



**ENSURING AN EQUITABLE,
SUSTAINABLE AND
RESILIENT CHARLOTTE**



Adopted
**FY 2020
BUDGET**

FY 2020 - 2024 Capital Investment Plan



ENSURING AN EQUITABLE, SUSTAINABLE AND RESILIENT CHARLOTTE



MAYOR

Vi Lyles

MAYOR PRO TEM

Julie Eiselt

CITY COUNCIL

Dimple Ajmera

Tariq Scott Bokhari

Ed Driggs

Larken Egleston

Dr. Justin Harlow

LaWana Mayfield

James Mitchell Jr.

Matt Newton

Gregory A. Phipps

Braxton Winston II

CITY MANAGER

Marcus D. Jones



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlotte
North Carolina**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

CITY MANAGER'S MESSAGE





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July 1, 2019

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

I respectfully submit to you the Adopted Fiscal Year (FY) 2020 Budget and FY 2020 – 2024 Community Investment Plan (CIP) for the City of Charlotte.

Throughout the year, robust discussions and community surveys with residents and employees provided valuable feedback in the development of the FY 2020 budget. Guidance from council through Budget Committee meetings, Budget Workshops, a Budget Briefing, and a Budget Adjustments meeting also helped connect the needs of the city. The extraordinary work done over the past year resulted in a strong budget from the Proposed to the Adopted Budget. A summary of the Adopted Budget is outlined in the following table:

| Adopted FY 2020 Budget (Net of Transfers) | |
|--|------------------------|
| General Fund | \$727,674,000 |
| Transfer to Other Funds | -\$79,033,029 |
| Sub-Total General Fund | \$648,640,971 |
| Aviation | \$725,821,802 |
| Charlotte Area Transit System (CATS) | \$191,402,077 |
| Charlotte Water | \$443,207,762 |
| Storm Water | \$78,288,264 |
| Sub-Total Nongeneral Funds | \$1,438,719,905 |
| General Community Investment Plan | \$131,780,106 |
| General Capital Debt Service | \$102,608,926 |
| Pay-As-You-Go Funds | \$1,790,009 |
| Sub-Total Capital Investments | \$236,179,041 |
| Debt Service - Nongeneral Funds | \$161,398,606 |
| Special Revenue and Internal Service Funds | \$142,596,373 |
| Total All Funds | \$2,627,534,896 |

General Fund Adjustments

Through the budget adjustments process, funding available within the general fund undesignated balance allowed for \$50,000 in one-time funding to be designated to the Women's Business Center of Charlotte.

Community Investment Plan Adjustments

The Adopted Budget includes \$1.0 million to support the Eastside and Westside Collaborative Initiative. The Proposed Budget contemplated potential areas such as the Eastway, Central, and Albemarle corridor on the eastside, and the Beatties Ford Road corridor from West Trade/Rozzelles Ferry Road to I-85 on the westside. As a result of additional discussions at a Budget Workshop, expansion of the Westside Collaborative (Tuckaseegee Road to Nations Ford Road) may be considered during implementation of the program. The expansion of this collaborative will help transform these communities into vibrant areas of opportunity.

Revenue-Neutral Tax Rate Statement

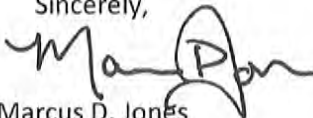
FY 2020 represents the first fiscal year after a property revaluation. State law requires that I inform you of the “revenue-neutral” tax rate. The revenue-neutral tax rate for FY 2020 is 34.81 cents per \$100 assessed valuation. This represents a 28.8 percent decrease from the previous year’s tax rate. The FY 2020 Adopted Tax Rates, including Municipal Service Districts (MSD), are listed in the following table:

| FY 2020 Adopted Tax Rates (per \$100 Assessed Valuation) | | | |
|---|-------------------------------------|---|-------------------------------------|
| | FY 2019 Current Tax Rate | FY 2020 Revenue Neutral Tax Rate | FY 2020 Adopted Tax Rate |
| City Property Tax Rate | 48.87¢ | 34.81¢ | 34.81¢ |
| MSD 1 – Center City | 2.08¢ | 1.36¢ | 1.36¢ |
| MSD 2 – Center City | 2.93¢ | 1.83¢ | 2.27¢ |
| MSD 3 – Center City | 4.18¢ | 2.89¢ | 3.38¢ |
| MSD 4 – South End | 6.68¢ | 3.90¢ | 3.90¢ |
| MSD 5 – University City | 2.79¢ | 2.12¢ | 2.79¢ |

Next Steps

The budget is structurally balanced and adheres to the city’s Budget and Financial Management Principles to ensure financial stability into the future. We will continue to deliver a well-managed government in FY 2020 by reviewing and refining internal service departments. The new Strategic Priorities established by City Council will lead efforts as the city continues to grow and progress forward. We will identify and address new opportunities during the next fiscal year to improve our organization and ensure efficient, effective service delivery for our residents.

It is my pleasure to present the City of Charlotte’s Adopted FY 2020 Budget.

Sincerely,

Marcus D. Jones
City Manager



May 6, 2019

Honorable Mayor and City Council

City of Charlotte, North Carolina

I respectfully submit to you the Proposed Fiscal Year (FY) 2020 Budget for the City of Charlotte. The Proposed Budget is composed of the General Fund, Enterprise Funds, Capital Funds, Internal Service Funds, and Special Revenue Funds for a total of \$2.6 billion (net of transfers). A summary of the Proposed Budget is outlined in the following table:

| Proposed FY 2020 Budget (Net of Transfers) | |
|--|------------------------|
| General Fund | \$727,674,000 |
| Transfer to Other Funds | -\$79,033,029 |
| Sub-Total General Fund | \$648,640,971 |
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| Charlotte Area Transit System (CATS) | \$191,402,077 |
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| Total All Funds | \$2,627,534,896 |

The Proposed FY 2020 Budget continues the unification and efficiency efforts the city is undergoing. Last year's budget signaled the end of "Run Your Business." We are becoming a more collaborative, responsive organization focused on providing the highest quality services possible in a cost effective and accountable manner. To continue to move the city forward, the Proposed FY 2020 Budget focuses on four new strategic priorities: Economic Development, Neighborhood Development, Transportation and Planning, and Well-Managed Government.

The Proposed FY 2020 General Fund Budget is \$727.7 million, a 4.8 percent or \$33.3 million increase over last year. The total budget is \$2.6 billion and supports initiatives that increase our capacity to achieve great things in our communities.

Highlights of the Budget Include:

- No property tax increases
- Increases the minimum wage of full-time City of Charlotte employees to \$16 per hour
- Provides a three percent merit pool for salaried employees
- Provides a 1.5 percent market adjustment and 1.5 percent merit pool for hourly employees
- Enhances the above increases to a \$2,080 per year (or \$1 per hour) minimum for all full-time general employees earning less than \$69,333 per year
- Enhances public safety employee compensation
 - An additional five percent pay increase for all Police Sergeants
 - An additional five percent pay increase for top-step Police Officers through the Senior Police Officer program
 - A 2.5 percent pay increase for all Fire Captains and for top-step Fire Engineers
 - An additional one percent to the city 401k contribution for Firefighters (in January)
- No healthcare premium cost increase for any employee in any plan
- Promotes the creation and preservation of affordable housing by doubling the 2020 affordable housing bond allocation from \$25 million to \$50 million, and provides an additional \$12.7 million to support other affordable housing initiatives
- Helps qualifying seniors by providing an additional \$750,000 for the Aging in Place program
- Progresses the goal of becoming a national leader in the Circular Economy
- Continues support for the tree canopy
- Provides for two additional garbage collection trucks and crews to keep our city clean
- Continues support of initiatives in Historic West End with \$150,000 along with supporting the Eastside and Westside Initiatives with \$1.0 million
- Supports economic development initiatives for new business creation, innovation, and entrepreneurship with \$1.7 million
- Increases Minority Women Small Business Enterprise (MWSBE) opportunities by providing an additional \$450,000 for capacity building programs
- Establishes the Office of Equity, Mobility, and Immigrant Integration to advance upward mobility, immigrant services, diversity, equity, and inclusion within our organization and throughout the community
- Invests \$500,000 in neighborhoods by expanding the microgrants program
- Continues to optimize services through the creation of the General Services Department, aligning several related core functions
- Implements Capital Investment Plan enhancements including the creation of an Advanced Planning and Design Program, updates debt model assumptions to establish a steady state, and formalizes the project close-out process

Impact of Property Valuations

The Proposed FY 2020 Budget was developed in the wake of the 2019 Mecklenburg County real property revaluation. State law requires a real property revaluation at least once every eight years. Localities can choose the frequency of the revaluation, and Mecklenburg County has chosen to conduct it every eight years. During this process, all real property value is reassessed by the county assessor to reflect the current market value. Properties under review include buildings, permanent fixtures, structures, and land. The last time the county conducted a revaluation was in 2011.

The economy has experienced significant expansion since the last revaluation. Since July 2009, the economy has grown continuously for more than 118 months, two months shy of becoming the longest expansion in U.S. economic history. The 2019 real property revaluation reflects this economic growth, with the City of Charlotte adding \$42.8 billion in real property value for a total property tax base of \$142.7 billion; total real property (commercial and residential) values grew by 60.1 percent in the City of Charlotte. Commercial real property in the city grew by 81.8 percent and residential real property grew by 47.5 percent, implying that commercial real property grew 1.7 times faster than residential real property.

The faster growth in commercial property creates a shift in total property tax burden from residential to commercial property owners. If commercial properties had grown at the same rate as residential properties, homeowners in the City of Charlotte would have needed to pay an additional \$18.0 million in property taxes to achieve a revenue-neutral rate.

Revenue-Neutral Tax Rate Statement

During revaluation years, state law requires that I inform you of the “revenue-neutral” tax rate. The revenue-neutral tax rate for the FY 2020 Budget is 34.81 cents per \$100 assessed valuation. This represents a 28.8 percent decrease from the previous year’s tax rate. The revenue-neutral tax rates for FY 2020 are listed in the following table:

| Revenue-Neutral Tax Rates per \$100 Valuation | | |
|---|---------|-----------------|
| | FY 2019 | FY 2020 |
| | Current | Revenue-Neutral |
| City Property Tax Rate | 48.87¢ | 34.81¢ |
| Municipal Service Districts | | |
| District 1 - Center City | 2.08¢ | 1.36¢ |
| District 2 - Center City | 2.93¢ | 1.83¢ |
| District 3 - Center City | 4.18¢ | 2.89¢ |
| District 4 - South End | 6.68¢ | 3.90¢ |
| District 5 - University City | 2.79¢ | 2.12¢ |

Budget Engagement and Development



At the core of developing a budget is the engagement process. Engagement of the community, business leaders, community service organizations, and employees are vital components of the budget development process. This year, we did just that. We had six Meet and Eat sessions with the community. We engaged employee groups in several settings. We spoke with community organizations and

businesses throughout the year. Finally, we spoke with you at seven council budget meetings, and various regular city council meetings.

In October 2018, the City of Charlotte hosted its first Economic Roundtable. We sought feedback from the Charlotte Economics Club and leaders from various industries within the region on emerging and ongoing market trends. They provided us their outlook at the national, regional, and local levels. They also shared their industry-specific insights. This valuable feedback was used to develop the city's fiscal outlook and revenue forecast.

Community Surveys

To better engage and garner feedback from the community, we surveyed our residents, businesses, and employees in the fall of 2018. These surveys were tailored to each audience to capture the interests of each group. Each survey was designed to help us identify and better understand what the respondents thought was positive about the City of Charlotte and what they would like us to do better. Highlights of each of the survey results are provided below.

The residents survey results:

- 72 percent of survey respondents rated Charlotte a “great place to live”
- 77 percent or greater rated the following attributes as important
 - Job opportunities
 - Quality, affordable housing
 - Congestion free commuting

The business survey results:

- Respondents recognized the city's economic development group as competent individuals.
- Respondents assessed the city's economic development efforts as reactive, disjointed, and unfocused.

The employee survey results:

- 62 percent of employees said the City of Charlotte is a great place to work.
- Employees identified consistent management communication and lack of clear career paths as areas for improvement.



The results of the community surveys are consistent with the strategic priorities established by City Council at the Annual Strategy Meeting.

Now, with the Proposed FY 2020 Budget, we move to implementing what we have heard. We are going from theoretical to the practical. As the culture of continuous improvement takes hold organization wide, we began the process of developing the budget with a new process and a new team. These foundational changes infused analysis into all aspects of budget development. Department budgets were realigned to reflect where the greatest needs are and where the spending is occurring. Operating and capital assumptions were also reviewed and adjusted, resulting in revised revenue projections and increased debt affordability.

Developed a Reader Friendly Budget



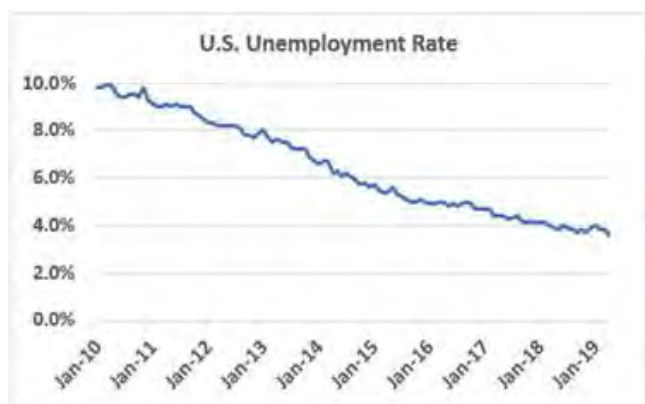
Having an engaged community is important. We rely on feedback to make us better. However, we cannot solicit feedback if our community does not understand where our money comes from or where our money goes. We have changed the look of the Budget Document, to better communicate the most important policy-setting document the city publishes. As a communication device, this new format provides readers more detail and descriptions on what is in the

budget and the changes from FY 2019 to FY 2020. While the budget can be intricate and sometimes complex, we are working to make it easier for people to read and understand.

Economic Factors Influencing Budget Development

National Economic Trend

The U.S. economic outlook is healthy based on key economic indicators which show how well the economy is doing. The Gross Domestic Product (GDP), which measures the nation's total production output, shows that the national economy grew by 3.2 percent in the first quarter of 2019 according to initial estimates from the Bureau of Economic Analysis. The current economic expansion is on track to become the longest on record, with growth projections continuing well into the future. This expansion now runs a consecutive



Source: Bureau of Labor Statistics

118 months, two months shy of the longest economic expansion of 120 months, which occurred during the dotcom era.

The labor market is strong. Consumer sentiment and business confidence remain elevated. Mortgage rates have recently fallen, which encourages home-buying and investment spending. Because of these realities, many economists are forecasting growth in the short-

term and medium-term, with low probabilities of a recession in the coming months.

Since the Great Recession ended in 2009, the national economy has created more than 20 million jobs, continuously adding jobs for 103 straight months year-over-year with the unemployment rate now at 3.6 percent (April 2019), the lowest we have seen in half a century. Consumer and small business confidence is relatively high, evidenced by increased consumer spending and business investments in hiring and capital investment. The ratio of household debt-to-disposable income has fallen by more 30 percentage points since 2008, which implies household budgets are generally healthy. Home prices have continued to soar, increasing 3.8 percent in March 2019 compared to a year ago. Housing stock remains relatively low with sustained increases in buyer demand and actual home sales, without a corresponding increase in new listings.

With the strengthening of the labor market and the overall economy, the Federal Reserve in its March 2019 meeting changed its monetary policy stance from raising the federal funds rate to a more “patient” position, implying they may not raise rates in 2019 if there are no major shifts in economic conditions. An increase in the federal funds rate generally has a ripple effect of increasing borrowing costs for consumers and businesses.

Regional Economy

The Charlotte regional economy continues to grow at an exceptional pace and drive economic growth for the entire state. As measured by GDP, the Charlotte regional economy has grown at an average annual rate of about 3.4 percent since 2011. This is higher than the national and state annual average of around two percent over the same period. The region’s economy, which is the largest in the Carolinas, ranks 20th in the U.S. and accounts for about 23 percent of the total output of the Carolinas. Between 2008 and 2018, the Charlotte region contributed 53 percent of the growth in employment in the State of North Carolina.

| FIRST QUARTER | | SECOND QUARTER | |
|--------------------|----------|--------------------|--------------------|
| PROJECTS | JOB | PROJECTS | JOB |
| 29 | 1,729 | 27 | 1,395 |
| CAPITAL INVESTMENT | | CAPITAL INVESTMENT | |
| \$171.3M | | \$182.6M | |
| THIRD QUARTER | | FOURTH QUARTER | |
| PROJECTS | JOB | PROJECTS | JOB |
| 24 | 2,904 | 38 | 5,699 |
| CAPITAL INVESTMENT | | CAPITAL INVESTMENT | |
| \$561.7M | | \$613.3M | |
| 2018 TOTAL | PROJECTS | JOB | CAPITAL INVESTMENT |
| | 118 | 11,727 | \$1,528.9M |

Source: The Growth Report, Charlotte Chamber, March 2019

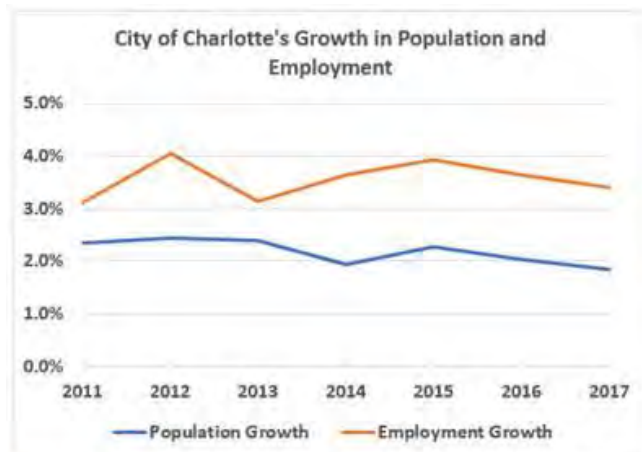
Charlotte has seen and continues to see increased tourism and new businesses relocating to the area every year because of our strategic geographic location, sound regulatory environment, growth prospects, and relatively low business costs. As a result, Charlotte’s economy has seen positive gains in employment, population, tax base, revenues, and overall strength and size of its economy. Between February 2018 and February 2019, the number of people employed in the city and county increased about 2.5 percent and unemployment is at a record low of 3.9 percent.

In 2018, the region added nearly 12,000 net new jobs in industries such as transportation and logistics, finance and insurance, and advanced manufacturing. In February 2019, regional banks, SunTrust and BB&T announced their plan to merge and will become the sixth largest bank in the U.S. with headquarters in

Charlotte. Global manufacturing firm, Porta North America, announced relocation of its headquarters from Newington, Connecticut to Charlotte, creating 25 new jobs and making a \$3.5 million capital investment. AXA is adding more than 550 new jobs, doubling its existing workforce in Charlotte and plans to invest \$18.0 million to expand its current location. Many more expansions and relocations have taken and are taking place in the city, and the region continues adding more new jobs and experiencing additional capital investments.

Local Economic Impact

The 2019 property revaluation put total property tax assessments at \$142.7 billion, about \$59.4 billion greater than the last revaluation in 2011, a growth rate of about seven percent annually. There has been consistent growth in both residential and commercial construction with commercial property values growing faster than residential. The city's second largest revenue source – sales tax revenue – is projected to grow by 4.5 percent next year with similar growth projected in FY 2021.



Source: U.S. Census Bureau, Population Division and Bureau of Labor Statistics

The city's population continues to grow at a rapid pace, increasing by 1.8 percent in 2017 compared to the nation's growth of less than one percent. In 2017, estimates showed a net of about 24 people moving to the city every day. By 2040, the city's population is projected to reach 1.24 million people. Growth in employment in the city continues to outpace population growth. As growth in employment accelerates faster than population growth, the employment-to-population ratio grows larger resulting in a strong labor market. People are moving to

Charlotte due to the strong economy, lower cost of living, and affordable housing as compared to other larger cities. Between FY 2014 and FY 2018, Charlotte's population grew from 792,874 to 859,035, but the General Fund's personnel count only grew from 5,374 to 5,681, representing a decline in employees per 10,000 residents from 68 to 66. As Charlotte's population continues to grow, service models will need to be adjusted to meet the growing demand on city services.

We Invest in our Community

We are Global

Charlotte Douglas International Airport (CLT) continues to be an industry-leading example in how strong economic investment and sound development of the capital program has a robust impact on the economy. CLT is the 6th busiest airport in the nation, offering 175 non-stop flights and options to 36 international destinations. The North Carolina Department of Transportation Division of Aviation published a report in early 2019 estimating the total impact of all airports to the state economy.



At \$23 billion, CLT provides almost half of the total economic impact of airports in the state, or approximately five percent of North Carolina's GDP. CLT also generates \$1.1 billion in state and local tax revenues. We will continue to invest in our airport, as demonstrated by my proposed five-year, \$2.0 billion Aviation capital investment plan. In addition, CLT continues to have one of the lowest cost per enplaned passenger which was \$1.26 per passenger in FY 2018.

We Connect People Regionally

The Charlotte Area Transit System (CATS) operates the largest transit system between Washington, D.C. and Atlanta, and serves Mecklenburg County with service in Charlotte, Davidson, Huntersville, Cornelius, Matthews, Pineville, and Mint Hill. CATS provides public transportation through bus routes, light rail, and special services (for our elderly and disabled). In FY 2018, ridership was over 20 million passengers.



Meeting service needs of the public requires consistent engagement and extensive outreach. In 2019 CATS led an effort called Envision My Ride to redesign the current bus system. Through this initiative, CATS studied bus route structures and frequencies to identify improvement.

The Envision My Ride effort resulted in outreach at 170 events with 1,209 survey responses and over 5,000 contacts with customers. This outreach informed several route alignments. This periodic review of routes and other operational improvements helped CATS to maintain rates and fares at the same level as in FY 2019.

An integrated system of connectivity is important to a growing city like Charlotte. To advance the 2030 Transit Corridor System Plan, significant and stable funding sources are required. Future investment in transit focuses on an increase in planning for future corridors such as the Silver Line and Transit Oriented Development and the transition of the Gold Line Phase II from construction to operation.

We Flow Through Pipes and Streams



Storm Water Services also plays a critical role through community investments by minimizing flooding and protecting water quality. The 5,000 miles of pipe and open drainage that Storm Water Services staff maintains is critical to our role as environmental stewards. With the development of this budget, we conducted a collaborative review of the Storm Water program, project categorization, and rate-setting model (while aiming to maintain our AAA credit rating). The review identified several areas of improvement and resulted in a new prioritization methodology that focuses on publicly-owned priority projects. In the upcoming year, we will study the Storm Water Program further to refine project categorization, identify efficiency savings, create synergy with other utility programs like Charlotte Water, and explore the potential of having a standalone Storm Water department.

The rate-setting and financial model review has also led to a recommendation of no storm water rate increase in FY 2020. In the upcoming fiscal year, we will continue to reassess project delivery, the prioritization method, and operational efficiency. We will invest almost \$500 million over the next five

years on a forecasted 1,690 high priority projects. This represents an 83 percent increase over last year's forecast.

The investments we make in our water and sewer infrastructure continue to have a direct economic and employment impact. Charlotte Water serves over 1.0 million customers and maintains over 4,300 miles of water pipes. For every \$1.0 million invested in water infrastructure, it is estimated that upwards of fifteen jobs are generated throughout the economy. Six direct jobs are generated to support the design and construction of water infrastructure, and nine additional jobs are sustained by the indirect and induced spending triggered by the original investment. A continued impact is expected as we plan to construct \$1.6 billion in projects over the next five years. Sound investment in our water and sewer system results in a \$2.21 increase in the monthly water and sewer bill (or around \$26.50 per year) for the typical household.



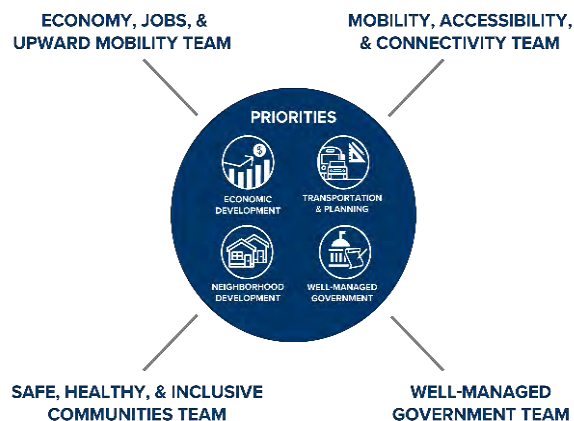
Well-Managed Government

Aligning Around Priorities

At the January 2019 Annual Strategy meeting you determined the previous five focus areas, (which had been in place since the early 1990's) had become operational in nature and the city needed a revised set of strategic priorities. Using a higher policy-setting focus and a more holistic approach, City Council determined these new priorities to be: *Economic Development, Neighborhood Development, Transportation and Planning, and Well-Managed Government.*

To meet the goals of the new strategic priorities, my leadership focus has been realigned. We are now utilizing four collaborative work teams to leverage subject-matter expertise and integrate decision-making, both within the organization and with our city partners to achieve results. These teams mirror the new strategic priority areas:

- Economy, Jobs, and Upward Mobility Team –
Priority: Economic Development
- Mobility, Accessibility, and Connectivity Team –
Priority: Transportation & Planning
- Safe, Healthy, and Inclusive Communities Team –
Priority: Neighborhood Development
- Well-Managed Government Team –
Priority: Well-Managed Government



The new collaborative workgroups advance innovative strategies and solutions, while actively sharing information and leveraging resources across departments. While the realignment is not a cure-all to removing the silos, it is part of the answer and it promotes the integration already begun at the City Council level.

