal investment guidelines placed in money market mutual funds or other such accounts which offer same-day liquidity for short-term funds.

- (3) Return – The investment portfolio shall be designed with the objective of regularly meeting or exceeding the average of the 6-month T-bill, 12-month T-bill and the 2-year Treasury rates. These indicators are considered benchmarks for lower risk investment transactions and approximate the city’s weighted average maturity (WAM) under normal market conditions. Return on investment is of tertiary importance compared to the safety and liquidity objectives described in this section. Core investments will be limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. It is the city’s intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal. However, if economic or market conditions change making it in the city’s best interest to sell or trade a security before maturity, that action may be taken. Selling or trading a security may be done under the following circumstances:
- (a) A security with declining credit may be sold early to minimize loss of principal;
 - (b) A security may be sold if reinvesting the proceeds in an alternative security would improve the quality, yield, or target duration in the portfolio;
 - (c) Unanticipated liquidity needs of the portfolio require that the security be sold.

Suitable and Authorized Investments

- i. US Treasuries and Agencies – Investments of this type will be limited to a five-year maturity.
- ii. Government Sponsored Enterprises (GSEs) –The following GSEs may be purchased: FNMA, FHLB, FHLMC, and FFCB. There is no maximum in these securities because of the implied backing of the U.S. Government. Investments of this type will be limited to a five-year maturity.
- iii. Commercial Paper –A maximum of twenty-five percent of the portfolio may be invested in commercial paper with the appropriate A1(S&P)/P1(Moodys)/F1(Fitch) ratings. At least two of these ratings must be in place, and the issue cannot be rated below the highest category by any nationally recognized ratings service that rates the particular obligation. The maximum amount that may be invested in any one issuer is \$20,000,000.
- iv. North Carolina Capital Management Trust (NCCMT) –The City may invest in the government and term portfolios at NCCMT. These money market funds are to be used primarily to meet liquidity requirements as well as in interest rate environments that will yield increased returns. There is no maximum investment in these funds because of the liquidity provided by these accounts and the diversification of investments made by the NCCMT.
- v. Certificates of Deposit – No maximum as all certificates of deposit are 100% collateralized.

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

City Manager Contract Approval Policy

1. The City Manager is authorized to award contracts, reject bids, re-advertise to receive bids, and waive bid bonds or other deposit requirements pursuant to North Carolina General Statute Chapter 143-129(a). Specifically, the Manager is authorized to:
 - a. Exempt particular projects from the provision of the North Carolina General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than \$50,000.
 - b. Approve and execute contracts involving informal bids of up to \$500,000 for construction projects previously budgeted in the annual ordinance.

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- c. Approve and execute maintenance contracts in amounts under \$500,000.
 - d. Approve and execute leases of city real property in amounts under \$500,000.
 - e. Approve and execute engineering contracts under \$500,000.
 - f. Approve and execute professional service contracts in amounts under \$500,000.
 - g. Approve and execute change orders to all approved contracts not to exceed \$500,000 in the total amount of change order unless previous authority is authorized by City Council action for the specific contract.
 - h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed \$500,000.
2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).
 3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed \$500,000.

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

City Council-adopted Policies for Developing and Implementing the Capital Investment Plan

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

Capital Investment Policies and Practices

1. The city will update annually a five-year CIP, which details the estimated cost, project description, and anticipated funding source for each capital project.
2. The city's adopted Annual Budget Ordinance will include capital project appropriations for all projects with funding identified in the first year of the five-year Capital Investment Plan.
3. Operating Budget expenditures will be used to maintain and provide any salaries, operating costs, and small capital outlay that may be required for adopted Capital Investment Plan Projects once they are completed and in service.
4. The city will strive to fund a portion of capital improvements with Pay-As-You-Go sources of financing that do not increase the city's debt liability.
5. A uniform, citywide methodology based on generally accepted cost accounting principles and best practices will be used for allocating and charging direct and indirect costs to capital projects. This ensures accurate, consistent, and substantiated cost recovery so the city's operating funds are neither subsidized nor inadequately reimbursed for supporting capital programs or placing capital assets into service. This methodology will be periodically reviewed and will apply to funding sources that are not otherwise subject to federal, state, or other requirements (e.g., law, regulation, terms of a grant award, or other legally binding agreements) for direct and indirect cost recovery.

General Government Debt Policies

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

KEY TERMS & ACRONYMS

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Budget Adjustments Meeting: This session provides City Council with the opportunity to make preliminary decisions regarding the City Manager's Proposed Budget. By historical practice, each Council member has the opportunity to add or subtract any item or amount from the Proposed Budget. City Council has traditionally required that the adjustments result in a balanced budget. For those items receiving five or more votes from Council members, staff analyze the proposed adjustments and provide a cost estimate as well as any other considerations to inform further discussion by City Council at the Straw Votes Meeting.