Getting our House in Order

Last year, I told you we were going to begin the transition away from the “run your business,” siloed operational philosophy. I also told you it would require us to change some aspects of our current business model and change in our culture. While it is widely known culture change takes many years, we are well on the path to becoming *One City* with a shared vision and shared goals.

It is time to promote behavioral changes that revitalize our organization’s culture, while preserving and championing our strengths. The budget I am proposing continues the structural changes and begins to address the needs of leadership and management. It focuses on realignment of service delivery in key areas, addressing our neighborhood needs, and creating opportunities for employees.

*What we say is strategy –
What we do is culture*

In the coming year, I will continue to promote a leadership philosophy that can solve problems, manage complex issues, model leadership skills, and display a level of integrity that is above reproach. Having a leadership team that can establish a strong foundation is a crucial element to achieving the goals and priorities we have set. Future success depends on accelerating the shift to proactive management.

Implement Change – Internal and External Assessments

During my first year, we assessed our internal service functions such as communications, finance, human resources, information technology, and procurement. We brought in nationally recognized groups to evaluate how we do business. The underlying theme of the assessment results was the need for us to change our governance structure in these key areas, which we are implementing currently. The savings captured from the initial realignment was \$1.1 million and a reduction of 17 positions.

We have restructured how some of our internal operations function and continually identify opportunities to unify policies across the city to ensure we operate as Team Charlotte. As a continuation of this focus, the Proposed FY 2020 Budget includes additional staffing to strengthen some of the foundational functions such as internal audit and procurement.

Maintaining and evaluating policy and financial controls is a mark of a well-managed government. We



need to ensure we have resources in place to maintain appropriate financial controls. The proposed budget includes an additional Senior Auditor position and \$35,000 for contractual support to expand the capacity of Internal Audit to conduct reviews of technology and construction contracts. In addition, to centralize procurement governance and contract compliance, the Proposed FY 2020 Budget includes an additional four positions.

However, changes in our external environment, such as tremendous population growth, mean we must also examine how we deliver services externally. Organizational alignment is critical for achieving increasingly better performance results now and in the future. The demand for services increases each year, and the organization must eliminate misalignments and be nimble to respond efficiently. Similar to

the reviews conducted of the internal functions, we have begun reviewing how we deliver services externally. The next phase of organizational restructuring includes realignment of the operational departments for greater synergy and efficiency.

Moving Forward – Setting Our Foundation

With the Proposed FY 2020 Budget, we begin the journey to realign departments to their core mission. We used this budget development cycle to thoroughly examine department budgets. We began an iterative process of analyzing, estimating, revising, refining, and eventually recommending a budget to you. It is a nearly year-long process of working with our departments and partners to understand service needs, cost estimates, and revenue projections. This year we put extra emphasis in a few key areas:

- Using our city economist to refine our revenue projections
- Digging deep into each department’s base budget to ensure appropriated budget matches with actual expenditures
- Utilizing audits to identify areas for service and process improvement and to identify service gaps

These efforts have helped to strengthen the budget process and allowed for maximizing the allocation of our resources.

Taking Care of Our Most Valuable Assets

Becoming an employer of choice means offering a fantastic work culture and a workplace environment that attracts and retains superior employees. It also means that as an employer we recognize employees have a choice in where they work, and we recognize the importance of creating opportunities for all to reach their full potential.

Employee engagement and feedback is very important to us. Employee engagement is based on trust, integrity, two-way commitment, and communication between leadership and its employees. A healthy workplace culture fosters positive attitudes and behaviors leading to improved outcomes and a sense of pride in the work we do and in Team Charlotte.

Strategies to build an organization that puts employees first must be intentional. Proactive and interactive sessions between workers and leadership are being increased each year. In 2018, the CM-Connect group was formed. This group of almost 100 city leaders meet with the executive team and myself to discuss city initiatives, provide feedback, and have open dialogue once a quarter.

In 2018 we established the Employee Relations Team, the “**Queen’s Team.**” Members of this team are elected by their peers to represent their voice; for every 100 employees, a department representative is elected and only non-supervisory positions are eligible to participate. This team composition was intentionally constructed to allow frontline workers access to senior leadership. The Queen’s Team members meet with some senior leadership and myself at least once a quarter to exchange information,



get feedback, provide input on workplace initiatives, and ask questions. The Queen's Team members were integral in developing the employee survey conducted in the fall.

Implementing Feedback from the Employee Survey

Results from the employee survey released in the spring of 2019 show that while we have some areas of improvement, overall 62 percent of employees believe the City of Charlotte is a great place to work. About 72 percent of employees feel they are engaged and feel they can make a difference.

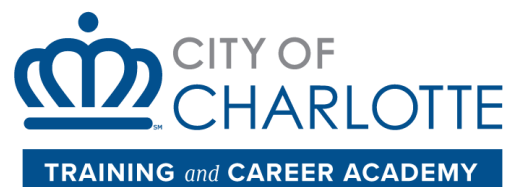
Employees also said they would like to: have City Manager Rap Sessions (which began spring of 2019); create an internal job exchange program between departments; require annual supervisor training; and develop a career ladder tool box.

Based on feedback from the employee survey, the Queen's Team, and the CM-Connect group, we are launching new programs and initiatives in FY 2020:

- **Supervisor Training** – making sure all our supervisors have a shared understanding of what is expected of them and what they should expect from the employees they manage
- **Career Pathways** – ensuring existing employees have opportunities to advance within the organization and promoting cross-department promotion
- **Job Shadowing** – allowing our employees to get a better understanding of what their peers do, and providing exposure to new types of jobs
- **Manager in Training** – cultivating emerging leaders by helping them understand what it means to be a manager and supervise individuals before they are put in a managerial role

Creating our Pipeline

We know we must look to the future of our workforce and create career pathways. We need to invest in more than infrastructure. We also need to invest in human capital to ensure our projects are planned, designed, constructed, operated, and maintained. In FY 2020, we are expanding our career pathway offerings, by creating the City of



Charlotte Training and Career Academy. This Academy expands on the program that began in Charlotte Water (Pipeline Academy), in which basic technical and soft skills training to individuals with barriers to employment will be provided. In FY 2020, an estimated 50 participants will have the opportunity to enter the workforce through our Training and Career Academy. For this, an additional \$125,000 in FY 2020 is provided to support general fund employees, which will complement \$480,000 in non-general funds from Aviation, Charlotte Water, CATS, and Storm Water. The training will result in the participants working with the city, working with private sector partners, or entering a formal apprenticeship program.

Benchmarking Compensation and Benefits

In FY 2019, I requested a comprehensive compensation review that looked at our salary structure, leave policies, benefits, and workplace environment. The intention was to benchmark what we do for our employees against peer cities and determine what areas we can improve. When deciding the most

appropriate way to benchmark, we heard loud and clear from our employees, over the past few years, that we need to do better than benchmarking against other North Carolina cities. Charlotte is unique in the state. In FY 2019, we set up a more data-driven approach to benchmarking.

The City Economist started with the 50 biggest cities in the country and used an economic tool called clustering to align cities based on more than 15 objective measures such as: cost of living, density, poverty rate, median income, and recent GDP growth. From the data, 20 cities clustered around Charlotte, including cities such as Seattle, Portland, Denver, Austin, Nashville, Memphis, Louisville, and Columbus.

Using the objective list of cities, the departments of Strategy and Budget and Human Resources worked to gather information on the compensation and benefits of these cities. We then partnered directly with actuaries and consultants to analyze the information to determine where Charlotte currently stands in key areas such as salaries, retirement, healthcare, and leave. The information attained from the analysis is what drove several key Proposed FY 2020 Budget initiatives.

Taking Care of Our First Responders



Working collaboratively with the Public Safety Pay and Benefits Team was one of the driving forces that led to our expanded city benchmarking process. When compared to the 20 peer cities, one piece of data immediately stood out: Charlotte's top pay was between seven and 12 percent lower than the benchmark national median in four out of the five Public Safety Pay Plan positions. In response to the information, and recognizing our financial limitations, we worked collaboratively with the Public Safety Pay and Benefits Team on a multi-year strategy to begin addressing those concerns.



Police Compensation



In FY 2019, the city announced implementation of a Senior Police Officer Program to begin in FY 2020. Once this takes effect in FY 2020, the top pay for a Police Officer with a four-year degree will increase to more than \$80,000. The current plan is to increase Police Officer top pay with another five percent step in December 2020, bringing the two-year increase to more than 10 percent, and bringing the top pay of a Police Officer to more than \$85,000.

Police Sergeant is the only public safety pay plan position that did not receive a pay structure adjustment in the last few years. The Proposed FY 2020 Budget addresses this by increasing all Police Sergeant steps by five percent. When combined with the market adjustment, all Police Sergeants will earn at least a 6.5 percent increase. When combined with the planned FY 2021 increase of another five percent, all Police Sergeants will earn ten percent more than typical over two years, and Sergeant top pay will approach \$100,000.

Benchmarking against other cities isn't the only reason to address Police compensation. Another key issue is the difficulty we have retaining the Police Officers we invest in. One key issue frequently cited for the attrition rate is the amount of time it takes for a Police Officer to reach top pay. The Proposed FY 2020 Budget includes the consolidation of Police Officer steps seven with eight, and steps nine with ten. The consolidation of these four steps to two will be combined with a consolidation of an additional two steps in FY 2021. This will lead to a Police Pay Plan with five percent steps. It is my hope that when coupled with the increased high pay, this will help us retain our current police officers and to attract new ones.

Fire Compensation

The benchmarking study showed that top pay for Fire Engineers and Fire Captain is also behind. My recommended plan is to address these two positions by increasing their top pay by 10 percent beyond the typical market adjustment over the next three years. This would include 2.5 percent for all Fire Captains and top-step Fire Engineers in FY 2020. Although the benchmarking study showed that Firefighter II's are less behind than their counterparts, the three-year plan includes a five percent increase over two years beginning in FY 2021.



The Proposed FY 2020 Budget also includes additional compensation for all Firefighters in the form of an increase in the city's 401k contribution effective January 2020. Despite federal 401k rules treating Firefighters and Law Enforcement Officers similarly, the city currently contributes three and five percent to them, respectively. The three-year plan aims to match the contribution the city makes to Police by providing an additional one percentage point increase in FY 2020 and an additional one percentage point in FY 2022 for the Firefighter 401k contribution.

General Employee Compensation



Funding a Salary Increase

The Proposed FY 2020 Budget includes a three percent merit pool for salaried employees and a total of three percent for hourly employees. For hourly employees, this is split between a 1.5 percent merit pool and a 1.5 percent market adjustment. Traditionally the market adjustment for hourly employees would occur in February. In FY 2020, I am happy to report that I am recommending moving the market adjustment up to December. It is my hope that by FY 2022, we will start awarding the market adjustment to hourly employees in July, the start of our fiscal year.

Although the city's salary increases for general employees in recent years have compared favorably to other cities in our benchmarking project, I wanted to add something different in FY 2020. Although we don't have the necessary funds to provide large across the board increases to employees, the Proposed

Increasing Minimum Regular Pay to \$16/hour

Upward Mobility of our Workforce

THE CHARLOTTE-MECKLENBURG OPPORTUNITY TASK FORCE REPORT

OUR DIVERSITY
OUR FUTURE
OUR COMMUNITIES

The city's Hourly Pay Plan covers city employees in labor, trades, and administrative positions. This pay plan consists of 20 traditional ranges each with a minimum and maximum. In FY 2020, I am proposing that we expand the current pay range minimums from 90 percent to 80 percent and the maximums from 115 percent to 125 percent. This bigger range will allow for more flexibility to hire employees based

on their experience level and more flexibility to reward our best employees at the top of the range. This recommendation also aligns with our benchmarking project, which showed that Charlotte's narrow range was unique amongst our peer cities.

The city's current Broadbanding Pay Plan covers all salaried city employees in professional, management, and executive positions. Out of the 20 peer cities, Charlotte was the only city with this type of pay structure. In FY 2020 I am proposing a traditional range system for our salaried employees as well. This will allow for consistency across the organization and promote clearer career paths for our employees.

Retirement

In our benchmarking project, we compared our city's pension plans to the 20 peer cities. The results were positive. The general employee comparison showed that Charlotte's pension is the second best out of 11 comparable plans. Unlike six of the cities, Charlotte has not shifted any of its employees away from a pension plan. Charlotte is one of only two cities to give both a pension plan and a 401k contribution to all full-time employees.



North Carolina
Total Retirement Plans

Overall, the results show that we provide a good retirement plan to our employees. One of the reasons we can do so is the strong fiscal management of our retirement systems. Despite it costing the General Fund \$2.9 million, I am fully supportive of the state's decision to increase the employer contribution rate in our General Employee and Law Enforcement Officer retirement systems. I am also recommending an additional \$1.0 million contribution to the Charlotte Firefighter's Retirement System in FY 2020.

Healthcare



MyClinic

Delivering a comprehensive benefits package that provides value is one of the cornerstones of the Human Resources mission to help employees thrive. In 2018, there was a redesign of the health plan offerings to provide a portfolio of medical plan options to meet the needs of the city's workforce, with different premium price points, various options for medical and prescription drug coverages, and the addition of voluntary benefits. Supporting this redesign, were continued enhancements to the city near-site MyClinic which provides free physician-directed healthcare to employees and their family. The synergy between the new benefit design and the clinic success are responsible for a six percent reduction in per-employee claims costs for the city; all the more impressive considering the industry medical trend was a seven percent increase in those two years. In addition, the MyClinic saved employees over \$1.4 million dollars in 2018.

Our 2018 benchmarking project showed that the city needs to improve on some of its 2018 plan offerings. Our Basic PPO Plan (Plan D) showed up relatively close to the bottom in overall value in 2018. Fortunately, we recognized this issue in planning for 2019. Our 2019 plan changes included reducing the deductibles in this plan, including the reduction of the family deductible by \$4,000 and the family out-of-pocket maximum by \$2,000.

The benchmarking project also showed that our basic health savings account (HSA) Plan A's value was below our peer cities' HSA plans. In the 2020 plan year, we will enhance this plan by reducing the deductibles and the out-of-pocket max. Additionally, we will reduce premiums in HSA Plan B to maintain the structure of the two HSA plans. These two enhancements allow employees better choices when deciding between plan types.

I am also happy to recommend that for the second year in a row, there will be no healthcare premium increases in 2020. Two years without increases will allow the employer share of the premium to increase, as plans get more expensive overall.



Continued All-Access Transit Pass

In FY 2019, we began offering All-Access Transit Passes to employees at the significantly reduced rate of \$33 per year. Since then, over 800 employees have elected to participate in the program. In FY 2020, this program is proposed to be continued.

Accelerated Multi-Disciplinary Training for First Responders

Additionally, \$2.0 million in FY 2020 and \$1.0 million in FY 2021 is proposed to provide multi-disciplinary training to police officers. A dedicated investment in training allows for the acceleration in the number of first responders trained in key areas. It is estimated that the funds will provide thousands of hours of dedicated training in FY 2020.

Neighborhood Development

Intersection of Neighborhoods/Housing/Public Safety/Environment

As Charlotte continues its fast-paced growth, it is important that we plan, design, and provide services for our neighborhoods in an equitable fashion. It is also important that we create and maintain neighborhoods where all individuals and families can thrive and have a voice, especially our most vulnerable. Great neighborhoods do not just exist by happenstance. They are created through intentional investment and initiatives. Everything we do should be done collaboratively with resident input.



Support Existing Housing Programs

Every year the city provides support for housing programs which are administered through the Department of Housing and Neighborhood Services. There are multiple sources of funds used to support down payment assistance, homeownership counseling, credit counseling, emergency relocation, crisis rental and energy assistance, home rehabilitation, and emergency repair.

Under the program umbrella called Safe Home, we provide home rehabilitation assistance and emergency repair funding. These programs serve individuals whose income is at or below 80 percent of the Area Median Income (AMI). Because of the high need in these two programs, I am recommending these two

programs receive an additional \$700,000; of this amount, \$250,000 for a total of \$500,000 is dedicated to the Emergency Repair Program and \$450,000 is dedicated to the home rehabilitation program. In addition, I propose using \$640,000 in unallocated FY 2019 Community Development Block Grant funds to bring the total to nearly \$1.0 million for the home rehabilitation program in FY 2020. These funds will complement federal funds of over \$3.0 million used for the program, which includes TLC for CLT in targeted neighborhoods.

Keeping Neighborhoods Affordable

The City of Charlotte asks residents to vote on General Obligation Bonds (GOB) every two years. Last year, City Council and Charlotte voters took the bold step of more than tripling the traditional \$15.0 million affordable housing bond allocation to \$50.0 million. This encouraged the private sector, faith community, and non-profit partners to join us and also contribute funds.



To further the work and fundraising already underway, the Proposed FY 2020 Budget plans to double the affordable housing bond allocation from \$25.0 million to \$50.0 million for the next bond referendum in November 2020 (FY 2021). With this commitment, we are capitalizing on the incredible momentum and continuing to show our dedication to improving housing accessibility and upward mobility.

To leverage our resources, last year we announced we were partnering with the Foundation For The Carolinas, Bank of America, Wells Fargo, and the Local Initiatives Support Corporation (LISC), a national organization with a grassroots focus. Since then, LISC has established its local office and hired a local executive director, Ralphine Caldwell. The city's three-year commitment is continued in the FY 2020 budget for \$200,000.

While FY 2020 is an off-cycle year for the city's bond referendum, we are partnering with LISC to continue the energy to preserve Naturally Occurring Affordable Housing (NOAH) by adding \$6.4 million in city funds and a \$5.1 million contribution from LISC. These funds will support NOAHs and encourage individuals to build wealth through homeownership in two ways.

First, I propose creating an *Single-Family Acquisition/Rehabilitation Loan Program* to acquire, preserve, and offer for resale a minimum of 12 single-family housing units to buyers earning up to 110 percent of AMI. Vacant single-family houses will be acquired, preserved, and sold to qualified low to moderate income households through a partnership with LISC and other community partners. Each property will remain affordable for 15 years and buyers will receive homebuyers counseling and down payment assistance through our existing program.

Potential target neighborhoods are consistent with Harvard's Opportunity Insights data and include: Biddleville-Smallwood, Grier Heights, Hidden Valley, and Renaissance West. Additional neighborhoods may include: Enderly Park, Firestone Park, and Thomasboro/Hoskins. These neighborhoods are

considered based on data such as the number of minimum housing code cases, poverty rates, age of the housing stock, high crime rates, and low educational attainment.

Second, I propose creating a *Multi-Family NOAH Program*. Based on the profile of most recent NOAH approved by City Council in the spring of 2019, I am recommending \$4.2 million and LISC is dedicating \$3.8 million of Charlotte Housing Opportunity Investment Fund (CHOIF) to purchasing up to 400 units of multifamily housing in FY 2020. While this may be an aggressive goal, I believe working in partnership with affordable housing developers, LISC, and other community partners, we can achieve this goal.

Helping Seniors

Aging in Place

As a proactive measure to address the impact of increased property taxes due to the 2019 property revaluation, the city created the Aging in Place Program to help some of Charlotte's most vulnerable residents stay in their homes. The FY 2019 budget included \$750,000 to help support low-income, senior home homeowners to mitigate potential property tax impacts. For FY 2020, I am recommending an additional \$750,000, for a total of \$1.5 million available for this program.



To make sure our seniors were aware of this program, along with several other city and county programs, community outreach was necessary. Our Senior Housing Support Team developed a comprehensive engagement effort, whereby city employees knocked on nearly 200 doors in targeted neighborhoods identified by the customer service division of 311. Over 1,550 seniors expressed interest in the program.

Preserving Our Natural Environment

Implementing the Strategic Energy Action Plan (SEAP)

Charlotte is taking steps to contribute to a healthier community and world by adopting a Strategic Energy Action Plan (SEAP). The American Cities Climate Challenge (ACCC) is working with us to accelerate the goals of the SEAP.



After working with community stakeholders for more than a year, City Council adopted the SEAP in December 2018. The Sustainable and Resilient Charlotte by 2050 resolution and subsequent SEAP set ambitious goals of sourcing 100 percent of our organization's building and fleet energy from zero carbon sources and becoming a low carbon city by 2050. The SEAP focuses on 11 action areas around buildings, transportation, and energy generation that also emphasize a foundation of workforce development and equity.

The SEAP is a high-level framework, but we have begun and plan to continue important baseline work in FY 2020, and we are already making progress in identified projects. Baseline work that will be completed in FY 2020 includes: finalizing total cost of ownership models that can be used in decision-making; forming

internal and external working groups; data-gathering and analysis; exploring partnerships; and getting projects shovel-ready.

We can make progress toward our SEAP goals in several areas. For buildings, the city has goals of obtaining LEED certification and we will analyze facilities for solar potential. For fleet, as we refine total cost of ownership models, we will study transitioning the motor pool to include more electric vehicles and right-sizing the fleet.

Furthermore, Charlotte Water is adding an additional electric vehicle charging station, implementing an automatic vehicle locator system, and piloting the use of bio-gas from its wastewater plants as a fuel source for city fleet. In addition, the departments of Planning, Design and Development and Transportation will coordinate to expand bike and pedestrian infrastructure, collaborate to include a sustainability lens within the 2040 Comprehensive Plan, and incorporate e-bikes and e-scooters in first-mile/last-mile use. With respect to workforce development and equity, we continue identifying departments for environmental apprenticeship opportunities.

Shortly after adopting the SEAP, the City of Charlotte was named one of 25 U.S. cities selected by Bloomberg Philanthropies to participate in the American Cities Climate Challenge. The ACCC's goals are similarly aligned with the SEAP. The ACCC designation allows us access to resources and technical support, including two full-time Climate Advisors for two years (paid for by Bloomberg Philanthropies); these Advisors are already working with the city, focusing on transportation and building projects.

Implementing Circular Charlotte

In 2019, we are advancing the circular economy by planning the opening of the revamped Innovation Barn. From our work with Metabolic, we realized as a city that we produce 900,000 tons of waste each year – or about \$111.0 million worth of materials. This public-private partnership between the City of Charlotte and Envision Charlotte will divert trash from the landfill, create jobs, drive innovation and economic development, and will lead the city's transformation into this new economy.

Envision Charlotte will use the 36,000-square-foot facility next to Solid Waste headquarters located in the Belmont neighborhood as community space to provide programs specializing in the circular economy, co-working space for entrepreneurs focused on upcycling, 6,000 square foot event space, a beer garden, and a zero-waste restaurant. And this is not just about the circular economy, it is also about jobs. UNC Charlotte will have a classroom and their architect students are helping to design the Barn's outdoor furniture, and Johnson C. Smith students are designing the aquaponic garden.

The city will also explore how to advance circular economy concepts within our existing facilities. For example, Charlotte Water is planning to pursue a public-private partnership to harvest phosphorus from its treatment processes to be beneficially reused as fertilizer and reduce energy and chemical use at the treatment plants.



Charlotte's Tree Canopy



The city's trees are one of its most valuable assets, providing an enhanced quality of life by providing shade, character, and clean air. Through TreesCharlotte, and plantings by city staff as part of city capital projects, the city planted 19,021 trees in FY 2018. The city also uses fee-in-lieu dollars

collected from developers during permitting to acquire land to preserve trees. The city partners with TreesCharlotte to facilitate tree planting events to continue maintaining the city's tree canopy. Currently, TreesCharlotte promotes the planting of about 5,300 trees per year. The FY Proposed 2020 Budget makes the fourth \$250,000 contribution to the TreesCharlotte endowment, as well as \$100,000 to support neighborhood engagement, education about the tree canopy, and tree plantings. In addition, \$900,000 is included in the Proposed FY 2020 Budget for planting trees within city right-of-way areas, along with \$1.6 million provided annually for trimming and removing trees due to aging trees and storm damage.

Keeping Our City Clean

Providing a healthy community includes keeping our neighborhoods clean. The Proposed FY 2020 Budget includes an investment of \$4.6 million to enable us to maintain our high level of service to the city's 346,000 existing solid waste services customers, as well as address the increasing demand created by a growing population and corresponding increase in the number of collection points around Charlotte.

First, the Proposed FY 2020 Budget provides \$150,000 for two new automated garbage collection crews, as well as \$600,000 to purchase two new trucks, to address the growing demand faced by our Solid Waste Services (SWS) department. Second, the Proposed Budget supports all additional operating expenditures needed for SWS to maintain current service levels, including \$1.4 million for personnel cost increases and other updates, including vehicle and equipment maintenance. Additionally, \$2.4 million is included to address contractual increases for the tipping fee. A \$1.00 a month increase is proposed to support service and contractual cost increases and the needed expansion of the Solid Waste fleet of vehicles.



While we make investments to continue the level of service expected by our residents, and prepare for future growth, we also need to prepare for the future of waste collection and disposal, including evaluating the sustainability of this service's financial model.

Continuing to Connect with Our Residents

We promote efforts to build safe and inclusive communities by engaging with our residents whether it is in a city building or in their neighborhood. True community engagement is not about holding sessions to check a box, it is about getting the feedback to design programs and services that best fit the needs of our community. We are partnering with the New York City Public Engagement Unit to improve how we can do things differently and become more intentional when engaging with our community. Towards this goal,

we intend to leverage our 311 services even more in the coming year. If you call 311 with a question or issue about solid waste services, rather than just solving that issue, we intend to provide you with some information about city programs you might be interested in.



We also continue to utilize our Civic Leadership Academy to more broadly inform residents about the City of Charlotte government and civic leadership. Participants in the Academy are provided the opportunity to grow in their leadership style, learn to analyze issues using data, connect with decision makers and other Charlotte leaders, and gain useful tools to make a difference in their communities. There are two rounds of classes each year (11 sessions per class) and in the most recent application cycle, the city received over 250 applications for 35 slots (five from each council district), demonstrating the popularity of this program.

We also continue to engage the community around public safety issues. In FY 2019, we began the Bridging the Difference program with the aim of bringing our community together for community conversations across Charlotte around policing, including immigration and opioid use. In addition, CMPD's Citizen's Academy helps build relationships between CMPD and the community, and creates residents who are better-informed about police work and community services. Through a series of lectures, simulated activities, practical sessions, and tours residents are given the opportunity to learn firsthand about police operations.

We also meet our residents in their neighborhoods. The city offers free placemaking tours, which include workshops, to highlight neighborhood-led placemaking in neighborhoods such as Country Club Heights, Plaza Midwood, NoDa, Southend, and Uptown. In addition, we host half-day neighborhood board retreats, two times per year, to help any neighborhood and business organization within the city assess the current state of their community, identify and prioritize strategic goals, create action plans, and improve resident quality of life. Since 2012, over 130 neighborhoods and businesses have participated.

Safe Alliance

Building a safe and healthy community also includes working through organizations outside of city government to ensure our neighbors receive the services they need. We continue to work with community partners to provide specific services that support key areas of focus for the city, contribute to community enrichment, and complement services offered by city departments.

One complementary service offered in the community is targeted support for victims of domestic violence and sexual assault. One of Safe Alliance's three core programs is Victim Assistance and Legal Representation. The FY 2020 Proposed Budget includes an additional \$63,061 (this includes \$49,000 in one-time funding provided in FY 2019) to help support an additional attorney position at Safe Alliance to provide legal assistance in obtaining domestic violence protective orders and filing for custody and divorce. The Proposed FY 2020 total city contribution to Safe Alliance is \$397,038.

Economic Development

Implementing Our Strategy

With the creation of the Charlotte Regional Business Alliance, in FY 2019, we realigned the city's economic development focus to become a more active partner in growing and developing the business and workforce ecosystems. To align with other regional efforts, we created a four-pillar strategy to guide our work and to serve as our foundation:

- Create great places that attract great talent
- Business innovation
- Talent development
- Grow targeted industry clusters



Upward Mobility Starts in Our Organization



Back in the fall of 2018 you charged us with assessing our internal processes and ensuring our practices foster diversity, equity and inclusion (DE&I). A steering team of key individuals was formed, department liaisons were established, data was analyzed, peer cities were compared, best practices were examined, literature was researched, and interviews were conducted. The analysis identified over 120 DE&I activities and initiatives we are engaged in. This 90-day assessment resulted in a report that you received last year. The report provides 13 recommendations.

While that report contains various solutions we can use to improve our internal operations as it relates to DE&I, a key recommendation was to identify a lead to coordinate the work. To fulfill that recommendation, I am proposing to create the Office of Equity, Mobility, and Integration within our Housing and Neighborhood Services Department to be led by Federico Rios.

Federico Rios, currently serves as the International and Immigrant Integration Manager. In his new role, he will link DE&I efforts both internal and externally. He is charged with implementing the recommendations of the report and to immediately look at our external facing policies and practices that cause inequitable investment and development in our community. For this, I am recommending one new position which will work with the Office of International Relations in the Department of Housing and Neighborhood Services. This office will also work with community partners to create opportunities for our residents and promote upward mobility by aligning with the recommendations of the Leading on Opportunity Council and the Immigrant Integration Task Force Report.



Putting Resources Directly into Our Community

We cannot create safe and engaged communities on our own – we need help from our grassroots organizations who are solving problems every day. As a city, we recognize we aren't always equipped to handle every problem – with the microgrants program we are reaching those grassroots organizations doing amazing work to make our city safer every day.

Since its launch in 2018, the city's microgrants program has made over 60 grants to community and non-profit organizations. For FY 2020, I am proposing \$500,000 in funding, five times more than what was approved for FY 2019. The additional funds will provide small grants to community-based organizations that promote conflict resolution, crime-fighting and prevention, youth and parent opportunities, and family stability, and work to overcome racial segregation.



Our community investment continues with a recommended funding level of \$400,000 for the Neighborhood Matching Grants Program. These funds will be matched by neighborhood volunteer dollars, and will enable eligible neighborhood organizations and associations to implement projects that make their neighborhoods better places to live work and play. These projects give neighbors an opportunity to get to know one another as they improve their neighborhood by building community gardens or neighborhood sign toppers, hosting neighborhood festivals or special events, or improving curb appeal by painting or installing shutters or house numbers.

Last year, we made a three-year commitment to the Historic West End Initiative. This is a partnership that began with the Knight Foundation, Charlotte Center City Partners, and community leaders in the Historic West End to spur economic development based on a community-driven framework focused on three themes: Engage, Prosper, and Enjoy. Going forward, LISC will take the seat of Center City Partners and provide \$150,000. LISC has already begun working with the Historic West End Partners (HWEP) using a comprehensive, development community approach to build capacity and strengthen neighborhood identity through resident action leadership development. LISC is also helping HWEP attract more resources to the community and become more of a significant player in redevelopment activity.

LISC will also provide small business loans and bridge financing for selected projects. To complement the partner effort, I am recommending \$150,000 for FY 2020.

Upward Mobility Continues in Our Neighborhoods

Eastside and Westside Collaborative Initiative

While our city continues to grow and prosper, there are areas of our city I'd like to concentrate additional effort. The eastside and westside of our city include communities prime for opportunity. To catalyze the change, I am recommending \$1.0 million to support the Eastside Collaborative Initiative and the Westside Collaborative Initiative. Each collaborative will receive \$500,000 and a total of \$500,000 additional support from LISC.

These funds will help these communities transform themselves into areas of opportunity. They will leverage other city funding such as the micro grants, neighborhood matching grants, and the Historic West End Initiative to increase opportunities. LISC will support these initiatives by establishing a Charlotte Financial Opportunity Center using family income and wealth building staff to provide workforce skills and financial education services. LISC will also provide micro loans for entrepreneurs, small business façade loans, and help with community capacity building.

These programs will be developed using robust community engagement techniques. Potential target areas for these initiatives may include the Eastway, Central, Albemarle corridor on the eastside, and on the westside, the Beatties Ford Road corridor from West Trade/Rozzelles Ferry to I-85.

Fostering Innovation

The Proposed FY 2020 Budget advances our strategy by recommending \$1.7 million for new initiatives and creating five new positions which will help build and maintain a successful business climate that promotes workforce development, increases the number of jobs with sustainable wages and benefits, provides economic opportunity, and encourages innovation and entrepreneurship. Included in this funding is the creation of CLT Labs, which will serve as a “P3 Disruptor.” It will be a year-round living laboratory where entrepreneurs can test and produce innovative ideas and products to change how the city operates. In addition, “Innovate Charlotte” will connect entrepreneurs with resources and mentorship opportunities that can help them further develop their career.

Charlotte Business Inclusion



Engaging Minority-Owned, Women-Owned, and Small Businesses (MWSBEs) in the city’s business and capacity-building initiatives remain a priority of the city. The city’s Charlotte Business INCLUSION program continues to successfully partner with Charlotte’s business community. The city’s spending with MWSBEs continues to grow, with a new record of \$110.4 million in FY 2018. This is \$28.6 million

more (or 35 percent) than in FY 2017. In FY 2019, the functions of Charlotte Business INCLUSION were transferred to the city’s Procurement office. This move allowed for more collaboration in purchasing and contracting services. This realignment has led to a more efficient and targeted approach to creating new pathways for MWSBEs to do business with the city. Furthering this success, a new software, Charlotte INCLUSION, was launched in FY 2019. This integrated platform will make it easier to coordinate MWSBE contract compliance, enable prime contractors to search for potential MWSBE subcontractors, and streamline small business enterprise online certification.

With the help of a City Accelerator grant from the Citi Foundation, we created the AmpUp Charlotte program, a 13-week intensive business development program for local minority business owners. The inaugural AmpUp Charlotte cohort was developed in partnership with the National Basketball Association (NBA) to prepare minority-owned businesses for contracting opportunities during NBA All-Star Week. We had 15 graduates in the first class. The second cohort began in April 2019 with 16



businesses, and is specifically tailored to help minority businesses participate in contracting opportunities at the Airport.

The Proposed FY 2020 Budget builds on this progress by proposing an additional \$450,000 for MWSBE capacity building. Investments include \$64,000 to continue the AmpUp program and an additional \$250,000 to create a pipeline from AmpUp to “Graduate School,” and \$125,000 to provide MWSBE-specific resources on CharlotteBusinessResources.com.

Targeting Industries

In support of the fourth pillar of the city’s economic development strategy, this budget also makes investments that will enhance marketing, as well as help us better understand the economic ecosystem we already have. This Proposed Budget invests over \$800,000 in the following enhancements: improvements to CharlotteBusinessResources.com, including a chatbot that will provide on-demand support; communication and marketing materials; site visits and travel to trade shows to better market Charlotte globally; and other branding improvements. The budget also contains \$75,000 for mapping the talent development “ecosystem” which will help inventory and fully leverage talent resources, economic impact analysis software to understand our local economy and the value of the city’s investments in our community, and peer group meetings with stakeholders to understand industry-specific trends affecting businesses who are already a part of our local community and economy.

Breaking Down Barriers and Increasing Upward Mobility



Upward mobility is a key focus for the city and Project P.I.E.C.E. (Partnership for Inclusive Employment and Career Excellence) is a program that addresses economic mobility, labor market shortages, and employment opportunities in the city. It provides training and employment opportunities for individuals with multiple barriers to employment, including homelessness, a criminal record, health issues, and/or lack of transportation.

With help from our partners at Goodwill, Charlotte Works, Urban League, TWIN, and Central Piedmont Community College, we have met or exceeded every goal we set out to achieve with Project P.I.E.C.E. We enrolled 332 job seekers in training – nearly double the goal of 180 we set when we started over three years ago. Of this number, we graduated 282 participants, or 85 percent, surpassing our goal of 80 percent. Furthermore, we met our goal of 70 percent of graduates who are employed.

Because of the proven success of this program, I am recommending an additional \$300,000 in FY 2020 to continue Project P.I.E.C.E. Phase 2. This will expand Project P.I.E.C.E. 2.0 in the areas of transportation and logistics.

No Tax Increase in FY 2020

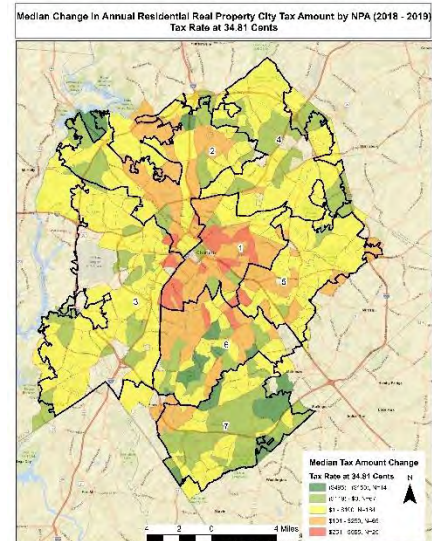
The Proposed FY 2020 Budget does not include a tax increase. It will include a proposed revenue- neutral rate of 34.81 cents. Adopting this revenue-neutral rate will give Charlotte the lowest city tax rate among the ten biggest cities in North Carolina and the lowest city tax rate in at least 50 years. At this revenue-

neutral rate, homes which experienced less than 40 percent will receive a lower city tax bill, and homes which experienced more than 40 percent growth will receive a higher city tax bill. All vehicle owners should receive a reduction in their city vehicle personal property tax bill as well.

Revaluation Impacts Some of our Most Challenged Neighborhoods

While the city does not collect any more revenue than a typical year, 69 percent of homeowners will still pay more in city taxes because of the increased value of their home. As part of evaluating the county's new property value data and developing the budget, we did an in-depth analysis to understand the revaluation's impacts on our residents. The analysis was shared with you during our Budget workshops and committee meetings.

The analysis revealed the greatest impacts occurred in neighborhoods where people are at a significant risk of displacement. One statistic that demonstrates some of the concerns resulting from the revaluation is that homes originally worth less than \$200,000 experienced an increase in value, on average, of 67 percent, while homes originally worth more than \$400,000 increased, on average, 34 percent. While I am proposing a \$750,000 investment in the Aging in Place Program to help some of our most vulnerable residents, there is no question there will be others who are also impacted.



Transportation and Planning

Planning for the Next Generation

Designing Charlotte's First Comprehensive Plan in 45 years

The Charlotte Future 2040 Comprehensive Plan is a plan that will guide how our city grows, how we invest in our city over the next 20 years, what projects the city approves, and will show where development can occur, and what neighborhoods will look like at the end of the next stage of the city's growth.



It is Charlotte's first Comprehensive Plan since the 1975 Comprehensive Plan was prepared. Once completed, it will be a living document that takes community input and ideas and turns them into the actions that guide our decision-making in both the near- and long-term.

This Plan relies on connections – with other plans, with budgets, and with what's going on in the day-to-day life of Charlotte. The Plan's major driving theme is equity. Equitable development means being fair about what's added in different parts of the city and why it's added.

We are well on our way to wrapping up our first phase of the project, which focused on collecting information and listening to the community to understand existing needs and future goals. We are beginning to look at different growth scenarios to determine the best option to make our city's vision become a reality. The FY 2020 Proposed Budget includes \$550,000 for the development of the Comprehensive Plan and the Knight Foundation for equitable community engagement.

Completing the 2014-2020 Capital Investment Plan

In FY 2014, City Council adopted the Big Ideas CIP, which included projects planned across the 2014, 2016, 2018, and 2020 bonds. The Proposed FY 2020 – 2024 CIP contains the final “Big Ideas” General Obligation bond referendum in November 2020 (FY 2021). The initial plan supported \$816.4 million which grew to \$1.0 billion in General Obligation Bonds (GOB) and Certificates of Participation (COPs).

This amount is proposed to increase by \$306.1 million to \$1.1 billion in FY 2021 to include additional money for existing and new projects funded with bond or cash sources.

Previous Steady State Debt Affordability

Last year, we determined a sustainable “Steady State” capital plan which included \$165.0 million in GOB and \$25.0 million in COPs. This was based on estimated future needs with a focus on providing stability in our capital planning. Establishing a steady state model allows us to avoid increasing taxes to support this CIP. By changing the model assumptions and no longer pulling all the debt capacity forward, we were able to reserve affordability for the future years without tax increases.

Redefining Capital Development and Putting the Pieces Together

This budget development cycle we looked at how the capital plan was developed. We established a multi-disciplinary team approach, with my office and the departments of Engineering and Property Management, Finance, Strategy and Budget, and our financial advisors collaborating to improve capital outcomes and efficiencies. We looked at the overall project management process, how capital projects were requested, and how project scopes were defined and costs estimated. We also examined our existing projects, our expenditure rates, and our debt model assumptions.

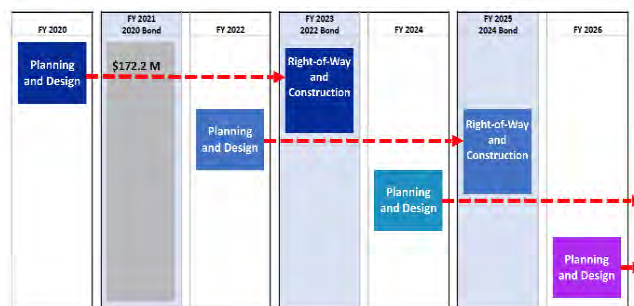


The conclusion of our analysis indicates we can increase the previous steady state amount of \$190.0 million (\$165 million GOB and \$25 million COPs) to \$223.0 million (\$190.0 million for

GOB and \$33.0 million for COPs). This means we can afford an additional \$25.0 million in GOB and \$8.0 million in COPs for a total of \$33.0 million every bond cycle (every two years).

The culmination of this review also leads me to recommend we establish a Revolving Advanced Planning and Design Program. For this program, I recommend we dedicate \$20.0 million from the Debt Service Fund as a revolving account. This money will be used to plan and design projects, approved by you, to develop more accurate cost estimates. If the projects are deemed ready to go forward to the construction phase, this project will then be approved by you in a subsequent CIP for either GOB or COPs funding. The total amount appropriated and voted on will be the full cost of the project. The planning and design amount included for a specific, approved project will be reimbursed when permanent financing is available. This advanced planning and design approach will create a “project pipeline” and a pool of potential projects for future funding. To begin planning projects, the Proposed FY 2020 CIP includes seven, high-priority projects:

Planning and Design Timeline



Transportation and Planning Priority Area:

- Cross Charlotte Trail Segments 10 and 11
- Ashley Road/Tuckaseegee Road/Freedom Drive Intersection
- Eastway Drive/Shamrock Drive Intersection
- Bryant Farms Road Extension
- Robinson Church Road

Neighborhood Development Priority Area:

- Construct and Renovate Fire Stations
- Complete Police Division Stations
- Upgrade Existing Animal Care and Control Facility

Over the next year, we will review and discuss high-priority projects that align with the new strategic priorities. Projects for consideration may be identified in master plans or City Council-adopted action plans, presented based on operational need, or proposed because of technical analysis like safety, congestion, or connectivity impacts. This process will be collaborative and will result in a Proposed FY 2021 CIP that we have built together. While we build the coming CIP together, I am also recommending an additional \$25.0 million for a total of \$50.0 million for Affordable Housing in FY 2021.

Implementing the Change

Through the review of our capital development process and financial models, it became evident that some departments' core functions may have broadened over time and may need to return to their original mission. For example, returning the city engineer function to the core mission of focusing on capital project management and delivery is essential to the future success of the city.



To ensure a higher level of attention is provided to the capital process, I am proposing the creation of the Department of General Services in FY 2020. This department will have several core functions under its purview. Services such as procurement, cemeteries, environmental solutions, real estate management, fleet, property maintenance, special events coordination, and engineering are included. The city engineer function remains a part of this department. Correspondingly, transferring procurement from the Department of Finance allows Finance to return to its core mission of ensuring financial functions and internal controls are working effectively.

Across the nation, public service organizations have established successful Departments of General Services to focus on providing cost-effective solutions and services. These types of departments provide a variety of services. The creation of this type of department in the City of Charlotte will provide a level of administrative coordination between core functions of the organization that did not exist previously. To lead this department, I recommend the transfer of a vacant Special Assistant to the City Manager to create a new director position.

Preserving Our Capital Assets

For the first time in 12 years, we completed a Capital Needs Inventory (CNI). The CNI, which was a cross-department, collaborative effort, identified anticipated public infrastructure needs over the next 10 years (FY 2020 through FY 2029). Projects originated from many sources including master plans, studies, and City Council-adopted action plans. The CNI will be used as a long-term planning tool for future CIPs. The Proposed FY 2020 CIP directly reflects the CNI output, evidenced by the doubling of building



maintenance funding over the next five years. COPs are proposed to address needs such as roofs, mechanical systems, facility expansions, and capital renovations. Included with this are two major upgrades to the Charlotte-Mecklenburg Government Center: the replacement of two generators for \$2.2 million in FY 2020 and the installation of new heating, ventilation, and air conditioning (HVAC) equipment for a total of \$25.7 million over five years. The Proposed FY 2020 CIP also advances the repaving of a city-owned heavy equipment facility parking lot, and it plans for the implementation of the Americans with Disabilities Act (ADA) transition plan starting in FY 2021.

Scrubbing Our Accounts

This past year, we created a formalized project close-out process. While refinement is still needed in process, we began the review of active projects. As part of this process, departments were to provide a plan for each project, which included a remaining draw schedule, estimated completion date, and determination of whether the project still needed its full funding. Through this process, \$11.7 million in savings was captured and is now proposed for reappropriation to support other projects in the Proposed FY 2020-2024 CIP.

In addition, after detailed analysis it was determined that \$19.9 million in balances are available from the Pay-As-You-Go Fund for re-appropriation. I propose using the majority of these funds for the Cross Charlotte Trail.

Addressing High Priority Projects and Initiatives

Improving the city's bicycle infrastructure has long been a priority. Since 2000 the city has connected over 200 miles of bicycle network across the city. The Uptown Cycle Track is an important component of the city's bicycle network. This project provides connections to greenways and bike routes to provide greater north/south and east/west bicycle mobility. I am proposing an additional \$4.5 million in FY 2020 to complete the cycle track from the Little Sugar Creek Greenway to the Irwin Creek Greenway.

The analysis of each active project has also led to identifying additional costs. The potential of needing additional funds was discussed at our City Council Budget workshops. To fulfill the commitment to the community, these three projects need to be addressed, therefore, I have included funding for them in them in Proposed FY 2020-2024 CIP. These projects are:



- Cross Charlotte Trail: \$54.4 million to complete planned and designed segments
- Central Division Police Station: \$1.8 million to complete
- Infill Fire Station: \$3.4 million to complete a new 3-bay station (location still to be determined)

Funding Planned Segments of the Cross Charlotte Trail

The City of Charlotte is partnering with Mecklenburg County to create a multi-use trail that will stretch from the City of Pineville through Center City, on to the UNC Charlotte campus, and to the Cabarrus County line. Once completed, the trail will be approximately 30 miles in length and will allow residents to travel seamlessly from one end of Charlotte to the other. Approximately 140,000 residents and 130,000 jobs will be located within walking distance of the proposed trail and the adjacent connecting greenways. This project was initially approved by City Council in FY 2014 as part of the Big Ideas for \$35.0 million and then an



CROSS CHARLOTTE TRAIL

| Segment | Phase |
|---------|------------------|
| 1 | Planned/Designed |
| 2 | Planned/Designed |
| 3 | Planned/Designed |
| 4 | Complete |
| 5 | Planned/Designed |
| 6 | Planned/Designed |
| 7 | Planned/Designed |
| 8 | Planned/Designed |
| 9 | Planned/Designed |
| 10 | Not Planned |
| 11 | Not Planned |

additional \$3.0 million added for the South Charlotte Connector in FY 2016 bringing the total cost of the trail to \$38.0 million.

In February, we came to Council with an identified need of an additional \$54.4 million to complete the planned and designed segments of the Cross Charlotte Trail. In total, there are 11 segments of the Cross Charlotte Trail, one is complete, eight are in planning or design, and the remaining two have not been planned or designed. The cost estimate for the eight segments in planning and design is \$54.4 million. This amount is in addition to the \$38 million previously authorized. The following sources of funds are recommended to address the additional \$54.4 million need:

- \$11.7 million in savings identified in other projects
- \$13.5 million in Pay-Go
- \$14.0 million in savings from debt refinancing
- \$15.2 million cash-in-lieu-of debt
- Sections 10 and 11 recommended for planning in the Advanced Planning and Design Program

The Year Ahead

Every day, Team Charlotte provides exceptional service to our residents—this past year, we had some days where that was put to the test. We worked together as one to demonstrate commitment and caring for our community through tropical storms Florence and Michael. The collaboration across and within the team during preparation, response, and recovery was extraordinary. We again demonstrated hard work, enthusiasm, and commitment when we hosted the NBA All-Star game. I am proud that this year's proposed budget delivers on the promise in last year's transmittal letter to undertake a comprehensive compensation review and recognize our team's extraordinary level of service.





Last year's transmittal letter committed to delivering a well-managed government, including developing a new economic development strategy and refining project management and delivery of capital projects, both of which were accomplished during FY 2019. It also committed to reviewing and refining internal service departments such as Finance and Innovation and Technology. In FY 2020, we will continue to evaluate and refine the services provided by the city's internal service departments.

During FY 2020, we will also tackle new opportunities to improve our organization and ensure efficient, effective service delivery for our residents. We will:

- Develop the next five-year capital investment plan with City Council
- Examine the core mission and functions of operational departments, and
- Review the city's storm water services, including project categorization, identifying efficiency savings, creating synergy with other utility programs like Charlotte Water, and exploring the potential of having a standalone Storm Water department.

I look forward to all we will accomplish as a community in the coming year.