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

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

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

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

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

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

Capital Outlay: Assets with an initial, individual cost of \$5,000 or more, except intangible assets which have a minimum cost of \$100,000 and has a useful life of more than one year.

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

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

City Council Annual Strategy Meeting: This meeting serves to reaffirm City Council priorities and to develop a framework for addressing the community's concerns and needs for service delivery during the next fiscal year. This discussion also includes any other additional parameters for consideration in the budget plan under development.

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

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

Department: A division of the larger organization grouped by the city's services and operations.

Enhancement: Funding requests for new projects, programs, or services or requests for additional funding for existing projects, programs, or services.

Enterprise Funds: One of four city service areas which are fully funded by business-type revenues rather than property taxes. These are Charlotte Douglas International Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water Services.

Fee: A charge for services provided by city departments.

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

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

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

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

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

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

General Obligation Bonds: Bonds in which the payment is guaranteed by the full faith and credit of the local government, which includes its taxing power.

Hourly Pay Plan: The city's hourly pay plan covers hourly employees in labor, trades, and administrative positions. Hourly employees typically receive an annual market adjustment as well as a merit increase based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

Internal Service Providers (ISPs): Business unit that provides services to other city departments and charges for those services. Each department budget receiving the service has an ISP budget, which is charged by the department providing the service.

Metropolitan Transit Commission (MTC): The policy board for the Charlotte Area Transit System (CATS) that has responsibility for reviewing and recommending all long-range public transportation plans.

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

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

Non-Departmental Account: The services or functions that are not specifically associated with a city department.

Nongeneral Funds: The services or functions not included in the General Fund.

Objective: An objective is the driver which describes the desired outcome that if achieved will further advance the City Council's strategic priorities.

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

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

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

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

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

Public Hearing on Proposed Budget: This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for residents to comment and give feedback on the published budget plan. Notice of the public hearing and the City Council discussion process are included in the Charlotte Observer, on the city's website, and on the Government Channel. The budget documents are made available to the public online and through the City Clerk's Office.

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

Salaried Pay Plan: The city's Salaried Pay Plan covers all salaried city employees with the exception of non-managerial uniformed Police and uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

Strategic Priorities: Five strategic areas of focus, which serve as the framework for allocating funds and resources. These are: Great Neighborhoods; Safe Communities; Transportation, Planning, and Environment; Workforce and Business Development; and Well-Managed Government, focused on Equity, Engagement, and the Environment.

Straw Votes Meeting: This session provides the opportunity for City Council to vote on each of the items that moved forward from the Budget Adjustments Meeting. Each of the items voted on that receive six or more straw votes will be incorporated into the budget ordinance.

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

Technical Adjustment: Annual inflationary adjustments including existing contractual cost increases, annualization of costs, or state and federal mandates.

<u>Acronym</u>	<u>Definition</u>
AF	Asset Forfeiture
ARD	Asset Recovery and Disposal
BIG	Business Investment Grant
BLE	Blue Line Extension
CATS	Charlotte Area Transit System
CCF	100 Cubic Feet
CDBG	Community Development Block Grant
CDOT	Charlotte Department of Transportation
CIP	Capital Investment Plan
CLT	Charlotte Douglas International Airport
CMPD	Charlotte-Mecklenburg Police Department
CMS	Charlotte-Mecklenburg Schools
CNIP	Comprehensive Neighborhood Improvement Program
COPs	Certificates of Participation
CRC	Charlotte-Mecklenburg Community Relations Committee
CRTPO	Charlotte Regional Transportation Planning Organization
CRVA	Charlotte Regional Visitors Authority
EIS	Environmental Impact Statement
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FTE	Full-Time Equivalent
FY	Fiscal Year
GIS	Geographical Information System
GO	General Obligation (bonds)
HOME	HOME Investment Partnerships Program
HOPWA	Housing Opportunities for People with AIDS
MOE	Maintenance of Effort
MPO	Metropolitan Planning Organization
MSD	Municipal Service District
MTC	Metropolitan Transit Commission

<u>Acronym</u>	<u>Definition</u>
MWSBE	Minority / Women Owned or Small Business Enterprise
NCDOT	North Carolina Department of Transportation
NECI	Northeast Corridor Infrastructure
OSHA	Occupational Safety and Health Act
PAYGO	Pay-As-You-Go
RFP	Request for Proposal
SBE	Small Business Enterprise
STIG	Synthetic Tax Increment Grants
STS	Special Transportation Service
SWS	Solid Waste Services