Sincerely,

Marcus D. Jones

City Manager



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EXECUTIVE SUMMARY





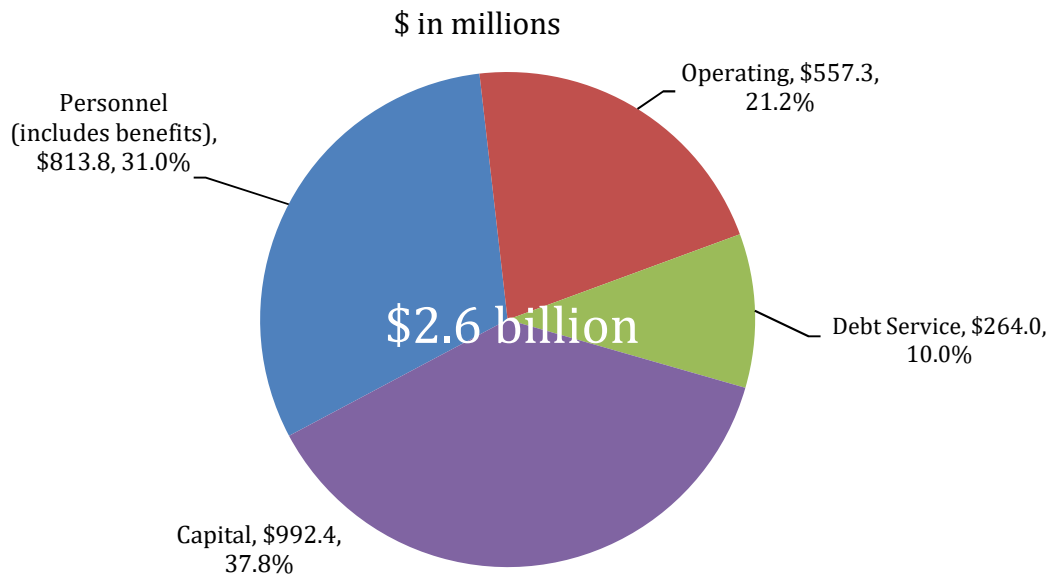
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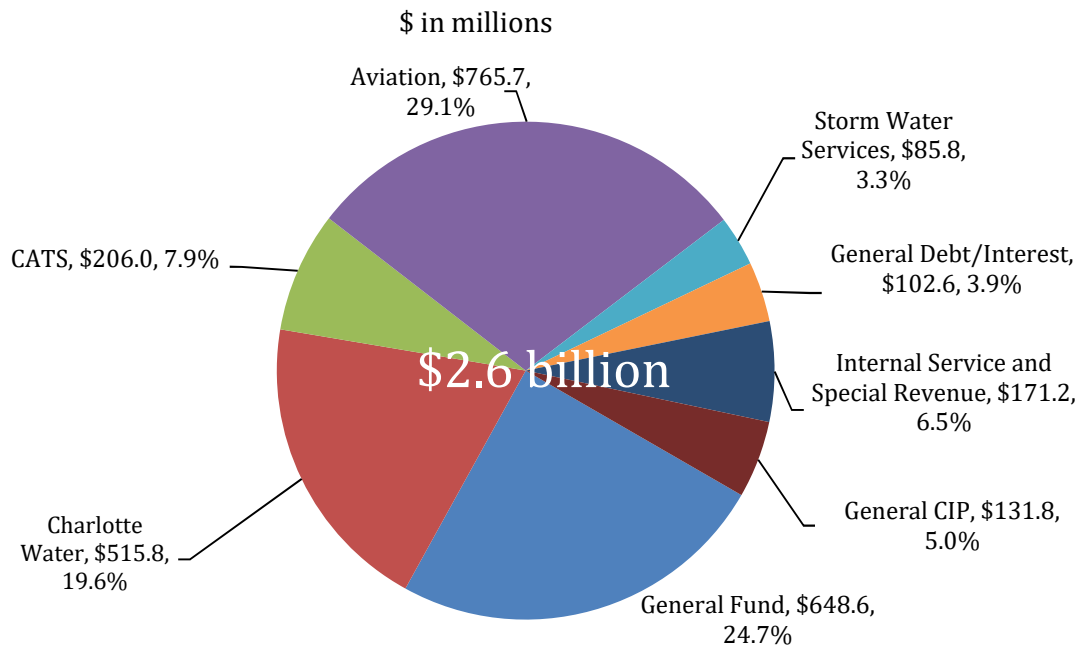
Overview of Total Budget

The total budget for Fiscal Year (FY) 2020 is \$2.63 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (capital budget). The annual operating budget reflects day-to-day operations, while the Capital Investment Plan represents large capital outlays over a five-year time horizon. The graph below shows the adopted budget allocated by services.

FY 2020 Adopted Budget: Total Expenditures by Category



FY 2020 Adopted Budget: Net of Transfers



Revenue and Finance

Development of the FY 2020 Adopted Budget also included a review of revenue and financial approach. The goal is to maintain a good value to tax and rate payers and ensure consistency with Council policy, and uphold the city's financial ratings.

The property tax rate for FY 2020 is 34.81¢ per \$100 of assessed valuation, a decrease of 14.06¢. The FY 2020 assessed value is estimated at \$142.71 billion, with an estimated collection rate of 99.0 percent.

The tax rate allocation is provided in the table below:

| Fund | FY 2019 Tax Rate | FY 2020 Tax Rate | Percent Change FY 2019 to FY 2020 |
|-----------------------|---------------------|---------------------|--------------------------------------|
| General Fund | 38.16¢ | 27.31¢ | -10.85¢ |
| Debt Service | 9.51¢ | 6.77¢ | -2.74¢ |
| Pay-As-You-Go Capital | 1.20¢ | .73¢ | -0.47¢ |
| Total Tax Rate | 48.87¢ | 34.81¢ | -14.06¢ |

Adopted Rates and Fees

Charlotte Water

The FY 2020 Water and Sewer Fee will increase by 3.4 percent for the typical homeowner. This means a \$2.21 per month increase for a typical homeowner. Charlotte Water's budget focuses on maintaining a high-quality drinking water and wastewater system, guaranteeing a high level of customer satisfaction, ensuring operational efficiency and compliance, improving safety and security, and promoting a thriving, and economically sustainable community.

Storm Water

The FY 2020 Storm Water Services fee will not increase. It will remain at the current average annual user rate of \$70.21.

Solid Waste

The FY 2020 Solid Waste Fee will increase by \$1.00 per month, or \$12 per year. The increase will support increases in solid waste service costs. Contract increases include collection services performed by private haulers and for rollout containers. The rate increase also supports two additional crews and equipment to meet service demand and create efficiency. Mecklenburg County proposed and adopted increase of \$1.50 per ton for landfill disposal, \$2.00 per ton for yard waste disposal and \$1.00 per ton for bagged leaves.

The median home value in Charlotte in FY 2019 was about \$140,900. The break-even growth in home values resulting from the revaluation that would leave a property owner's real property tax bill unchanged is 40.4 percent. The following table reflects the FY 2020 **city tax and fee** impact for a home that was valued at the FY 2019 median value and grew by the break-even growth in home values:

| City of Charlotte Taxes and Fees | Prior Year FY 2019 | Adopted FY 2020 | \$ Change | % Change |
|--|-----------------------|--------------------|----------------|--------------|
| Home Value | \$140,900 | \$197,810 | \$56,910 | 40.4% |
| Property Taxes (includes 14.06¢ decrease) | \$688.58 | 688.58 | \$0.00 | 0.00% |
| Solid Waste Fee (Residential) | \$46.06 | \$58.06 | \$12.00 | 26.1% |
| Water and Sewer Fee (Average user rate) | \$775.32 | \$801.84 | \$26.52 | 3.42% |
| Storm Water Fee (Average user rate) | \$70.21 | \$70.21 | \$0 | 0.00% |
| Total Monthly | \$131.68 | \$134.89 | \$3.21 | 2.44% |
| Total Annual | \$1,580.17 | \$1,618.69 | \$38.52 | 2.44% |

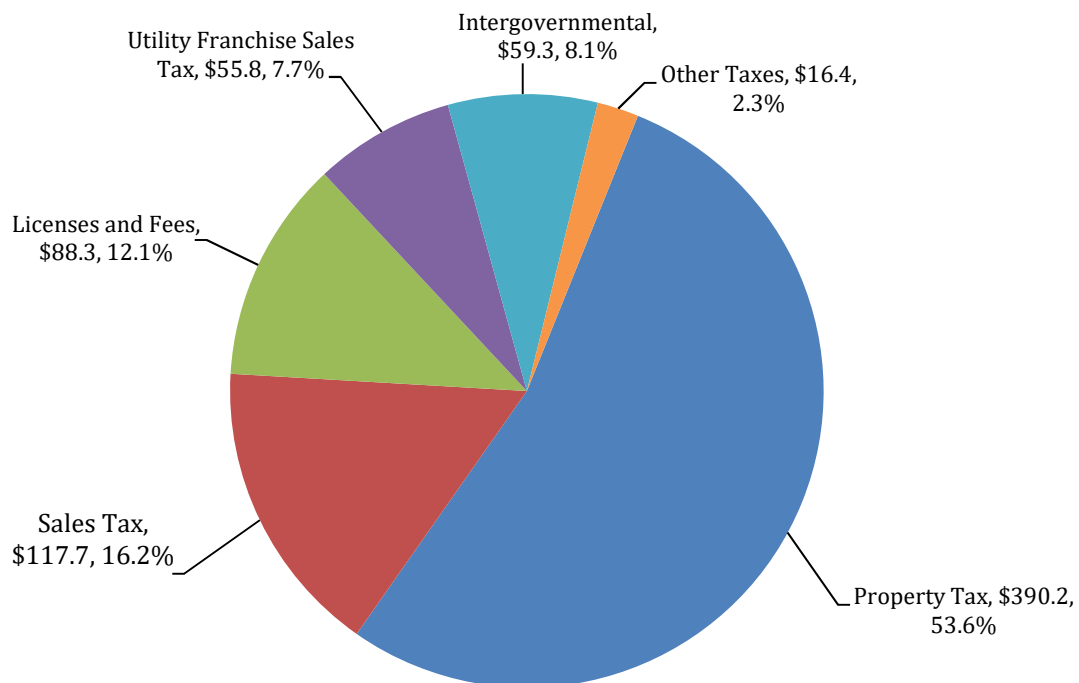
General Fund Budget

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.

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 70 percent of total revenue. The total General Fund revenue growth is budgeted at \$33.3 million, an increase of 4.8 percent above FY 2019.

General Fund Revenues Where the Money Comes From \$727.7 million

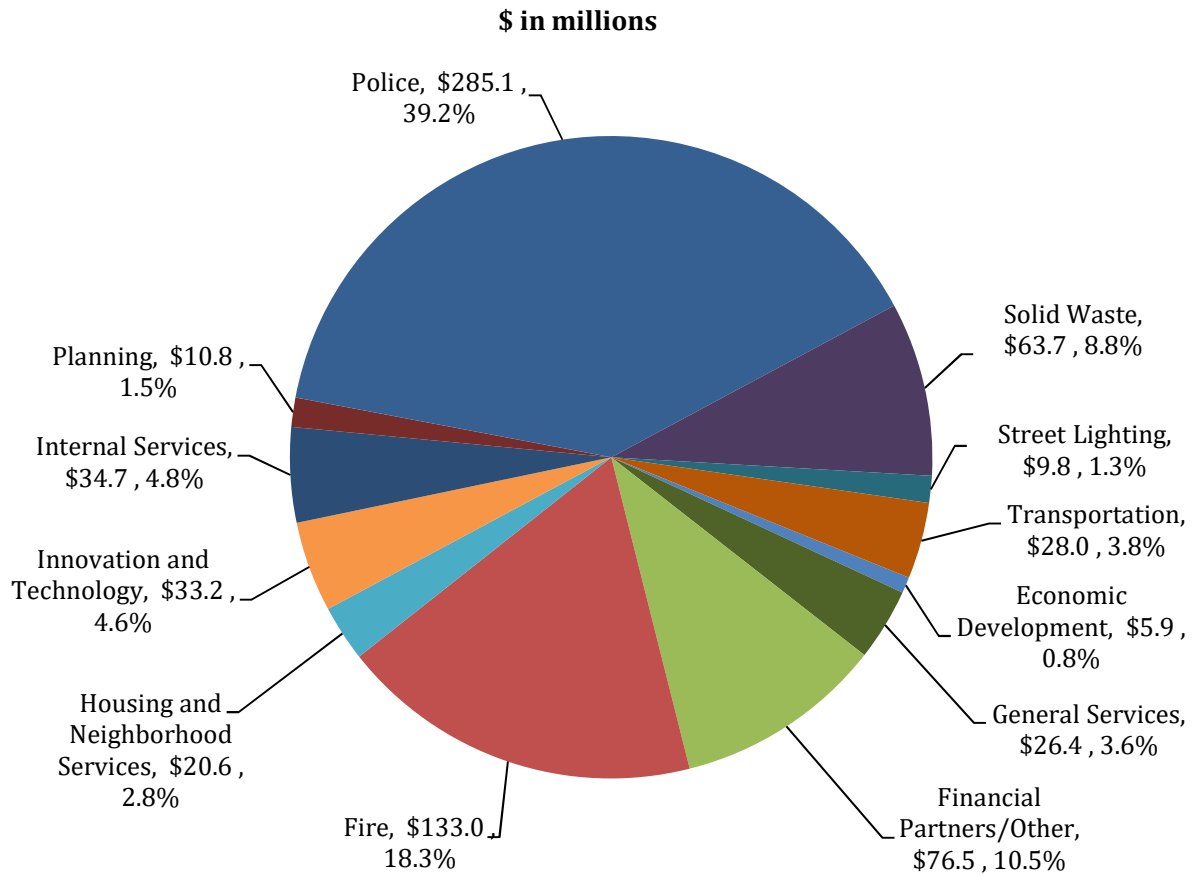
\$ in millions



General Fund Expenditures

The FY 2020 General Fund budget is \$727.7 million, a 4.8 percent increase above FY 2019 to address the Mayor and Council's priorities and provide for a well-managed government.

FY 2020 General Fund Expenditures Where the Money Goes \$727.7 million



Revenue Neutral Tax Rate

2019 Real Property Revaluation and Revenue Neutral Tax Rate

North Carolina law mandates that counties reappraise all real property at least every eight years. In 2019 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 2019 revaluation resulted in an overall increase of 58 percent in the real property tax base of the City of Charlotte from FY 2019 to FY 2020. The residential component of real property grew by 45.6 percent while commercial properties grew by 79.5 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 2019 Projected Revenue | | FY 2020 Assessed Property Valuation | | Unadjusted Revenue Neutral Tax Rate |
|---------------|---------------------------|---|-------------------------------------|---|-------------------------------------|
| Step 1 | \$484,592,039 | ÷ | \$142,710,564,432 | = | 33.96¢ / \$100 |

| | Unadjusted Revenue Neutral Tax Rate | | Average Annual Growth Rate | | Final Revenue Neutral Tax Rate |
|---------------|-------------------------------------|---|----------------------------|---|--------------------------------|
| Step 2 | 33.96¢ / \$100 | × | 2.52% | = | 34.81¢ / \$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 2019 Projected Revenue | \$484,592,039 |
| FY 2020 Assessed Value | \$142,710,564,432 |
| Tax Rate to produce revenue equal to FY 2019 | 33.96¢ / \$100 |
| Growth Factor | 2.52% |
| FY 2020 Revenue Neutral Rate | 34.81¢ / \$100 |

Revenue Neutral Tax Rate

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 2019 Current Tax Rate | FY 2020 Revenue Neutral Tax Rate | FY 2020 Adopted Tax Rate |
| District 1 - Center City | 2.08¢ | 1.36¢ | 1.36¢ |
| District 2 - Center City | 2.93¢ | 1.83¢ | 2.27¢ |
| District 3 - Center City | 4.18¢ | 2.89¢ | 3.38¢ |
| District 4 - South End | 6.68¢ | 3.90¢ | 3.90¢ |
| District 5 - University City | 2.79¢ | 2.12¢ | 2.79¢ |

Summary of Tax Levies

| | FY 2017 Adopted | FY 2018 Adopted | FY 2019 Adopted | FY 2020 Adopted |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| Citywide Assessed Property Valuation | \$93,830,455,252 | \$96,617,272,663 | \$98,847,293,588 | \$142,710,564,432 |

Citywide Tax Rate Per \$100 Valuation

Fund

| | | | | |
|---------------------------------|---------------|---------------|---------------|---------------|
| General | 0.3741 | 0.3741 | 0.3816 | 0.2731 |
| Municipal | 0.0926 | 0.0926 | 0.0951 | 0.0677 |
| Pay-As-You-Go | 0.0120 | 0.0120 | 0.0120 | 0.0073 |
| Total City-wide Tax Rate | 0.4787 | 0.4787 | 0.4887 | 0.3481 |

Collection Rate

| | | | | |
|------------------|---------------|---------------|---------------|---------------|
| All Funds | 0.9810 | 0.9875 | 0.9900 | 0.9900 |
|------------------|---------------|---------------|---------------|---------------|

Citywide Tax Levy*

Fund

| | | | | |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| General | \$318,097,150 | \$354,527,152 | \$373,429,260 | \$385,804,493 |
| Municipal Debt Service | \$85,655,762 | \$87,915,917 | \$93,063,738 | \$95,712,072 |
| Pay-As-You-Go | \$10,603,238 | \$11,369,147 | \$11,743,058 | \$10,328,752 |
| Total Citywide Tax Levy | \$414,356,150 | \$453,812,216 | \$478,236,056 | \$491,845,316 |

* Levy excludes estimated rebates

Municipal Service Districts Rates Per \$100 in Valuation

| | | | | |
|------------------------------|--------|--------|--------|--------|
| District 1 - Center City | 0.0168 | 0.0168 | 0.0208 | 0.0136 |
| District 2 - Center City | 0.0233 | 0.0233 | 0.0293 | 0.0227 |
| District 3 - Center City | 0.0358 | 0.0358 | 0.0418 | 0.0338 |
| District 4 - South End | 0.0668 | 0.0668 | 0.0668 | 0.0390 |
| District 5 - University City | 0.0279 | 0.0279 | 0.0279 | 0.0279 |

Municipal Service Districts Assessed Valuation

| | | | | |
|------------------------------|-----------------|-----------------|-----------------|------------------|
| District 1 - Center City | \$7,730,251,721 | \$7,885,841,558 | \$8,183,546,653 | \$12,927,318,402 |
| District 2 - Center City | \$3,280,575,709 | \$3,284,759,497 | \$3,483,647,721 | \$5,764,520,666 |
| District 3 - Center City | \$3,320,707,059 | \$3,358,293,703 | \$3,436,932,487 | \$5,156,043,404 |
| District 4 - South End | \$1,291,857,493 | \$1,384,388,551 | \$1,460,907,143 | \$2,715,795,445 |
| District 5 - University City | \$2,740,786,581 | \$2,697,136,682 | \$2,723,105,506 | \$3,873,938,001 |

Summary of Position Allocations by Fund

| Departments | FY 2019 Budget Total FTEs | FY 2020 Adopted Total FTEs | FY 2020 FTE Count Change |
|-------------------------------------|------------------------------------|-------------------------------------|-----------------------------------|
| City Attorney | 30.00 | 30.00 | - |
| City Clerk | 7.00 | 8.00 | 1.00 |
| City Manager's Office | 11.00 | 11.00 | - |
| Communications | 35.00 | 34.00 | -1.00 |
| Community Relations | 10.00 | 12.00 | 2.00 |
| Economic Development | 19.00 | 21.00 | 2.00 |
| Finance* | 119.00 | 88.00 | -31.00 |
| Fire | 1,207.00 | 1,237.00 | 30.00 |
| General Services* | 450.00 | 491.00 | 41.00 |
| Housing and Neighborhood Services | 235.75 | 236.75 | 1.00 |
| Human Resources | 46.00 | 47.00 | 1.00 |
| Internal Audit | 10.00 | 11.00 | 1.00 |
| Innovation and Technology | 145.00 | 148.00 | 3.00 |
| Mayor and City Council | 12.00 | 12.00 | - |
| Planning | 97.00 | 108.00 | 11.00 |
| Police | 2,504.50 | 2,498.50 | -6.00 |
| Solid Waste Services | 314.00 | 316.00 | 2.00 |
| Strategy and Budget | 18.00 | 17.00 | -1.00 |
| Transportation | 423.75 | 424.75 | 1.00 |
| Total General Fund | 5,694.00 | 5,751.00 | 57.00 |
| Aviation | 659.00 | 708.00 | 49.00 |
| Charlotte Area Transit System | 534.75 | 582.75 | 48.00 |
| Storm Water | 153.00 | 171.00 | 18.00 |
| Charlotte Water | 958.00 | 997.00 | 39.00 |
| Total Enterprise Fund | 2,304.75 | 2,458.75 | 154.00 |
| Risk Management | 23.00 | 23.00 | - |
| Total Internal Services Fund | 23.00 | 23.00 | 0.00 |
| Total All Funds | 8,021.75 | 8,232.75 | 211.00 |

*In FY 2020 the Procurement division, including Charlotte Business Inclusion, will be transferred from Finance to General Services

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. To reduce the risk of misjudging the data, the city consults with its financial advisor and banking partners in order to gather a more comprehensive outlook of the current economy.

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

The total General Fund budget for FY 2020 is \$727,674,000, a revenue increase of \$33.3 million (or 4.8 percent) over the FY 2019 Budget. The General Fund tax rate is 27.31¢ per \$100 valuation. For FY 2020, 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 27.31¢ per \$100 valuation. This will yield \$390.2 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 \$12.3 million revenue increase over FY 2019. The tax base used represents a total property valuation of \$142.7 billion (including motor vehicles). One cent on the tax rate produces \$14.1 million in revenue, after the estimated collection rate is applied. This rate is the lowest of the ten largest cities in the state.

Sales Taxes: The General Fund is projected to collect \$117.7 million in sales tax revenue in FY 2020, a \$6.9 million (or 6.3 percent) increase over FY 2019. Local sales taxes levied by the city and county comprise 2.50 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 that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the state acquired control over ¼-cent of the Article 44 local option sales tax. The city will be completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects the sales taxes and distributes it to localities.

Utility Franchise Sales Tax: As of July 1, 1999, each city's share of the utility franchise fee was based on actual receipts from companies 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 2020, which represents an increase of \$2.8 million (or 5.3 percent) over FY 2019.

Solid Waste Services Fee: The city collects a single family residential solid waste annual fee of \$58.06 and a multi-family annual fee of \$58.06 to offset a portion of the cost of providing solid waste services. The annual single family and multi-family residential annual fees are increased by \$12.00, from FY 2019, a \$1.00 increase per month. This revenue source is projected to be \$20.1 million in FY 2020, which represents an increase of \$4.4 million from FY 2019.

Summary of Revenues

General Fund

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

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---|----------------------|----------------------|----------------------|----------------------|--------------------------------------|
| PROPERTY TAX | | | | | |
| Property Tax - Current Year Base | \$351,064,307 | \$359,815,737 | \$371,015,406 | \$382,829,271 | 3.2% |
| Property Tax - Synthetic TIG Properties | - | - | \$2,413,854 | \$2,975,221 | 23.3% |
| Prior Year | - | - | \$4,800,000 | \$4,800,000 | 0.0% |
| Rebates | - | - | -\$2,400,000 | -\$2,400,000 | 0.0% |
| Penalties | \$501,182 | \$495,913 | \$590,000 | \$500,000 | -15.3% |
| Interest | \$1,484,908 | \$1,488,908 | \$1,500,000 | \$1,500,000 | 0.0% |
| Rebates of Listing Penalties | - | - | -\$8,000 | -\$8,000 | 0.0% |
| Total | \$353,050,397 | \$361,800,558 | \$377,911,260 | \$390,196,492 | 3.3% |
| SALES TAX | | | | | |
| Sales - Article 39 (1.0%) & Article 42 (0.5%) | \$99,298,837 | \$108,056,362 | \$110,793,539 | \$117,730,642 | 6.3% |
| Total | \$99,298,837 | \$108,056,362 | \$110,793,539 | \$117,730,642 | 6.3% |
| UTILITIES FRANCHISE TAX | | | | | |
| Utility Franchise | \$52,627,396 | \$52,933,406 | \$53,000,000 | \$55,799,321 | 5.3% |
| Total | \$52,627,396 | \$52,933,406 | \$53,000,000 | \$55,799,321 | 5.3% |
| POLICE SERVICES | | | | | |
| Law Enforcement Services - County | \$16,509,793 | \$17,994,061 | \$14,560,000 | \$15,901,116 | 9.2% |
| Small Town Service Fees | \$269,471 | \$165,218 | \$180,000 | \$165,000 | -8.3% |
| School Resource Officers - School Board | \$4,519,495 | \$5,025,661 | \$5,344,514 | \$5,808,530 | 8.7% |
| Total | \$21,298,759 | \$23,184,940 | \$20,084,514 | \$21,874,646 | 8.9% |
| TAX REIMBURSEMENTS | | | | | |
| Beer & Wine Tax | \$3,704,577 | \$3,596,072 | \$4,074,510 | \$3,815,073 | -6.4% |
| State Waste Disposal Tax | \$416,447 | \$695,875 | \$568,050 | \$595,000 | 4.7% |
| Total | \$4,121,024 | \$4,291,947 | \$4,642,560 | \$4,410,073 | -5.0% |
| SOLID WASTE FEE | | | | | |
| Refuse Disposal Fees | \$11,018,835 | \$13,259,164 | \$15,698,124 | \$20,085,000 | 27.9% |
| Business Garbage Fees | \$236,275 | \$212,225 | \$234,600 | \$225,000 | -4.1% |
| Total | \$11,255,110 | \$13,471,389 | \$15,932,724 | \$20,310,000 | 27.5% |
| BUSINESS PRIVILEGE LICENSES | | | | | |
| Business Privilege Licenses | \$26,175 | \$21,506 | - | - | 0.0% |
| Total | \$26,175 | \$21,506 | - | - | 0.0% |
| OTHER REVENUES | | | | | |
| Licenses and Permits | | | | | |
| Motor Vehicle Licenses | \$3,041,256 | \$3,006,224 | \$3,193,000 | \$3,193,000 | 0.0% |
| Motor Vehicle Licenses - Rebates | -\$63,333 | -\$79,278 | -\$48,000 | -\$48,000 | 0.0% |
| Animal Licenses - Fertile | \$160,047 | \$158,607 | \$160,000 | \$160,000 | 0.0% |
| Animal Licenses - Spay/Neuter | \$471,842 | \$447,144 | \$450,000 | \$450,000 | 0.0% |
| Fire Plan Review Fees | \$1,731,621 | \$1,962,619 | \$1,912,685 | \$2,793,345 | 46.0% |
| Vehicle Licenses - City Billed | \$19,095 | \$18,740 | \$20,000 | \$20,000 | 0.0% |
| Fire Permits | \$1,498,000 | \$1,634,995 | \$2,010,705 | \$1,344,775 | -33.1% |
| Security Dog Licenses | - | \$30 | \$100 | \$100 | 0.0% |
| Vehicle for Hire Fees and Permits | \$285,884 | \$290,372 | \$281,660 | \$281,660 | 0.0% |
| Carrier Franchise Fees | \$82,760 | \$80,673 | \$100,000 | \$100,000 | 0.0% |
| Video Programming (Cable Franchise) Fees | \$7,763,183 | \$7,566,705 | \$7,847,617 | \$7,566,705 | -3.6% |
| Development Plan Review Fees | \$5,934,458 | \$5,945,227 | \$6,033,446 | \$3,195,435 | -47.0% |
| Sexually Oriented Businesses Licenses | \$88,275 | \$92,165 | \$109,716 | \$92,000 | -16.1% |
| Temporary Infrastructure Permits | \$13,400 | \$6,775 | - | \$109,350 | 100.0% |
| Parking and Parade Permits | \$99,521 | \$119,721 | \$108,516 | \$323,875 | 198.5% |
| Total | \$21,126,009 | \$21,250,719 | \$22,179,445 | \$19,582,245 | -11.7% |

Summary of Revenues

General Fund

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|--------------------|--------------------|---------------------|---------------------|--------------------------------------|
| Fines, Forfeits and Penalties | | | | | |
| Vehicle for Hire Penalties | \$39,889 | \$19,523 | \$30,000 | \$20,000 | -33.3% |
| Housing Code Violations | \$165,010 | \$184,937 | \$155,726 | \$185,000 | 18.8% |
| Parking Citations | \$763,044 | \$862,978 | \$819,780 | \$870,000 | 6.1% |
| Parking Citation Penalties | \$71,611 | \$81,073 | \$74,401 | \$82,000 | 10.2% |
| Security Alarm Fines | \$643,398 | \$728,744 | \$650,000 | \$730,000 | 12.3% |
| Fire Citation Fines | \$87,461 | \$16,410 | \$84,500 | \$50,000 | -40.8% |
| Zoning Enforcement Fines | \$91,503 | \$138,972 | \$134,209 | \$148,000 | 10.3% |
| Court Assessment Crime Lab | \$112,704 | \$89,682 | \$115,000 | \$85,000 | -26.1% |
| Privilege License Penalties | \$3,036 | \$1,372 | - | - | 0.0% |
| Animal License Penalties | \$53,259 | \$51,607 | \$40,000 | \$50,000 | 25.0% |
| Animal Citation Penalties | \$19,891 | \$17,622 | \$10,000 | \$17,500 | 75.0% |
| Court Costs - Superior | \$103,325 | \$95,647 | \$115,000 | \$115,000 | 0.0% |
| Court Awards - Vice & Narcotics | \$225 | \$25 | \$50 | - | -100.0% |
| Animal License Late Fees | \$74,748 | \$66,100 | \$76,500 | \$65,000 | -15.0% |
| Total | \$2,229,104 | \$2,354,692 | \$2,305,166 | \$2,417,500 | 4.9% |
| Interlocal Grants and Agreements | | | | | |
| Wireless Communications | \$3,715,477 | \$3,966,955 | \$3,680,339 | \$3,606,311 | -2.0% |
| Fleet Maintenance | \$1,379,572 | \$1,426,332 | \$1,485,387 | \$1,493,000 | 0.5% |
| Webhosting - County | \$91,950 | - | \$91,950 | - | -100.0% |
| First Responder | \$484,500 | \$444,125 | \$484,500 | \$566,929 | 17.0% |
| Procurement Services | \$125,940 | \$115,328 | \$115,328 | \$115,328 | 0.0% |
| Customer Services - CharMeck 311 | - | \$1,411,560 | \$1,287,932 | \$1,335,207 | 3.7% |
| CMGC Occupancy | \$791,800 | \$786,729 | \$795,378 | \$841,034 | 5.7% |
| Recycling Program Proceeds | \$193,868 | \$217,830 | \$140,000 | \$70,000 | -50.0% |
| Corporate Communications Services | \$11,761 | - | \$12,000 | - | -100.0% |
| CMGC Phone Costs - County | \$29,897 | \$45,367 | - | - | 0.0% |
| County Fire Reimbursement | \$16,104 | \$15,854 | - | \$723,000 | 100.0% |
| Total | \$6,840,869 | \$8,430,080 | \$8,092,814 | \$8,750,809 | 8.1% |
| Federal and State Shared Revenues | | | | | |
| ABC Stores Revenue | \$4,004,760 | \$4,543,436 | \$5,446,474 | \$4,829,681 | -11.3% |
| Total | \$4,004,760 | \$4,543,436 | \$5,446,474 | \$4,829,681 | -11.3% |
| General Government | | | | | |
| Enhanced User Fees | - | - | \$807,383 | \$807,383 | 0.0% |
| Utility Right-of-Way Ordinance Fees | \$1,144,983 | \$1,326,477 | - | - | 0.0% |
| County Plan Review | \$848,400 | - | - | - | 0.0% |
| Zoning Petition Filing Fees* | \$1,809,370 | \$2,714,908 | \$3,291,457 | \$1,341,018 | -59.3% |
| Annexation Fees | \$800 | \$1,200 | \$400 | \$400 | 0.0% |
| Subdivision Services* | \$496,094 | \$587,396 | \$588,525 | \$4,405,127 | 648.5% |
| Zoning Admin Fees | \$46,700 | \$1,040,665 | \$994,349 | \$1,030,909 | 3.7% |
| Historic District Fee | \$46,910 | \$54,720 | \$44,250 | \$52,310 | 18.2% |
| Equipment Mgmt Svcs - Fleet | \$71,760 | \$80,486 | \$72,171 | \$72,000 | -0.2% |
| Procurement Professional Services | \$340,436 | \$410,860 | \$400,000 | \$400,000 | 0.0% |
| Procurement CCPA | \$214,664 | \$353,105 | \$300,000 | \$300,000 | 0.0% |
| Tree Planting | \$84,288 | \$39,238 | - | - | 0.0% |
| Park It! Program Fees | \$7,562 | \$6,760 | \$7,000 | \$6,700 | -4.3% |
| Parking Garage Fees | \$1,008,629 | \$1,099,399 | \$1,160,232 | \$1,131,000 | -2.5% |
| Parking Meter Revenue | \$1,125,028 | \$1,270,625 | \$1,190,417 | \$1,277,000 | 7.3% |
| Rent Revenue - Misc | \$652,438 | \$836,522 | \$1,652,122 | \$1,131,942 | -31.5% |
| Total | \$7,898,062 | \$9,822,361 | \$10,508,306 | \$11,955,789 | 13.8% |

Summary of Revenues

General Fund

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---|---------------------|---------------------|---------------------|---------------------|--------------------------------------|
| Public Safety | | | | | |
| State Reimb for Services Provided - | \$1,448,052 | \$2,223,142 | \$1,774,448 | \$1,529,281 | -13.8% |
| Federal Reimb for Services Provided - Fire | - | - | - | \$230,000 | 100.0% |
| Police - Fingerprint Reports | \$25,258 | \$29,265 | \$20,000 | \$27,500 | 37.5% |
| Underbrush and Debris Removal | \$460,803 | \$503,180 | \$492,354 | \$500,000 | 1.6% |
| Demolition - Clearing | \$260,924 | \$311,216 | \$271,751 | \$303,000 | 11.5% |
| Sale of Animals | \$36,015 | \$34,481 | \$35,000 | \$35,000 | 0.0% |
| Utility Street Cuts | \$2,683,700 | \$2,442,777 | \$2,850,000 | \$2,600,000 | -8.8% |
| Spay/Neuter Fees | \$68,224 | \$80,593 | \$80,000 | \$80,000 | 0.0% |
| Vehicle Towing and Storage | \$99,315 | \$107,555 | \$92,808 | \$108,000 | 16.4% |
| Animal Reclaim Fees | \$97,815 | \$88,086 | \$95,000 | \$95,000 | 0.0% |
| Total | \$5,180,106 | \$5,820,295 | \$5,711,361 | \$5,507,781 | -3.6% |
| Cemeteries | | | | | |
| Sale of Cemetery Lots | \$263,000 | \$232,230 | \$292,400 | \$383,700 | 31.2% |
| Grave Digging | \$313,333 | \$295,345 | \$401,100 | \$519,100 | 29.4% |
| Duplicate Deeds and Transfer Fees | \$500 | - | \$1,000 | - | -100.0% |
| Monument Foundation | \$70,806 | \$85,615 | \$109,410 | \$116,560 | 6.5% |
| Perpetual Care | \$35,800 | \$32,950 | \$69,100 | \$98,880 | 43.1% |
| Total | \$683,439 | \$646,140 | \$873,010 | \$1,118,240 | 28.1% |
| Use of Money and Property | | | | | |
| Interest on Liens | \$177,641 | \$249,627 | \$224,759 | \$250,000 | 11.2% |
| Damage to City-Owned Equipment | \$534,573 | \$573,680 | \$550,667 | \$561,680 | 2.0% |
| Reimbursement for City Car Use | \$94,987 | \$100,641 | \$106,090 | \$106,090 | 0.0% |
| Total | \$807,201 | \$923,948 | \$881,516 | \$917,770 | 4.1% |
| Sale of Salvage and Land | | | | | |
| Sale of Land | \$217,800 | \$35,556 | \$100,000 | - | -100.0% |
| Sale of Salvage | \$128,550 | \$142,509 | \$130,000 | \$130,000 | 0.0% |
| Sale of Used Autos | \$783,296 | \$877,250 | \$750,000 | \$865,000 | 15.3% |
| Total | \$1,129,646 | \$1,055,315 | \$980,000 | \$995,000 | 1.5% |
| Other | | | | | |
| Interest on Investments | \$706,859 | \$1,767,159 | \$1,050,725 | \$3,000,000 | 185.5% |
| Miscellaneous Grants and Contributions | \$51,838 | \$107,800 | - | - | 0.0% |
| Newspaper Rack Revenue | \$7,300 | \$6,050 | \$7,500 | \$6,000 | -20.0% |
| Reimb City Svcs - SWS Spec Svcs | \$58,514 | \$99,533 | \$118,000 | \$120,000 | 1.7% |
| Telecom Review/Modifications | \$8,000 | \$17,500 | \$20,000 | - | -100.0% |
| Google Fiber Hut-Lease Agrmnt | \$26,368 | \$27,159 | - | \$30,000 | 100.0% |
| Recovery of Losses | - | \$800,000 | - | - | 0.0% |
| Other Revenue | \$569,846 | \$328,024 | \$612,000 | \$734,025 | 19.9% |
| Total | \$1,428,725 | \$3,153,225 | \$1,808,225 | \$3,890,025 | 115.1% |
| Total Other Revenues | \$51,327,921 | \$58,000,211 | \$58,786,317 | \$62,964,840 | 7.1% |
| TRANSFERS AND FUND BALANCE | | | | | |
| Transferred Revenues | | | | | |
| Occupancy Taxes - CRVA | \$5,484,623 | \$5,905,400 | \$5,752,992 | \$6,243,723 | 8.5% |
| Heavy Equipment Tax | \$713,009 | \$765,058 | \$750,000 | \$820,000 | 9.3% |
| Tree Mitigation Fees | \$1,314,782 | \$1,574,031 | - | - | 0.0% |
| Municipal Debt Service | \$1,214,599 | \$119,989 | \$122,859 | \$122,859 | 0.0% |
| Convention Center Tax - Towns' Tourism | \$3,697,278 | \$3,949,275 | \$3,986,127 | \$4,223,729 | 6.0% |
| Convention Center Tax - Stadium Traffic Control | - | \$1,250,000 | \$250,000 | \$250,000 | 0.0% |
| PAYGO - One-time Funding | - | \$325,000 | - | - | 0.0% |
| Total | \$12,424,291 | \$13,888,753 | \$10,861,978 | \$11,660,311 | 7.3% |

General Fund

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Intragovernmental Revenues | | | | | |
| Cost Allocation - Storm Water | \$1,067,847 | \$1,214,122 | \$1,239,224 | \$1,014,071 | -18.2 % |
| Cost Allocation - Charlotte Water | \$8,759,560 | \$8,947,389 | \$9,275,863 | \$11,017,046 | 18.8 % |
| Cost Allocation - Aviation | \$3,085,320 | \$3,581,903 | \$4,092,739 | \$4,713,409 | 15.2 % |
| Fire Control Services - Aviation | \$5,465,254 | \$6,034,736 | \$6,215,852 | \$6,668,159 | 7.3 % |
| Account Services - Storm Water | \$1,788,546 | \$1,825,977 | \$2,017,200 | \$1,835,274 | -9.0 % |
| Account Services - Charlotte Water | \$5,172,490 | \$5,447,266 | \$5,692,199 | \$5,342,636 | -6.1 % |
| Cost Allocation - CATS | \$3,539,549 | \$3,610,340 | \$4,880,357 | \$4,987,508 | 2.2 % |
| Cost Allocation - Risk Management | \$621,801 | \$613,032 | \$632,731 | \$384,480 | -39.2 % |
| Police Services - Airport & CATS | \$6,903,765 | \$7,469,657 | \$8,530,919 | \$9,713,092 | 13.9 % |
| Total | 36,404,132 | 38,744,422 | 42,577,084 | 45,675,675 | 7.3 % |
| Transfers from Other Funds | | | | | |
| Cemetery Trust | \$17,985 | \$29,131 | \$96,000 | \$52,000 | -45.8 % |
| Transfer from Capital Reserves for Police Foundation Study | \$379,504 | - | - | - | 0.0 % |
| Total | \$397,489 | \$29,131 | \$96,000 | \$52,000 | -45.8 % |
| Total Transfers and Fund Balance | \$49,932,771 | \$54,429,465 | \$54,585,787 | \$60,387,986 | 10.6 % |
| Total General Fund Revenues | \$642,231,531 | \$674,422,625 | \$694,385,975 | \$727,674,000 | 4.8 % |

Summary of Fund Balance

| | Actual as of 6/30/2017 | Change in FY 2018 | Actual as of 6/30/2018 | Percent Change FY 2017 FY 2018 |
|---|---------------------------|----------------------|---------------------------|---|
| General Fund | \$180,414,000 | \$14,897,000 | \$195,311,000 | 8.3 % |
| Debt Service Fund | \$274,532,000 | -\$8,991,000 | \$265,541,000 | -3.3 % |
| Total Governmental Fund Balance | \$454,946,000 | \$5,906,000 | \$460,852,000 | 1.3% |
| Enterprise Fund Total Net Position | | | | |
| Aviation Net Assets | \$1,657,837,000 | \$53,788,000 | \$1,711,625,000 | 3.2% |
| Charlotte Area Transit System | \$1,343,881,000 | \$30,553,000 | \$1,374,434,000 | 2.3% |
| Charlotte Water | \$2,084,282,000 | \$113,503,000 | \$2,197,785,000 | 5.4% |
| Storm Water | \$566,327,000 | \$44,196,000 | \$610,523,000 | 7.8% |

The City of Charlotte has two major governmental funds - General Fund and Debt Service Fund

The **General Fund** is the chief operating fund of the City. At the end of FY 2017 the total fund balance for the General Fund reached \$180.4 million. On June 30, 2018 the General Fund total fund balance totaled \$195.3 million, an increase of approximately 8.3 percent.

The **Debt Service Fund** had a total fund balance of \$274.5 million for FY 2017 and \$265.5 million on June 30, 2018. This reflects a decrease of approximately 3.3 percent.

Summary of Expenditures

By Fund and Activity Net of Transfers

| Fund / Activity | FY 2020 Operating | Percent Change | FY 2020 Capital | Percent Change | FY 2020 Total | Percent Change |
|---|------------------------|--------------------|----------------------|-------------------|------------------------|--------------------|
| General | \$648,640,971 | 7.9% ¹ | | | \$648,640,971 | 7.9% ¹ |
| Aviation | \$233,052,393 | 35.5% | \$492,769,409 | 8.5% | \$725,821,802 | 15.9% |
| Water and Sewer | \$167,798,932 | 5.8% | \$275,408,830 | 13.9% | \$443,207,762 | 10.7% |
| Charlotte Area Transit System | \$161,433,837 | 4.6% | \$29,968,240 | -50.2% | \$191,402,077 | -10.8% |
| Storm Water Utility | \$15,788,264 | 2.7% | \$62,500,000 | 20.2% | \$78,288,264 | 16.2% |
| Debt Service | \$264,007,532 | 5.0% | | | \$264,007,532 | 5.0% |
| Powell Bill | \$22,141,067 | -2.1% | | | \$22,141,067 | -2.1% |
| Convention Center | \$22,345,698 | -10.2% | | | \$22,345,698 | -10.2% |
| NASCAR Hall of Fame | \$7,378,993 | 36.6% | | | \$7,378,993 | 36.6% |
| General Grants Fund | \$12,577,563 | -7.4% | | | \$12,577,563 | -7.4% |
| Emergency Telephone Fund | \$3,515,000 | 6.3% | | | \$3,515,000 | 6.3% |
| Housing and Neighborhood Services Grants | \$14,455,552 | 30.1% | | | \$14,455,552 | 30.1% |
| Municipal Service Districts | \$6,879,899 | 17.9% | | | \$6,879,899 | 17.9% |
| Risk Management | \$1,501,288 | 3.1% | | | \$1,501,288 | 3.1% |
| Employee Health and Life Fund | \$44,093,655 | N/A ² | | | \$44,093,655 | N/A |
| Tourism Operating | \$8,462,782 | 27.4% | | | \$8,462,782 | 27.4% |
| Pay-As-You-Go | \$1,790,009 | 4750% ³ | | | \$1,790,009 | 4750% ³ |
| General Capital Investment Plan | | | \$131,780,106 | -63.8% | \$131,780,106 | -63.8% |
| Total Budget | \$1,635,863,435 | 13.0% | \$992,426,585 | -15.4% | \$2,628,290,020 | 0.3% |

Adjusting the city's funds to "net of transfers" eliminates the presentation of duplicate expenditures and does not represent the full appropriation.

¹ FY 2020 includes \$19.1 million in municipal equipment payments that were excluded in FY 2019. After adjusting, the General Fund growth from FY 2019 to FY 2020 is 4.6 percent.

² The Employee Health and Life Fund was not included in the approved budget in FY 2019.

³ In FY 2020, the Pay-As-You-Go Fund includes a \$1 million payment to the Charlotte Firefighters Retirement System.

Summary of Expenditures

General Fund Gross Expenditures

| Department | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change |
|--|----------------------|----------------------|----------------------|-------------------|
| City Attorney | \$2,098,116 | \$2,705,078 | \$2,722,882 | 0.7 % |
| City Clerk | \$720,714 | \$771,539 | \$879,275 | 14.0 % |
| City Manager's Office | \$2,627,144 | \$2,678,128 | \$2,787,528 | 4.1 % |
| Communications | \$3,898,050 | \$4,178,779 | \$4,119,119 | -1.4 % |
| Community Relations Committee | \$1,059,282 | \$1,097,564 | \$1,514,524 | 38.0 % |
| Economic Development | \$4,854,984 | \$5,798,807 | \$5,937,295 | 2.4 % |
| Finance ^{1,2} | \$19,005,825 | \$16,846,897 | \$12,668,677 | -24.8 % |
| Fire | \$124,116,425 | \$126,675,700 | \$133,020,122 | 5.0 % |
| General Services ^{1,2} | \$17,837,507 | \$20,160,120 | \$26,397,988 | 30.9 % |
| Housing and Neighborhood Services | \$17,993,647 | \$19,931,100 | \$20,552,057 | 3.1 % |
| Human Resources | \$5,278,700 | \$5,592,116 | \$5,526,272 | -1.2 % |
| Innovation and Technology | \$28,742,039 | \$29,137,597 | \$33,154,912 | 13.8 % |
| Internal Audit | \$1,276,163 | \$1,285,249 | \$1,423,444 | 10.8 % |
| Mayor & City Council | \$754,135 | \$742,369 | \$747,268 | 0.7 % |
| Planning Design and Development | \$6,967,312 | \$10,217,713 | \$10,813,087 | 5.8 % |
| Police | \$259,506,939 | \$272,691,156 | \$285,066,260 | 4.5 % |
| Solid Waste Services | \$55,502,644 | \$59,675,276 | \$63,678,465 | 6.7 % |
| Strategy and Budget | \$2,033,695 | \$2,446,755 | \$2,323,787 | -5.0 % |
| Transportation | \$24,930,122 | \$26,634,763 | \$27,973,238 | 5.0 % |
| Non-Departmental | \$87,617,334 | \$85,119,269 | \$86,367,800 | 1.5 % |
| Total General Fund Expenditures | \$666,820,777 | \$694,385,975 | \$727,674,000 | 4.8 % |

¹ In FY 2019 the Fleet Management division was transferred to Engineering and Property Management from Finance.

² General Services is created in FY 2020. The new department is the result of consolidating the Procurement Management division of Finance, the Sustainability division of Economic Development, and Engineering and Property Management.

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, contribute to community enrichment, and complement departmental service needs.

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

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

Changes to Existing Financial Partners Funding

General Fund Discretionary

- All agencies, with the exception of Safe Alliance and Charlotte Regional Business Alliance are recommended to maintain FY 2019 funding levels.
- Safe Alliance has an increase of \$14,061. This increase is intended to help support an additional attorney position that will provide legal services for domestic violence protective orders and filing for custody or divorce for victims of domestic violence and sexual assault in Mecklenburg County.
- Charlotte Regional Business Alliance has an increase of \$3,276. This increase is consistent with a mutually agreed upon population per-capita formula and equals Mecklenburg County funding levels.

Dedicated Revenue Sources

- The FY 2020 recommended budgets for Charlotte Center City Partners and University City Partners Municipal Service Districts 1-5 include revenue neutral tax rates to support economic, cultural, and social development within designated districts.
- The Charlotte Regional Visitors Authority budget increases by approximately three percent over the FY 2019 base funding level, due to increased revenue projections for the Occupancy Tax and Food & Beverage Tax.

Federal Grant Funds

- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation
- Crisis Assistance Ministry and Charlotte Mecklenburg Housing Partnership will maintain the FY 2019 funding level for the PAYGO portion of their funding.

PAYGO Funds

- Agencies that receive 100 percent PAYGO funding will maintain their FY 2019 funding levels.
- For agencies that receive a portion of PAYGO funds, this component is held flat at the FY 2019 level (the federal portion is allocated at the full eligible allocation)

Out of School Time Partners

- FY 2020 represents the first year of a bi-annual funding process for Out of School Time Partners.
- The total annual Out of School Time Partner funding of \$979,934 maximizes the eligible CDBG allocation of \$815,007. The remaining \$164,927 is funded by the Innovative Housing PAYGO program.

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

Summary of Financial Partners

| General Fund Discretionary | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Arts & Science Council | \$2,940,823 | \$3,190,823 | \$3,190,823 | \$3,190,823 | 0.0 % |
| Charlotte Regional Business Alliance | \$151,881 | \$155,111 | \$158,250 | \$161,526 | 2.1 % |
| Community Building Initiative | \$50,000 | \$50,000 | \$50,000 | \$50,000 | 0.0 % |
| Safe Alliance | \$333,977 | \$333,977 | \$382,977 | \$397,038 | 3.7 % |
| Women's Business Center of Charlotte | - | - | - | \$50,000 | 100.0 % |
| YMCA- My Brother's Keeper | - | - | \$50,000 | \$50,000 | 0.0 % |
| TOTAL | \$3,476,681 | \$3,729,911 | \$3,832,050 | \$3,899,387 | 1.8 % |

| Dedicated Revenue Sources | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change |
|---|---------------------|---------------------|---------------------|---------------------|----------------|
| Charlotte Center City Partners | \$4,151,377 | \$4,164,496 | \$5,084,056 | \$5,809,879 | 14.3 % |
| University City Partners | \$752,252 | \$743,095 | \$752,149 | \$1,070,020 | 42.3 % |
| Charlotte Regional Visitors Authority | \$14,980,811 | \$18,896,727 | \$16,218,480 | \$17,546,420 | 8.2 % |
| Charlotte Regional Visitors Authority - Film Commission | \$150,000 | \$150,000 | \$150,000 | \$150,000 | 0.0 % |
| TOTAL | \$20,034,440 | \$23,954,318 | \$22,204,685 | \$24,576,319 | 10.7 % |

| 100% Federal Grant Funds | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change |
|----------------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Carolinas Care Partnership | \$2,242,491 | \$2,362,276 | \$2,291,408 | \$2,643,883 | 15.4 % |
| Charlotte Family Housing | \$330,000 | \$330,000 | \$330,000 | - | -100.0 % |
| TOTAL | \$2,572,491 | \$2,692,276 | \$2,621,408 | \$2,643,883 | 0.9 % |

| 100% PAYGO Funds | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change |
|----------------------------|------------------|------------------|------------------|------------------|----------------|
| Community Link | \$450,000 | \$450,000 | - | - | 0.0 % |
| Crisis Assistance Ministry | \$380,000 | \$380,000 | \$380,000 | \$425,000 | 11.8 % |
| TreesCharlotte | - | - | \$100,000 | \$100,000 | 0.0 % |
| TOTAL | \$830,000 | \$830,000 | \$480,000 | \$525,000 | 9.4 % |

| Federal & PAYGO Funds | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change |
|--|--------------------|--------------------|--------------------|--------------------|----------------|
| Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing | \$1,960,000 | \$1,860,000 | \$1,860,000 | \$1,860,000 | 0.0 % |
| Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte | \$231,000 | \$231,000 | \$231,000 | \$231,000 | 0.0 % |
| TOTAL | \$2,191,000 | \$2,091,000 | \$2,091,000 | \$2,091,000 | 0.0 % |

| Out of School Time Partners | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change |
|--|------------------|------------------|------------------|------------------|----------------|
| Above and Beyond Students | - | \$157,934 | \$157,934 | \$127,934 | -23.4 % |
| Arts & Science Council Studio 345 | - | \$95,700 | \$200,000 | - | -100.0 % |
| Bethlehem Center | \$113,934 | - | - | \$126,000 | 100.0 % |
| Charlotte Community Services Association | - | - | - | \$126,000 | 100.0 % |
| Citizen School | \$200,000 | - | - | - | 0.0 % |
| Greater Enrichment Program | \$200,000 | \$200,000 | \$200,000 | \$200,000 | 0.0 % |
| Police Activities League | \$200,000 | \$53,275 | \$156,000 | - | -100.0 % |
| YWCA Central Carolinas | \$200,000 | \$200,000 | \$200,000 | \$200,000 | 0.0 % |
| WINGS for Kids | - | - | - | \$200,000 | 100.0 % |
| Behailu Academy | \$66,000 | \$66,000 | \$66,000 | - | -100.0 % |
| TOTAL | \$979,934 | \$772,909 | \$979,934 | \$979,934 | 0.0 % |

OVERVIEW





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Overview of the Budget Process

The city's annual budget is based on a July 1 – June 30 fiscal year and is guided by four adopted Strategic Priorities:

- Economic Development (Economy, Jobs, and Upward Mobility),
- Transportation and Planning (Mobility, Accessibility, and Connectivity),
- Neighborhood Development (Safe, Healthy, and Inclusive Communities, *including an environmental focus*), and
- Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused).

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.

The operating and capital budgets are developed in two phases:

1. Budget policy development, which is comprised of the following:
 - City Council engagement regarding policy direction,
 - Department services review,
 - Staff engagement on performance management activities, and
2. Budget deliberations and adoption, which is comprised of the following:
 - A presentation of the City Manager's recommended budget to the Mayor and Council,
 - Community engagement and feedback through the Public Hearing process, and
 - The Mayor and City Council adoption of the budget by June 30.

Budget Policy Development – Phase One (October – April)

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

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

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

The Mayor and City Council's Annual Strategy Session, held in January, allows the city's executive team (City Manager, Deputy City Manager, and Assistant City Managers), the Strategy and Budget Director, and several department directors to provide an overview of the economic environment and potential operating and capital budget considerations for the upcoming year. During the strategy session, the Mayor and City Council also discuss key policy activities occurring at the federal, state, and local levels and the potential impacts to the community. These activities are reflected as policy initiatives in the strategic priorities and communicated as measures and targets. Additionally, city departments provide preliminary information on operating and capital needs for the upcoming year, recognizing further guidance may be provided from the Mayor and Council during the Budget and Effectiveness Committee Meetings and the Budget Workshops.

Budget Policy Development – Phase One (continued)

Between February and April, several meetings with the Council Budget and Effectiveness Committee as well as the Mayor and Council to continue discussions related to key components of the city's operating and capital budgets. City Council is engaged through two different series of meetings, Council Budget and Effectiveness Committee Meetings and Council Budget Workshops.

The Council Budget and Effectiveness Committee is responsible for providing input on the budget process and previewing planned agenda topics for discussion during the Budget Workshops. Issues and initiatives are scheduled and presented to obtain recommendations and feedback to prepare for the Budget Workshop. The Budget Workshop is designed for Council to gain an understanding of key budget issues and give feedback to the City Manager for consideration.

The budget development policy phase concludes in April when the City Manager proposes a recommended budget, based on Council's guidance and feedback from the Budget Workshops.

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 budget covers the period of July 1, 2019 to June 30, 2020. The amounts for FY 2020 are approved through the appropriation ordinance adopted by the City Council. The approved budget document may include technical changes made after the City Manager's presentation of the proposed budget.

The 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 additional feedback at the Public Hearing on the budget. The first opportunity for Council to comment on the Manager's Recommended Budget is during the two Council Budget Briefings and then during Council Budget Adjustments Meeting held in mid-May. The process occurs as follows:

1. Council Budget Briefings are held to provide opportunities for Council to make inquiries regarding the Manager's Recommended Budget and receive feedback.
2. The Council makes budget adjustments about issues garnering five or more votes moving forward for further analysis and inclusion in the Straw Votes Meeting.
3. At a later date, Council reconvenes for the Council Budget Straw Vote Meeting, when a vote of six or more on each proposed adjustment advances the budget adjustment 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.
5. After the budget is adopted by Council, the Office of Strategy and Budget coordinates with city departments to close out the current year's budget, appropriate funds for the new budget, and complete budget-related documents and publications. For the adopted budget to be amended, an action item and ordinance must be brought before the City Council, with a majority vote approving it.

FY 2020 Budget Process

PHASE I – BUDGET POLICY DEVELOPMENT

October 2018

Budget Kick-off

Meet and Eat with the Community

December 2018

City Council Business Meeting

- Approve FY 2020 Budget Calendar

Council Budget Committee Meeting

- City Auditor Workplan
- Debt Overview

January 2019

Mayor and Council Annual Strategy Meeting

- Traits of Effective Councils Governing Through Priorities
- FY 2020 Budget Outlook
- Establishing City Priorities for 2020 and Beyond

February 2019

Council Budget Committee Meeting

- Financing the Capital Investment Plan
- Revaluation Analysis Preview
- CATS Budget Overview
- Storm Water Budget Overview

Mayor and Council Budget Workshop

- Enhanced Budget Development Process
- City Council Priorities
- FY 2020 General Fund Update
- Revaluation and Revenue Neutral
- Nongeneral Funds
- Capital Projects Status Update

March 2019

Mayor and Council Budget Workshop

- General Fund Update
- Revaluation Analysis
- Redefining the Capital Planning Process
- Nongeneral Funds
- Solid Waste Services
- Public Safety Pay Comparison

Council Budget Committee Meeting

- Pay Practices Comparison
- Solid Waste
- Aviation

April 2019

Mayor and Council Budget Workshop

- General Employee Pay Practices
- Retirement Comparison
- Healthcare and Other Benefits Comparison
- Financial Partners

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2019

Council Budget Committee Meeting

- Budget Presentation by City Manager
- Council Budget Briefings
- Council Budget Adjustments Meeting
- Council Budget Adjustments and Straw Votes Meeting
- Public Hearing on Proposed Budget

June 2019

Budget Adoption for FY 2020



Vi Alexander Lyles,
Mayor



Julie Eiselt,
Mayor Pro Tem



Braxton Winston,
At Large



James Mitchell Jr.,
At Large



Dimple Ajmera,
At Large



Larken Egleston,
District 1



Dr. Justin Harlow,
District 2



Lawana Mayfield,
District 3



Gregory A. Phipps,
District 4



Matt Newton,
District 5



Tariq Bokhari,
District 6

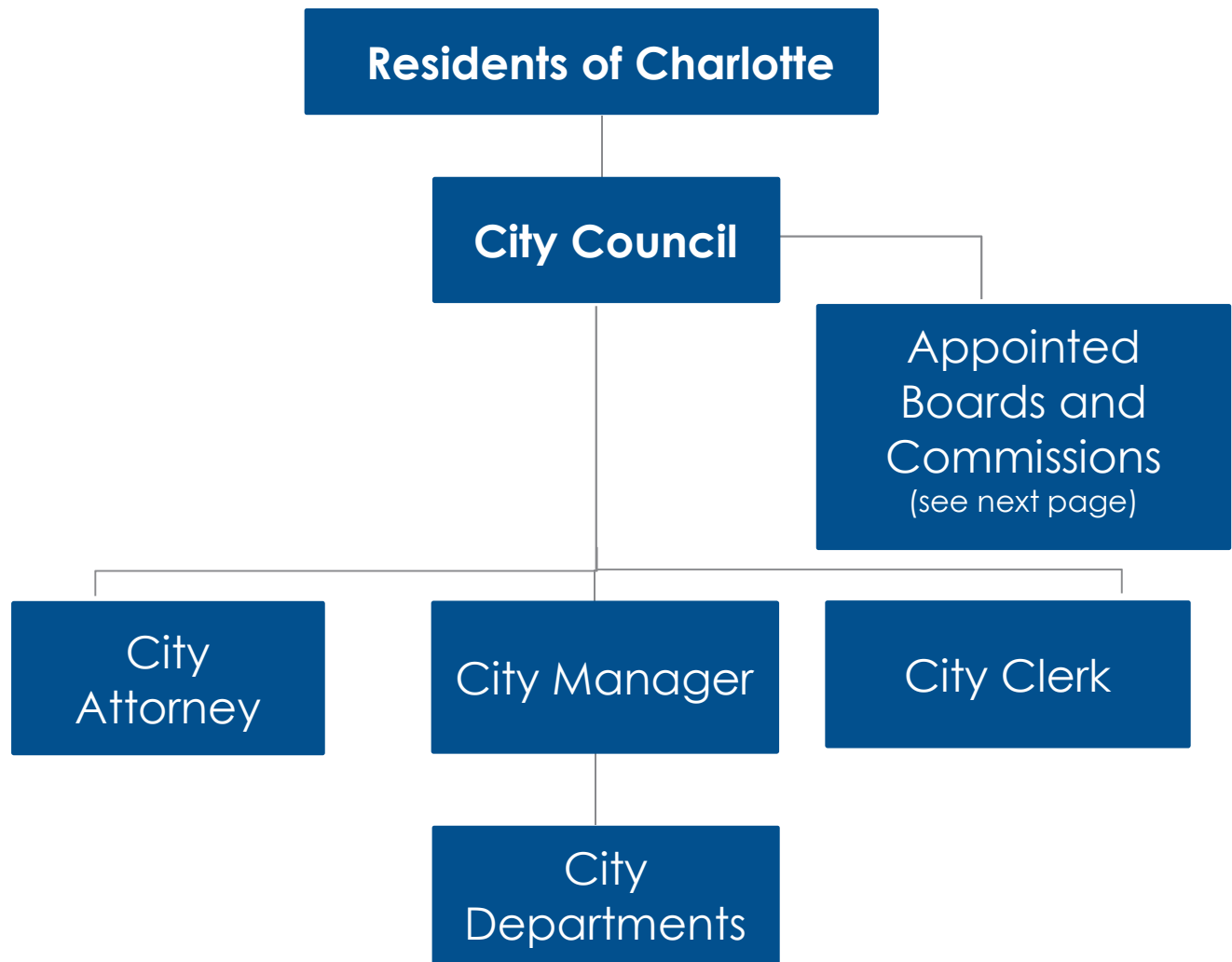


Edmund H. Driggs,
District 7



Marcus Jones,
City Manager

Organizational Chart

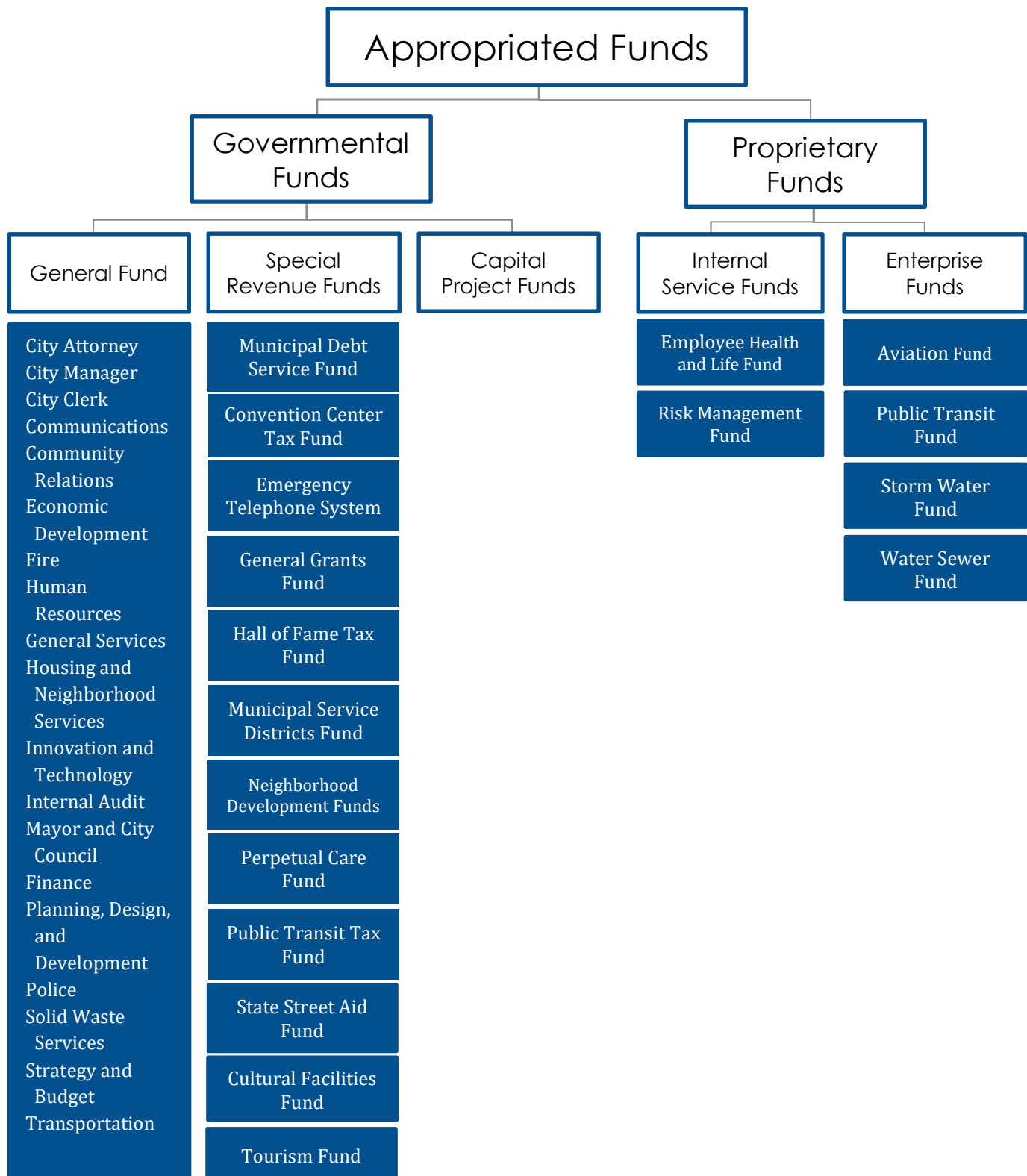


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- Transportation, page 143

Appointed Boards and Commissions

- Airport Advisory Committee
- Bechtler Arts Foundation Board
- Bicycle Advisory Committee
- Business Advisory Committee
- Charlotte Area Fund Board of Directors
- Charlotte Community Capital Loan Fund
- Charlotte Housing Authority Board
- Charlotte International Cabinet
- Charlotte Regional Visitors Authority
- Charlotte Water Advisory Committee
- Charlotte-Mecklenburg Public Access Corporation
- Citizens Review Board
- Citizens' Transit Advisory Group
- Civil Service Board
- Community Relations Committee
- Development Review Board
- Domestic Violence Advisory Board
- Housing Advisory Board of Charlotte-Mecklenburg
- Charlotte Business INclusion Advisory Committee
- Charlotte Tree Advisory Commission
- Firemen's Relief Board of Trustees
- Historic District Commission
- Historic Landmarks Commission
- Housing Appeals Board
- Keep Charlotte Beautiful
- Mint Museum Board of Trustees
- NASCAR Hall of Fame Advisory Committee
- Neighborhood Matching Grants Fund
- Passenger Vehicle For Hire
- Planning Commission
- Privatization/Competition Advisory Committee
- Public Art Commission
- Storm Water Advisory Committee
- Transit Services Advisory Committee
- Waste Management Advisory Board
- Zoning Board of Adjustment

Chart of Accounts



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 Comprehensive Annual Financial Report (CAFR) for the General Fund using on a budget basis.

Major Governmental Funds include:

General Fund - City’s primary operating money. 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 resources accumulated and payments made for principal and interest on debt of governmental activities.

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

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

Enterprise Funds include:

Aviation - Accounts for the operation of the Charlotte Douglas International 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.

Fund Descriptions

Internal Services Funds are used to report activities that provide supplies and services for the city's programs and activities. Internal service activities predominately benefit government functions rather than business-type activities. These funds account for:

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

Employee Health and Life Funds - contributed by the city and its employees for benefits.

3. **Fiduciary Funds** – The city is the trustee, or fiduciary, for the Firefighters' Retirement System and the Employee Benefit Trust. The city is responsible for ensuring that the assets reported in these funds are used for their intended purposes. The city cannot use these assets to finance its operations. These funds account for:
 - Resources accumulated for the provision of benefit payments to the Charlotte Firefighters' Retirement System members and their beneficiaries, 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 the proceeds from specific revenue sources (other than funding for major capital projects) that are restricted to expenditures for specified purposes.

- Convention Center Tax Fund – Accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance and operation of convention center facilities, and promotion of tourism.
- Tourism Operating Fund – Accounts for room occupancy and other tax revenues to be used for tourism purposes.
- NASCAR Hall of Fame Tax Fund – Accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.
- Municipal Services District Fund – Accounts for property tax on property within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.
- Grants Funds Fund – Accounts for federal and state grants to be used for public safety, including police, fire and emergency management, and other governmental-type activities.
- Neighborhood Development 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.
- Employment and Training Fund – Accounts for federal grants to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.
- State Street Aid Fund – Accounts for motor fuel taxes distributed by the state on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.
- Emergency Communications Fund – Accounts for revenues remitted by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.

Permanent Fund

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

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

Fund Descriptions

Debt Service Fund

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

Capital Projects Fund

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

Enterprise Funds

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

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

Internal Service Funds

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

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

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STRATEGIC PRIORITIES





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STRATEGIC PRIORITIES

At the January 2019 City Council Annual Strategy Meeting, new strategic priorities were established. The priorities are part of Council renewing a focus on the higher-level policy framework needed to guide the city's growth and progress forward.

The strategic priorities replaced the more operationally centered Focus Area Plans that have been in place since the early 1990's. While the Focus Area Plans included important information, there was a need to refresh and heighten citywide strategy from an operational focus to a more holistic perspective in achieving the city's vision.

The new strategic priorities defined by Council will guide decision making and align resource allocation:

- **Economic Development (Economy, Jobs, and Upward Mobility)**

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 innovation and entrepreneurship.

- **Neighborhood Development (Safe, Healthy and Inclusive Communities)**

Building and maintaining great neighborhoods with a focus on community safety, housing and the environment.

- **Transportation and Planning (Accessibility, Mobility and Connectivity)**

Anticipate and plan for the growth of the community. Address growth with strategic investments. building and maintaining a comprehensive transportation network and placemaking strategies that encourage connection between neighborhoods and employment centers.

- **Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)**

Ensuring the city demonstrates leadership in financial stewardship, reviews best practices, and ensures consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

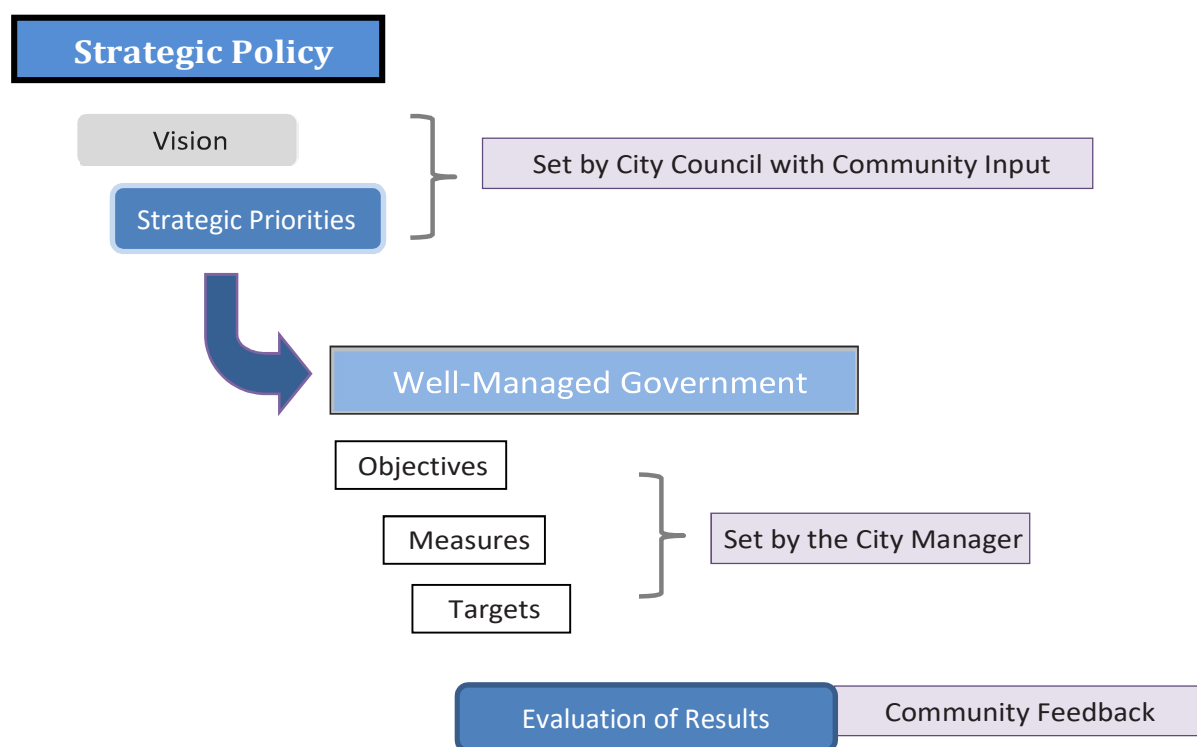
The development of the FY 2020 Budget was guided by the new priorities with funding directed towards programs and services that support these priorities. The priorities serve as the foundation for funding decisions and setting objectives.

As part of the budget process, each department developed 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 included analyzing feedback from a survey conducted in the fall of 2018 to incorporate current community input.

To follow 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: Targets are benchmarks 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 the provide an important link in the internal roadmap of progress towards each strategic priority area.

PRIORITY: Economic Development

(Economy, Jobs, and Upward Mobility)

The strategic priority of Economic 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 Economic Development priority area are provided below:

| Economic Development | | | | |
|---|--|----------------|--------------------------------------|----------------|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Increase business relocations and expansions | Number of company announcements | New measure | New measure | ≥ 8 |
| | Number of jobs (includes retained and new) | New measure | New measure | 5,000 |
| | Amount of private investment | New measure | New measure | \$300M |
| Increase talent development opportunities through Project PIECE 2.0 | Number of new job seekers enrolled | New measure | New measure | ≥ 60 |
| | Percentage of enrolled graduating | New measure | New measure | 80% |
| | Percentage of graduates employed | New measure | New measure | 70% |
| Leverage private investment | Total ratio public to private investment | New measure | New measure | ≥1:3 |
| Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community | Percentage of land development reviews and inspections completed within projected timeframe and within an average of 2.5 review cycles | New measure | 95% | 95% |
| Promote Economic Inclusion | Percentage of direct spending with Minority Women Small Business Enterprises (MWSBEs) | 18.5% | >16% increase over prior fiscal year | 16% |

| Economic Development | | | | |
|---|--|----------------|-----------------------|--|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Provide employment pathways and development opportunities | Number of new hires to full-time city employment through various staffing partnerships | New measure | New measure | Establish baseline |
| | Number of city employees to complete GED program | New measure | New measure | Establish baseline |
| Support entrepreneurs | Number of P3 Disruption Lab demonstration pilot projects | New measure | New measure | ≥ two P3 Disruption Lab Demonstration pilot projects completed |
| Support minority small businesses | Number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions | New measure | New measure | ≥ 30 |
| Increase participants in apprenticeship programs | Number of participants in the apprenticeship program. | New measure | Eight apprenticeships | Increase by 25% |

PRIORITY: Neighborhood Development

(Safe, Healthy, and Inclusive Communities)

This priority area encompasses a holistic approach for neighborhoods. A comprehensive focus on neighborhood development includes the public safety services of police and fire, environmental considerations, affordable housing, enhancing community relations, and promoting diversity, equity, and inclusion for all. The major emphasis of this priority area is collaborating with the community to ensure there are safe and healthy neighborhoods across all of Charlotte.

Highlights of measures for the Neighborhood Development priority area are provided below:

| Neighborhood Development | | | | |
|---|--|--|--|--|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Foster neighborhood driven revitalization and improvement | Number of volunteers engaged to assist with addressing neighborhood cleanliness throughout the city | 249 active Keep Charlotte Beautiful Adopt-A-City Organizations | 250 active Keep Charlotte Beautiful Adopt-A-City Organizations | 350 active Keep Charlotte Beautiful Adopt-A-City Organizations |
| Investigate housing discrimination | Percentage of new fair housing cases closed within 100 days | 48% | 60% | 60% |
| Maintain energy use practices so that city facilities compare favorably with available benchmark information in the South Atlantic region | Overall energy use intensity (EUI) - measured in thousands of British thermal units (BTUs) per square foot | EUI = 63.2 % Reduction = 16.3% | Maintain an overall EUI <67 or reduction >15% | Maintain an overall EUI <67 or reduction >15% |
| Maintain a clean city for all residents | Annual Keep Charlotte Beautiful assessment | 1.75 | ≤ 2.0 Litter Index Rating | ≤ 2.0 Litter Index Rating |
| Preserve and create attractive and environmentally sustainable neighborhoods | Percent of nuisance cases resolved within 30 days | 91% | 90% | 90% |

| Neighborhood Development | | | | |
|---|---|-----------------|-----------------|-----------------|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Preserve and increase affordable housing | Number of new affordable housing units funded | 496 | 1,000 | 900 |
| | Number of units acquired and/or rehabilitated and restricted for low to moderate income residents | 221 | 165 | 265 |
| | Number of down payment assistance loans provided | 307 | 325 | 325 |
| Prevent housing discrimination | Number of persons educated on fair housing practices and protections | 1,279 | 1,000 | 1,000 |
| 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 | Reduce Sanitary Sewer Overflows per 100 miles | +/- 3.8 | < 4.0 | < 3.5 |
| Reduce interpersonal and community conflicts | Percent of cases referred to Community Relations that are successfully resolved | 85% | 85% | 85% |
| Reduce victimization | Percent increase in number of illegal guns seized over previous fiscal year | 4.4% | ≥5.0% | ≥5.0% |
| Timely response to calls for service | Percent of 911 calls answered within 10 seconds | 94.6% | 90.0% | 90.0% |
| | Percent of time first-due fire company responds within six minutes | 90.0% | 90.0% | 90.0% |

PRIORITY: Transportation and Planning

(Accessibility, Mobility and Connectivity)

The Transportation and Planning strategic priority 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.

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

| Transportation and Planning | | | | |
|---|---|----------------|----------------|---|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan | Improve street lighting on high injury network corridors | New measure | New measure | 3 corridors |
| | Miles of new sidewalks | 11 | ≥ 10 | ≥ 10 |
| | Miles of new bikeways | 8 | ≥ 10 | ≥ 10 |
| | Number of new pedestrian safety projects | New measure | New measure | ≥ 15 |
| | Number of new and upgraded signals | New measure | New measure | New ≥ 2 Upgraded ≥ 10 |
| CharlotteFuture 2040 Comprehensive Plan and UDO Support | Engagement Plan and Phases 1 and 2 Strategies | New measure | New measure | Refining Place Types, develop growth scenarios, select preferred growth scenario, develop plan policies and recommendations, develop plan outline and framework, and develop and draft the plan |
| | Vision Framework Outline and Document | | | |
| Maintain existing infrastructure | Annual Pavement Condition Rating | 82.05% | ≥ 90% | ≥ 82.05% |
| Overall customer satisfaction with Charlotte Area Transit System (CATS) | Overall net promoter score as expressed in net promoter surveys | 53% | 58% | 58% |

| Transportation and Planning | | | | |
|--------------------------------|--|----------------|----------------|----------------|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Provide transportation choices | Ridership (Light Rail, Bus, Streetcar, VanPool, and STS) | 20,730,659 | 23,218,184 | 23,500,000 |
| | On-time performance (Bus) | 85.4% | 85% | 85% |

FOUNDATIONAL FOCUS:

Well-Managed Government

(Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

A foundational component within each of the three strategic priorities is a continued focus on Well-Managed Government. This focus guides continuous efforts of accountability as we strive to promote efficient, effective, and quality services to the entire community.

The city's reputation as a financially Well-Managed Government is reflected in the continued AAA bond ratings, the annual receipt of the Government Finance Officer Associations award for budget and financial statements, and the annual audit with no significant findings. Operational efficiencies are highlighted by the many external recognitions received by the city, examples include Charlotte Water being awarded the North Carolina Section of the American Water Works Association (NC AWWA) and the North Carolina Member Association of the Water Environment Federation (NC WEA)'s 2018 NC AWWA-WEA Collection System of the Year Award, as well as General Services receiving fleet services recognitions from the National Association of Fleet Administrators (NAFA) "Top 100 Fleets" 2014-2018, and the Class 1 ISO rating of the Charlotte Mecklenburg Fire Department.

In addition to striving for efficiencies, 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 additional resources being allocated to strengthen procurement across the city.

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

Highlights of measures for the Well-Managed Government priority area are provided below:

| Well-Managed Government | | | | |
|---|---|----------------|----------------|----------------|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process | Percentage of responding applicants satisfied with applicant experience | New measure | New measure | 80% |
| Deliver competitive audit services | Performance audits issued | 16 | 12 | 15 |

| Well-Managed Government | | | | |
|---|---|----------------|---|---|
| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
| Improve effectiveness and efficiency through organizational IT alignment | Identify citywide technology processes critical for IT re-alignment | New measure | New measure | Implement at least four streamlined processes by end of Q4, FY 2020 |
| Minimize the cost of incurring debt to finance capital projects | Credit rating from external rating agencies | AAA rating | Maintain AAA credit rating | Maintain AAA credit rating |
| Maintain ISO rating for fire services | Conduct review of ISO rating and maintain an ISO Class 1 | ISO Class 1 | ISO Class 1 | ISO Class 1 |
| Maintain low-cost recycling collection | Curbside collection cost per ton recyclable materials | \$142/ton | < North Carolina statewide average | < North Carolina statewide average |
| | Curbside collection cost per ton refuse | \$90/ton | < North Carolina statewide average | < North Carolina statewide average |
| Operate efficient weekly curbside refuse collection | Average number curbside garbage cart collections per hour | 134 | ≥125 | ≥125 |
| Promote Employee Wellness | Percentage of eligible employees opting for medical insurance who are electing the wellness incentive premium | 93% | 65% | 70% |
| Promote options for public engagement | Number of viewers to the GOV Channel | 71,397 | 78,540 | 10% increase over FY 2019 |
| Provide services that efficiently meet the needs of 311 call center customers | Percent of 311 calls answered within 30 seconds | 74% | 70% | 70% |
| | Call abandonment rate – Percent of all calls abandoned by the caller | 4% | ≤5% | ≤5% |
| | Implement on-line chat capability | New measure | Research the best tools to employ for chat capability | Fully implement on-line chat capability |

DEPARTMENT BUDGETS





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DEPARTMENT BUDGETS

GENERAL FUND





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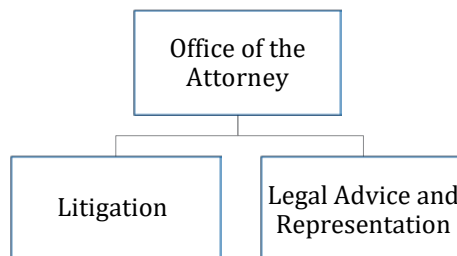
Mission Statement

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$3,669,709 | \$4,179,100 | \$4,497,646 | \$4,605,832 | 2.4 % |
| Operating Expenses | \$402,411 | \$293,938 | \$374,265 | \$374,083 | 0.0 % |
| Departmental Charges | -\$710,847 | -\$2,374,922 | -\$2,166,833 | -\$2,257,033 | 4.2 % |
| Total Expenditures | \$3,361,273 | \$2,098,116 | \$2,705,078 | \$2,722,882 | 0.7 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------------------|-----------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$63,267 |
| Provide additional funds for operating expenses Provide additional funds for operating expenditures such as printing, publishing, supplies, furniture, and equipment based on recent utilization. | - | \$12,000 |
| Reconcile reimbursement from other departments Technical adjustment to update funds reimbursed by other city departments for service provided. This is a routine action that occurs at the beginning of the budget cycle and does not impact the level of service provided. | - | -\$90,200 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$3,333 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$41,586 |
| 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, including: building maintenance, rent of land and buildings, telecommunication; insurance liabilities, insurance premiums, and risk administration. | - | -\$12,182 |
| | Net Change | 0.00 |
| | | \$17,804 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|-------------------|---|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Timely public record responses | Percent of public records requests responded to within two business days | New Measure | New Measure | 90% |
| Enhance Attorney staff efficiency in technology | Attorney registration and participation in technology training courses | New Measure | New Measure | 100% |
| Educate city employees on applicable legal issues | Prepare a blog entry of legal interests on city sharepoint site or website | New Measure | New Measure | Quarterly |
| Improve interaction of staff with department clients | Develop client scorecard for Attorney characteristics, i.e., (approachability, willingness to help, and managing expectations) | New Measure | New Measure | One scorecard for each Attorney |
| Strategic Priority Area: Economic Development (Economy, Jobs and Upward Mobility) | | | | |
| Provide opportunity for law students to gain work experience in government practice | Number and type of summer internships | New Measure | New Measure | Two internships for 2 nd year students; one internship for 1 st year students |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------------|--------------|---------------|--------------|
| Administrative Officer III | 1.00 | - | 1.00 |
| Assistant City Attorney II | 4.00 | 1.00 | 5.00 |
| City Attorney | 1.00 | - | 1.00 |
| Deputy City Attorney | 1.00 | - | 1.00 |
| Legal Secretary | 2.00 | - | 2.00 |
| Paralegal | 5.00 | - | 5.00 |
| Senior Assistant City Attorney | 13.00 | -1.00 | 12.00 |
| Senior Assistant City Attorney Lead | 2.00 | - | 2.00 |
| Senior Deputy City Attorney | 1.00 | - | 1.00 |
| Department Total FTE | 30.00 | 0.00 | 30.00 |

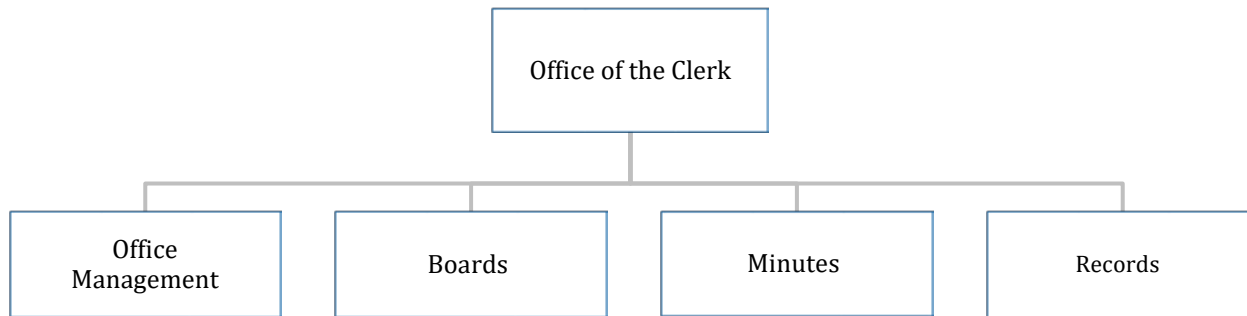
Mission Statement

Provide high quality information and services to City Council, staff, and the public so that effective and responsible decisions can be made to govern the City of Charlotte.

Department Overview

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

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|-----------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Revenues | | | | | |
| Licenses, Fees, Fines | \$37,620 | \$45,418 | \$38,880 | \$45,000 | 15.7 % |
| Charges to Current Services | \$800 | \$1,200 | \$400 | \$400 | 0.0 % |
| Total Revenues | \$38,420 | \$46,618 | \$39,280 | \$45,400 | 15.6 % |
| Expenditures | | | | | |
| Personnel Services | \$471,847 | \$566,244 | \$634,070 | \$714,695 | 12.7 % |
| Operating Expenses | \$142,585 | \$154,470 | \$137,469 | \$164,580 | 19.7 % |
| Total Expenditures | \$614,432 | \$720,714 | \$771,539 | \$879,275 | 14.0 % |
| Net Expenditures | \$576,012 | \$674,096 | \$732,259 | \$833,875 | 13.9 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|-----------------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$8,202 |
| Provide funds for operating support Provide funds for operating support, including organizational development training, advertising, and mailing. | - | \$12,419 |
| Accelerate historical records preservation Provide funds for completion of project to restore and preserve permanent records. Clerk's Office must comply with North Carolina General Statutes and preserve historical records. | - | \$15,000 |
| Add Administrative Officer I Provide staffing to support the citywide Records Program. This program is responsible for advising and coordinating public records requests as well as corresponding with citizens who have submitted public records requests. | 1.00 | \$57,202 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$12,712 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$5,479 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$3,278 |
| Net Change | | 1.00 \$107,736 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|---|--|---|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Maintain permanent history of government actions | Percent of meetings completed, published to web and placed on agenda for Council approval within 30 days of original meeting | 93% | 98% | 98% |
| Efficiently Administer Boards and Commissions | Percent of applications, nominations, and appointments processed | 100% | 100% | 100% |
| Certify, maintain and process all official documents in timely manner | Percent of official documents certified and processed within 7 days of approval/ receipt | 100% | 100% | 100% |
| Preserve permanent historical records per NC General Statutes | Number of books preserved and number of books microfilmed by Department of Cultural Resources | 3 | 2 | 25 to complete project; inventory microfilm; archive permanent records on microfilm |
| Enhance public access to government records | Initiatives completed to advance public records request program and citywide records management program | Recruitment of citywide records program manager | Publish public records on Open Data Portal | Timely completion of public record requests and web upload of official documents |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-----------------------------|-------------|---------------|-------------|
| Administrative Officer I | - | 1.00 | 1.00 |
| Administrative Officer III | 1.00 | - | 1.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| City Clerk | 1.00 | - | 1.00 |
| Deputy City Clerk | 1.00 | - | 1.00 |
| Office Assistant V | 3.00 | - | 3.00 |
| Department Total FTE | 7.00 | 1.00 | 8.00 |

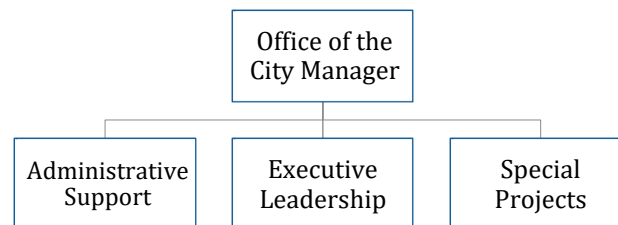
Mission Statement

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$2,610,229 | \$2,188,463 | \$2,393,943 | \$2,513,264 | 5.0 % |
| Operating Expenses | \$611,248 | \$438,681 | \$284,185 | \$274,264 | -3.5 % |
| Total Expenditures | \$3,221,477 | \$2,627,144 | \$2,678,128 | \$2,787,528 | 4.1 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|------------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$46,314 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$51,405 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$21,602 |
| 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, including: building maintenance, rent of land and buildings, telecommunication, insurance liabilities, insurance premiums, and risk administration. | - | -\$9,921 |
| Net Change | - | \$109,400 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------------|--------------------|----------------------|--------------------|
| Assistant City Manager | 3.00 | - | 3.00 |
| Assistant to City Manager | 1.00 | - | 1.00 |
| Assistant to City Manager II | 2.00 | - | 2.00 |
| City Manager | 1.00 | - | 1.00 |
| Deputy City Manager | 1.00 | - | 1.00 |
| Executive Assistant to City Manager | 1.00 | - | 1.00 |
| Intergovernmental Relations Manager | 1.00 | - | 1.00 |
| Special Assistant to City Manager | 1.00 | - | 1.00 |
| Department Total FTE | 11.00 | 0.00 | 11.00 |

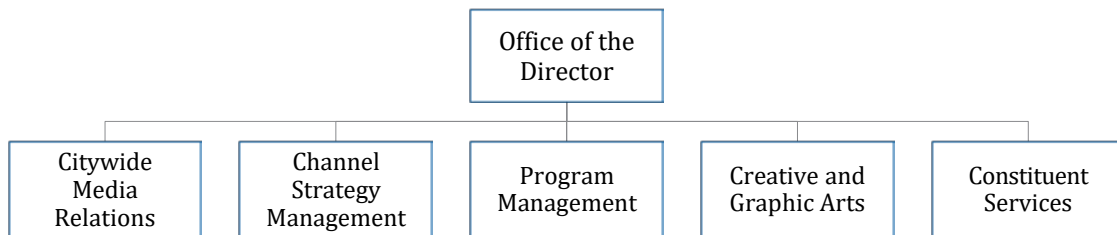
Mission Statement

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, public record requests, develop press releases, conduct crisis communications, and manage social media presence
- Provide marketing strategy, brand development and management, and coordinate city website information

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$1,833,436 | \$3,166,338 | \$3,472,245 | \$3,490,910 | 0.5 % |
| Operating Expenses | \$511,014 | \$731,712 | \$800,698 | \$722,373 | -9.8 % |
| Departmental Charges | - | - | -\$94,164 | -\$94,164 | 0.0 % |
| Total Expenditures | \$2,344,450 | \$3,898,050 | \$4,178,779 | \$4,119,119 | -1.4 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|-----------------------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$41,745 |
| Consolidate Communications leadership positions Consolidate duties of a vacant Public Services Coordinator with a vacant Communications Director position. No impact to service is anticipated. | -1.00 | -\$144,271 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$89,321 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$31,870 |
| 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, including: building maintenance, rent of land and buildings, telecommunication, insurance liabilities, insurance premiums, and risk administration. | - | -\$78,325 |
| Net Change | | -1.00 -\$59,660 |

Performance Measure Highlights

| Objective | Measure | 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|---|------------------|-------------------|---------------------------|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Increase effective citywide communication efforts | Percent increase of weekly media clips, inquiries, and records requests over prior fiscal years | 57% | 10% | 10% |
| Provide and improve alternative sources for citizens to gain information related to the city | Number of total city webpage, newsroom, and social media visits | 5,340,345 visits | 6,675,430 visits | 25% increase over FY 2019 |
| Promote options for public engagement | Number of viewers to the GOV Channel | 71,397 | 78,540 | 10% increase over FY 2019 |
| Create consistent branding for the city | Number of creative solutions and graphic design projects | 429 | 470 | 10% increase over FY 2019 |

Full-Time Equivalent (FTE) Positions Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|--------------|---------------|--------------|
| Administrative Officer II | 1.00 | - | 1.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| Administrative Secretary I | 1.00 | | 1.00 |
| Administrative Services Manager | 2.00 | -1.00 | 1.00 |
| Chief Marketing Officer | 1.00 | - | 1.00 |
| Communications Director | 1.00 | - | 1.00 |
| Constituent Services Division Manager | - | 1.00 | 1.00 |
| Content Webmaster | 2.00 | - | 2.00 |
| Content Webmaster Supervisor | 1.00 | - | 1.00 |
| Corporate Communication Specialist | 2.00 | 4.00 | 6.00 |
| Corporate Communication Specialist Senior | 5.00 | -1.00 | 4.00 |
| Creative Services Supervisor | 1.00 | - | 1.00 |
| Graphic Artist Senior | 1.00 | - | 1.00 |
| Mayor & City Council Support Specialist | 4.00 | -1.00 | 3.00 |
| Mayor & City Council Support Specialist Associate | 1.00 | - | 1.00 |
| Mayor & City Council Support Specialist Senior | 1.00 | - | 1.00 |
| Public Info Specialist Senior | 1.00 | - | 1.00 |
| Public Information Specialist | 1.00 | - | 1.00 |
| Public Service Coordinator | 3.00 | - | 3.00 |
| TV Station Manager | 1.00 | - | 1.00 |
| Video Producer/Director | 1.00 | - | 1.00 |
| Video Technician | 3.00 | -3.00 | - |
| Department Total FTE | 35.00 | -1.00 | 34.00 |

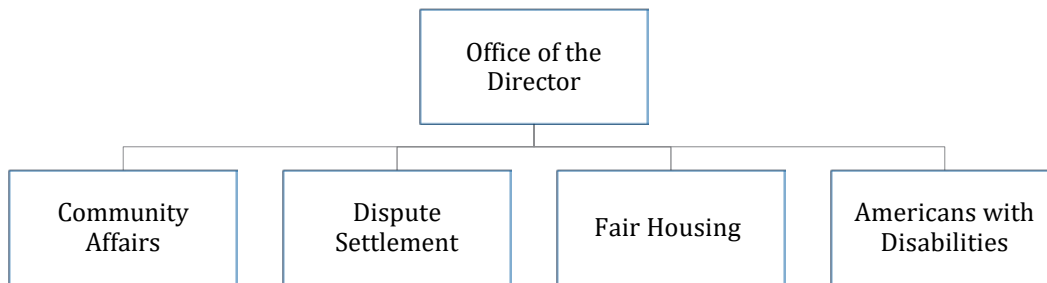
Mission Statement

Promote community harmony, facilitate resolutions, and celebrate diversity.

Department Overview

- Provide conflict management and diversity training
- Provide training on the Americans with Disabilities Act (ADA) to help promote accessibility across the city
- Investigate violations of the fair housing ordinance

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$916,369 | \$962,276 | \$1,193,574 | \$1,607,971 | 34.7 % |
| Operating Expenses | \$97,298 | \$97,006 | \$83,700 | \$86,263 | 3.1 % |
| Departmental Charges | - | - | -\$179,710 | -\$179,710 | 0.0 % |
| Total Expenditures | \$1,013,667 | \$1,059,282 | \$1,097,564 | \$1,514,524 | 38.0 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------------|------------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$17,934 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. The update also includes funding for a Community Relations Administrator and Community Affairs Manager added in FY 2019. | 2.00 | \$386,569 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$9,894 |
| 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, including: building maintenance, rent of land and buildings, telecommunication, insurance liabilities, insurance premiums, and risk administration. | - | \$2,563 |
| Net Change | 2.00 | \$416,960 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|--|--|-------------------|-------------------|-------------------|
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Improve human relations work process for International Community | Number of collaborations and partnerships with the international community | 4.0 | 4.0 | 4.0 |
| 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 5.0 scale | 4.2 | 4.0 | 4.0 |
| Investigate housing discrimination | Number of housing discrimination cases investigated | 21 | 25 | 30 |
| | Percent of fair housing discrimination cases closed within 100 days | 48% | 60% | 60% |
| Prevent housing discrimination | Number of fair housing conciliation attempts | New measure | 15 | 50 |
| Reduce interpersonal and community conflicts | Percent of cases referred to Community Relations that are successfully resolved | 85% | 85% | 85% |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------------|--------------|---------------|--------------|
| Administrative Officer I | 1.00 | - | 1.00 |
| Community Affairs Manager | - | 1.00 | 1.00 |
| Community Programs Coordinator | 1.00 | - | 1.00 |
| Community Relations Administrator | - | 1.00 | 1.00 |
| Community Relations Manager | 1.00 | - | 1.00 |
| Community Relations Specialist | 5.00 | - | 5.00 |
| Deputy Community Relations Director | 1.00 | - | 1.00 |
| Community Relations Director | 1.00 | - | 1.00 |
| Department Total FTE | 10.00 | 2.00 | 12.00 |

Economic Development

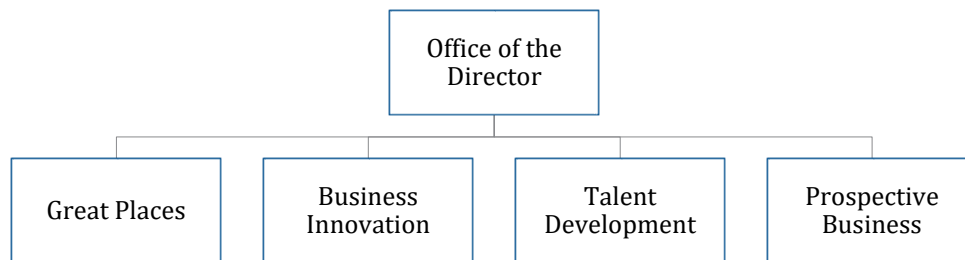
Mission Statement

Economic Development's mission is to help Charlotte's businesses and residents thrive. Collectively, the team advances the community through building great places, creating a climate where all businesses innovate and prosper, and developing a diversified talent pipeline.

Department Overview

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

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$949,636 | \$1,878,710 | \$2,097,368 | \$2,366,187 | 12.8 % |
| Operating Expenses | \$2,153,014 | \$3,078,323 | \$3,782,246 | \$3,651,915 | -3.4 % |
| Departmental Charges | - | -\$102,049 | -\$80,807 | -\$80,807 | 0.0 % |
| Total Expenditures | \$3,102,650 | \$4,854,984 | \$5,798,807 | \$5,937,295 | 2.4 % |

Economic Development

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------|------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$28,192 |
| Expand Economic Development programs to align with four strategic priorities Expand the Economic Development Department to align with the four strategic priorities of: Great Places; Business Innovation; Talent Development; and Prospective and Existing Businesses. This action reclassifies existing positions and adds five additional full-time positions to achieve priority goals. | 5.00 | \$476,912 |
| Reconcile funds for Centralina Economic Development Commission Membership Provide funds for the City of Charlotte to remain a partner with the Centralina Council of Governments (CCOG). CCOG provides a variety of services for the region, including the administration of state and federal grants in the areas of aging, workforce development, economic development, and planning. | - | \$24,000 |
| Provide additional funds for operating support Provide funds for additional operating costs such as supplies, training, contractual services, and technology. This action aligns with the department's desire to expand service around its four priorities: Great Places; Business Innovation; Talent Development; and Prospective and Existing Businesses. | - | \$25,000 |
| Transfer Sustainability Division fund into General Services Transfer three positions and operating expenses from Economic Development to General Services. The City of Charlotte is restructuring how city departments collaborate and work together. This transition into General Services will allow for sustainability to be a major focus in city-related projects. A corresponding entry can be found in General Services. | -3.00 | -\$457,493 |
| Update Expense budget for grants Technical adjustment to realign expenses for grants from Economic Development to Housing and Neighborhood Services. A corresponding adjustment is found in Housing and Neighborhood Services. | - | -\$50,000 |

Economic Development

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------------|------------------|
| Update personnel expenditures | - | \$87,946 |
| Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | | |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) | - | \$20,627 |
| Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | | |
| Update allocations for Internal Service Providers (ISPs) | - | -\$16,696 |
| Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | | |
| Net Change | 2.00 | \$138,488 |

Economic Development

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|-------------------|-------------------|
| Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility) | | | | |
| Increase business relocations and expansions | Dollar amount of private investment in the city | New Measure | New Measure | \$300,000,000 |
| | The number of new jobs (include retained and new) | New Measure | New Measure | 5,000 |
| | The level of participation by entrepreneurs in classes and events | New Measure | New Measure | >500 |
| | The number of company announcements | New Measure | New Measure | ≥8% |
| Leverage private investment in major redevelopment projects through public improvements | Leverage ratio public to private investment | New Measure | New Measure | ≥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 | New Measure | New Measure | ≥30 |

Economic Development

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|--------------|---------------|--------------|
| Administrative Officer I | 1.00 | - | 1.00 |
| Administrative Officer II | 1.00 | - | 1.00 |
| Administrative Officer III | 3.00 | -1.00 | 2.00 |
| Assistant City Manager | 1.00 | - | 1.00 |
| Assistant Economic Development Director | - | 3.00 | 3.00 |
| Deputy Economic Development Director | 1.00 | - | 1.00 |
| Economic Development Operations Manager Senior | 3.00 | -2.00 | 1.00 |
| Economic Development Program Manager | 4.00 | 3.00 | 7.00 |
| Economic Development Specialist Senior | 4.00 | - | 4.00 |
| Energy Sustainability Coordinator | - | - | - |
| Services Division Manager | 1.00 | -1.00 | - |
| Department Total FTE | 19.00 | 2.00 | 21.00 |

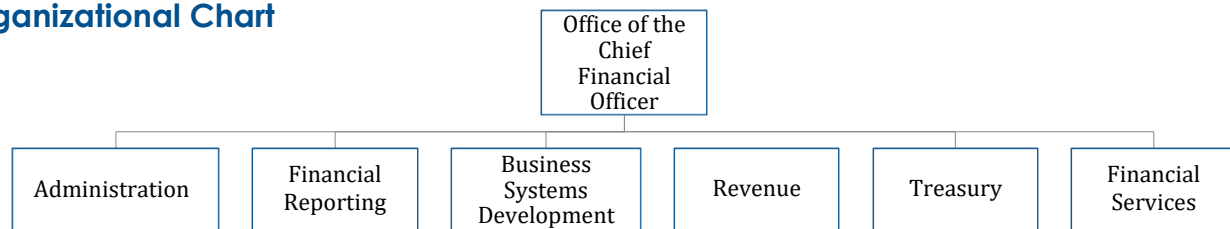
Mission Statement

Finance partners with customers to achieve their service goals in the community through sound management of finances.

Department Overview

- Provide strategic financial planning and accounting services to the city, including federal and state-mandated reporting and the Comprehensive Annual Financial Report
- Process citywide accounts payable and accounts receivables, including utility payments and housing loans
- Manage the investment of city funds and issuance of debt instruments

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Intergovt-local | \$1,515,994 | \$1,552,631 | \$115,328 | - | -100.0 % |
| Intergovt-state | \$7,845,943 | \$7,647,378 | \$100,000 | - | -100.0 % |
| Admin charges | \$626,860 | \$844,451 | \$700,000 | - | -100.0 % |
| Other | \$26,435 | \$2,536 | - | - | 0.0 % |
| Private contribution | - | \$100,000 | - | - | 0.0 % |
| Sales of assets | \$911,847 | \$1,019,759 | \$880,000 | - | -100.0 % |
| Total Revenues | \$10,927,079 | \$11,166,755 | \$1,795,328 | - | -100.0 % |
| Expenditures | | | | | |
| Personnel Services | \$19,173,086 | \$20,152,590 | \$11,312,354 | \$8,564,642 | -24.3 % |
| Operating Expenses | \$13,208,806 | \$12,380,345 | \$5,702,384 | \$4,131,829 | -27.5 % |
| Capital Outlay | \$85,891 | \$73,438 | - | - | 0.0 % |
| Grants and Contributions | \$83,048 | - | - | - | 0.0 % |
| Departmental Charges | -\$14,621,017 | -\$14,074,020 | -\$229,322 | -\$89,275 | -61.1 % |
| Interfund Activity Support | \$59,690 | \$60,089 | \$61,481 | \$61,481 | 0.0 % |
| Total Expenditures | \$17,989,504 | \$18,592,443 | \$16,846,897 | \$12,668,677 | -24.8 % |
| Net Expenditures | \$7,062,425 | \$7,425,688 | \$15,051,569 | \$12,668,677 | -15.8 % |

Fleet Management was transferred to General Services in FY 2019. In FY 2020, Procurement moved to General Services and operational support for public access television moved to the Non-Departmental budget.

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|---------------|
| Provide funds for citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$141,614 |
| Support Charlotte Water operations Add Accounting Technician, Accountant II, and Accountant IV to provide enhanced financial services to Charlotte Water in accounts payable, financial reporting, and debt management. These positions are supported with revenue of \$213,420 from Charlotte Water. There is a corresponding entry shown in Charlotte Water. | 3.00 | - |
| Support maintenance for financial systems Technical adjustment to support contractual increases for maintenance of the city's financial management system, revenue collection system, and billing invoice system. | - | \$24,895 |
| Transfer public access channel support to non-departmental budget Technical adjustment to transfer operational support budgets for Charlotte Mecklenburg Public Access Channel, and local public, educational, and government access channels to the non-departmental section of the General Fund Budget. | - | -\$683,305 |
| Correct allocation for departmental charge Technical adjustment to correct a department chargeout that was erroneously included during a previous budget cycle. | - | \$95,047 |
| Transfer Procurement Division from Finance to Department of General Services Executive adjustment to realign procurement functions to the newly formed Department of General Services to provide citywide acquisition functions and services. There is a corresponding entry in General Services for this adjustment. | -34.00 | -\$4,085,840 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$352,205 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-----|---------------------------------|
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) | - | \$100,242 |
| Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | | |
| Update allocations for Internal Service Providers (ISPs) | - | -\$123,078 |
| Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | | |
| Net Change | | -31.00 -\$4,178,220 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|--------------------------------|-------------------------------|-------------------------------|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Follow Generally Accepted Accounting Principles to create an accurate Comprehensive Annual 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 | AAA rating | Maintain AAA credit rating | Maintain AAA credit rating |
| Provide timely payment to city vendors | Average # of days to pay valid accounts payable invoices | 29.49 | < 30 | < 30 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|-------------|---------------|-------------|
| Accountant I | 1.00 | - | 1.00 |
| Accountant II | 4.00 | 2.00 | 6.00 |
| Accountant III | 2.00 | - | 2.00 |
| Accountant IV | 4.00 | 1.00 | 5.00 |
| Accounting Specialist Senior | 9.00 | -2.00 | 7.00 |
| Accounting Technician | 10.00 | 1.00 | 11.00 |
| Administrative Officer I | 4.00 | -3.00 | 1.00 |
| Administrative Officer II | 2.00 | 1.00 | 3.00 |
| Administrative Officer III | 3.00 | -2.00 | 1.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| Administrative Officer V | 1.00 | - | 1.00 |
| Administrative Secretary I | 1.00 | - | 1.00 |
| Assistant Chief Accountant | 1.00 | - | 1.00 |
| Assistant Finance Director | 1.00 | - | 1.00 |
| Assistant Financial Services Manager | 2.00 | - | 2.00 |
| Business System Specialist Associate | 1.00 | - | 1.00 |
| Business Systems Specialist Intermediate | 5.00 | - | 5.00 |
| Business Systems Specialist Lead | 1.00 | - | 1.00 |
| Business System Specialist Senior | 1.00 | - | 1.00 |
| Business Systems Manager | 1.00 | - | 1.00 |
| Central Cashier | 1.00 | - | 1.00 |
| Chief Accountant | 1.00 | - | 1.00 |
| Chief Financial Officer | 1.00 | - | 1.00 |
| City Treasurer | 1.00 | - | 1.00 |
| Construction Contracts Admin Coordinator Lead | 1.00 | -1.00 | 0.00 |
| Contracts Admin Coordinator | 7.00 | -7.00 | 0.00 |
| Contracts Admin Specialist | 3.00 | -3.00 | 0.00 |
| Contracts Admin Specialist Lead | 1.00 | -1.00 | 0.00 |
| Customer/Revenue Service Assistant Senior | 4.00 | - | 4.00 |
| Customer/Revenue Service Assistant | 4.00 | - | 4.00 |
| Customer/Revenue Service Specialist | 3.00 | - | 3.00 |
| Debt Manager | 1.00 | - | 1.00 |
| Economic Development Program Manager | 2.00 | -2.00 | 0.00 |
| Finance Director | 1.00 | - | 1.00 |
| Financial Accountant I | 2.00 | - | 2.00 |
| Financial Accountant II | 3.00 | - | 3.00 |
| Financial Accountant III | 5.00 | - | 5.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|--------------------|----------------------|--------------------|
| Financial Services Manager | 2.00 | - | 2.00 |
| Investment Manager | 1.00 | - | 1.00 |
| Management Analyst | 1.00 | -1.00 | 0.00 |
| Office Assistant V | 1.00 | - | 1.00 |
| Operations Supervisor | 1.00 | -1.00 | 0.00 |
| Procurement Services Assistant Division Manager | 1.00 | -1.00 | 0.00 |
| Procurement Services Division Manager | 1.00 | -1.00 | 0.00 |
| Purchasing Agent | 3.00 | -3.00 | 0.00 |
| Revenue Collections Agent | 3.00 | - | 3.00 |
| Senior Technical Writer | 1.00 | - | 1.00 |
| Small Business Program Manager | 1.00 | -1.00 | 0.00 |
| Small Business Program Special | 6.00 | -6.00 | 0.00 |
| Stores Supervisor | 1.00 | -1.00 | 0.00 |
| Department Total FTE | 119.00 | -31.00 | 88.00 |

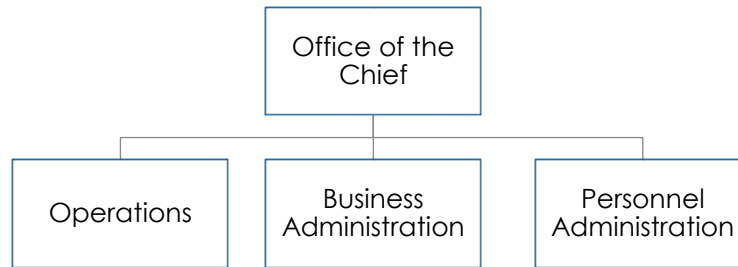
Mission Statement

To preserve life and property through rapid emergency response, code enforcement, education, and planning.

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 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Proposed | Percent Change FY 2019 FY 2020 |
|------------------------------|---------------------------|---------------------------|----------------------------|-----------------------------|---|
| Revenues | | | | | |
| Intergovernmental | \$916,282 | \$1,248,545 | \$755,037 | \$1,838,721 | 143.5 % |
| Licenses, fees, fines | \$1,585,461 | \$1,651,405 | \$2,095,205 | \$1,394,775 | -33.4 % |
| Charges for current services | \$1,731,621 | \$1,962,619 | \$1,912,685 | \$2,793,345 | 46.0 % |
| Miscellaneous | \$24,948 | \$36,036 | \$33,264 | \$33,264 | 0.0 % |
| Admin charges | \$5,465,254 | \$6,034,736 | \$6,215,852 | \$6,668,159 | 7.3 % |
| Other | \$6,508 | - | - | - | 0.0 % |
| Miscellaneous and Other | \$31,456 | \$36,036 | \$33,264 | \$33,264 | 0.0 % |
| Private contribution | \$51,838 | - | - | - | 0.0 % |
| Total Revenues | \$9,813,367 | \$10,969,377 | \$11,045,307 | \$12,761,528 | 15.5 % |
| Expenditures | | | | | |
| Personnel Services | \$106,194,872 | \$109,370,369 | \$112,067,321 | \$118,131,130 | 5.4 % |
| Operating Expenses | \$14,710,065 | \$14,598,331 | \$14,871,104 | \$15,173,785 | 2.0 % |
| Capital Outlay | \$23,233 | \$411,522 | - | - | 0.0 % |
| Departmental Charges | -\$236,389 | -\$263,797 | -\$262,725 | -\$284,793 | 8.4 % |
| Total Expenditures | \$120,691,781 | \$124,116,425 | \$126,675,700 | \$133,020,122 | 5.0 % |
| Net Expenditures | \$110,878,414 | \$113,147,047 | \$115,630,393 | \$120,258,594 | 4.0 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------|-------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$2,477,857 |
| Provide funds for enhanced compensation Provide funds to create an extra step for Firefighter Engineers and re-align the market rate for Fire Captain. This adjustment also adds one percent to the Firefighter's 401K, effective January 2020. | - | \$1,111,645 |
| Hire firefighters for new Infill Fire Station 43 in spring of 2020 Hire 18 new Firefighters for Infill Fire Station 43 at I-77 and Clanton Road. The funds will allow new firefighters to begin training in the fire academy in the spring of 2020, prior to the station's anticipated opening in FY 2021. | 18.00 | \$263,807 |
| Provide equipment funding Provide funds for new and replacement fire equipment for Firefighters. In FY 2020 these funds will be used to purchase new equipment related to Fire Infill Station 43. | - | \$300,000 |
| Firefighters to support services Provide funds for nine additional Firefighters to serve in existing stations. The addition of nine Firefighters reconciles the number of positions needed to reduce the overall use of overtime. | 9.00 | \$382,773 |
| Provide expenditure authority for revenue reimbursed deployment events Provide funds for overtime costs related to external revenue-reimbursed events. These funds will only be released to the department if external revenue is realized. | - | \$230,000 |
| Add command staff positions at Aviation Provide funds for one Division Chief, and one Captain in Aviation. These positions will fulfill supervisory and training roles for the existing two companies supporting the Aviation department. | 2.00 | \$263,033 |
| Transfer and annualize costs of retiree health investment account program Technical adjustment to transfer and annualize costs of the retiree health investment account program for sworn public safety employees. Funding for six months was included in the non-departmental budget in FY 2019. The program provides \$1,040 annually to all sworn public safety employees hired on or after July 1, 2009 to assist with healthcare costs in retirement. | - | \$456,560 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|--------------|--------------------|
| Increase funds for fuel Support fuel costs for Public Safety response vehicles based on prior year utilization. Fuel consumption is driven by calls for service. | - | \$125,672 |
| Support third party vendor for promotional process Contract with a third party to manage the promotional process for Fire Captains and Battalion Chiefs. This helps ensure hiring the highest qualified candidates, through an independent objective process. | - | \$125,000 |
| Support One Stop Shop by hiring a Plans Examiner Hire a Plans Examiner to support land development and assist Planning, Design, and Development's efforts to create a one-stop for all city permit responsibilities. | 1.00 | \$68,329 |
| Reconcile funds for strategic deployment software Provide funds to support software that provides the capability to predict and plan for future operational workloads. Funds included are for annual maintenance. | - | \$50,057 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$908,049 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$101,889 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$520,249 |
| Net Change | 30.00 | \$6,344,422 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|---|---|
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Timely response to calls for service: first-due total response time, all calls for service | Percent of calls responded to within six minutes | 90% | 90% | 90% |
| Timely response to calls for service: fourth-due (effective firefighting force) total response time, structure fire call | Percent of calls responded to with an effective firefighting force (four companies) within 10 minutes 20 seconds | 83% | 90% | 90% |
| Provide public education instruction to increase safety and health of families | Percent of CMS third graders that receive fire prevention education in 111 schools | 100% | 100% | 100% |
| Timely response to calls to 911: Receipt of call to phone pick-up | Percent of 911 calls answered within 10 seconds | 97% | 90% | 90% |
| Efficient dispatch of companies: phone pick-up to dispatch | Percent of 911 calls dispatched within 60 seconds | 94% | 90% | 90% |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Provide training and development for emergency operations members | Conduct Emergency Operations Center (EOC) exercise | New Measure | Conduct an annual EOC exercise that demonstrates full activation of the EOC | Conduct an annual EOC exercise that demonstrates full activation of the EOC |
| Maintain diversity | Percent of women and minorities involved in the firefighter applicant pool | 47% | ≥20% | ≥37% |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|-------------|---------------|-------------|
| Administrative Officer I | 2.00 | 2.00 | 4.00 |
| Administrative Officer II | 4.00 | -1.00 | 3.00 |
| Administrative Officer III | 1.00 | 1.00 | 2.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| Administrative Officer V | 3.00 | - | 3.00 |
| Administrative Secretary I | 1.00 | - | 1.00 |
| Applications Administrator | 1.00 | - | 1.00 |
| Battalion Fire Chief | 37.00 | - | 37.00 |
| Building Maintenance Assistant | 1.00 | - | 1.00 |
| Business Systems Specialist Intermediate | 3.00 | - | 3.00 |
| Business Systems Specialist Lead | 0.00 | 1.00 | 1.00 |
| Business Systems Specialist Senior | 0.00 | 1.00 | 1.00 |
| Business Systems Manager | 1.00 | - | 1.00 |
| Business Systems Program Manager | 1.00 | - | 1.00 |
| Chief Fire Inspector | 1.00 | - | 1.00 |
| Chief Fire Investigator | 1.00 | - | 1.00 |
| Deputy Fire Chief | 3.00 | - | 3.00 |
| Division Fire Chief | 6.00 | 1.00 | 7.00 |
| Emergency Management Planner | 3.00 | - | 3.00 |
| Facilities Services Coordinator | 4.00 | - | 4.00 |
| Fire Captain | 248.00 | 4.00 | 252.00 |
| Fire Captain - Special Assignment | 5.00 | - | 5.00 |
| Fire Chief | 1.00 | - | 1.00 |
| Fire Communication Services Supervisor | 1.00 | - | 1.00 |
| Fire EMS Instructor Coordinator | 1.00 | - | 1.00 |
| Fire Equipment Technician | 3.00 | - | 3.00 |
| Fire Fighter Engineer | 198.00 | 3.00 | 201.00 |
| Fire Fighter I | 201.00 | 41.00 | 242.00 |
| Fire Fighter II | 373.00 | -20.00 | 353.00 |
| Fire Inspector | 12.00 | -1.00 | 11.00 |
| Fire Inspector Certified | 21.00 | 2.00 | 23.00 |
| Fire Inspector Senior | 6.00 | - | 6.00 |
| Fire Investigator Certified | 6.00 | - | 6.00 |
| Fire Investigator Senior | 3.00 | - | 3.00 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---------------------------------|-----------------|---------------|-----------------|
| Fire Marshal | 1.00 | - | 1.00 |
| Fire Telecommunicator I | 24.00 | - | 24.00 |
| Fire Telecommunicator I Lead | 7.00 | - | 7.00 |
| Fire Telecommunicator II | 6.00 | - | 6.00 |
| Fire Telecommunicator III | 2.00 | - | 2.00 |
| GIS Analyst | 2.00 | -1.00 | 1.00 |
| GIS Supervisor | 1.00 | -1.00 | 0.00 |
| Management Analyst Senior | 1.00 | - | 1.00 |
| Office Assistant V | 5.00 | -2.00 | 3.00 |
| Software Developer Intermediate | 1.00 | - | 1.00 |
| Software Developer Senior | 1.00 | - | 1.00 |
| Storekeeper | 2.00 | - | 2.00 |
| Stores Supervisor | 1.00 | - | 1.00 |
| Department Total FTE | 1,207.00 | 30.00 | 1,237.00 |

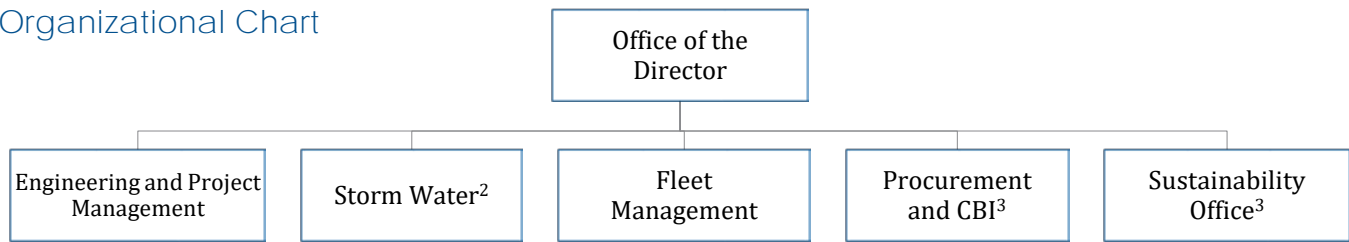
Mission Statement

Guide agencies through innovative and efficient deployment of resources to meet their missions and fulfill the needs of the city in a rapidly evolving and complex environment. Design and deliver expanded, shared services across departments and for the City of Charlotte to improve performance and save taxpayer money.

Department Overview

- Design, construction, maintenance, and sustainability of capital infrastructure projects, public facilities, and grounds
- Provide review services for private land development
- Manage the acquisition of real estate, goods and services through competitive processes
- Administer the Charlotte Business INclusion (CBI) Policy by certifying Minority, Women, and Small Business Enterprises (MWSBEs) and partnering with departments to establish and monitor MWSBE inclusion goals
- Provide safe, reliable, best-value, enterprise-wide fleet and operational equipment management and maintenance services to the city and county

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|------------------------------|--------------------|--------------------|---------------------|--------------------------|---|
| Revenues | | | | | |
| Licenses, Fees, and Fines | \$7,078,405 | \$7,330,866 | \$7,324,008 | \$3,886,835 ⁴ | -46.9 % |
| Intergovernmental-Local | \$791,800 | \$786,729 | \$2,280,765 | \$2,334,034 | 2.3 % |
| Charges for Current Services | \$767,727 | \$685,377 | \$873,010 | \$1,118,240 | 28.1 % |
| Miscellaneous | \$742,702 | \$880,749 | \$1,638,858 | \$1,128,678 | -31.1 % |
| Administrative Charges | - | - | \$72,171 | \$72,000 | -0.2 % |
| Total Revenues | \$9,786,489 | \$8,056,146 | \$12,288,812 | \$6,312,431 | -48.6 % |

¹Created in FY 2020 from the former department of Engineering and Property Management

² Storm Water is also displayed in the Nongeneral Funds

³ Land Development, Building Services, Real Estate, and Landscape Management are within Engineering and Project Management; Procurement and CBI division are realigned from Finance; Sustainability Office is realigned from Economic Development

⁴ Revenues transferred to Planning, Design, & Development in FY 2020 for the One-Stop-Shop permitting initiative

Budget Overview (continued)

| | | | | | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Expenditures | | | | | |
| Personnel Services | \$28,203,166 | \$29,738,288 | \$39,589,873 | \$44,866,524 | 13.3 % |
| Operating Expenses | \$10,319,972 | \$11,807,415 | \$19,079,456 | \$20,834,628 | 9.2 % |
| Capital Outlay | \$299,778 | \$1,193 | \$164,000 | \$174,000 | 6.1 % |
| Departmental Charges | -\$21,976,518 | -\$23,709,389 | -\$38,673,209 | -\$39,477,164 | 2.1 % |
| Total Expenditures | \$16,846,398 | \$17,837,507 | \$20,160,120 | \$26,397,988 | 30.9 % |
| Net Expenditures | \$7,059,909 | \$9,781,361 | \$7,871,308 | \$20,085,557 | 155.2 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------|-----------|
| Provide funds for citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$568,421 |
| Enhance the management structure of the newly formed department Provide funds for a General Services Director position to oversee nonpersonal services and enhance support operations and nonpersonnel services. Funding from this position is provided primarily from the elimination of a Special Assistant to the City Manager. There is a corresponding entry in the Office of Strategy and Budget. | 1.00 | \$235,720 |
| Enhance citywide contractual compliance and technology procurement Provide funds for four positions to enhance the city's contractual compliance efforts. Support for three Compliance Officers and one Administrative Coordinator is provided. Enterprise Funds will also provide support for two positions for two years until the enhanced services become part of the city's Cost Allocation Plan. The enhancement includes \$144,438 that is supported with revenue from enterprise funds. | 4.00 | \$175,263 |
| Provide funds to enhance the department's safety program Provide funds for one Safety Coordinator position to enhance safety in areas with technical or hazardous operations such as the fleet maintenance, facility maintenance, landscape management, and land development. This position will support the department Safety Supervisor in implementing program needs, monitoring safety compliance, developing corrective action plans, and providing safety training. | 1.00 | \$81,415 |
| Annualize contractual costs for parts supplier contract in Fleet operations Annualize funds for parts supply and management contract that was approved in FY 2019 for Fleet operations. The contract provides overall efficiency and cost savings to the department. | - | \$298,504 |
| Provide funds for contractual increase in janitorial services contract Technical adjustment to provide funds for an contractual increase in the Government Center's janitorial services contract. | - | \$74,000 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|-------|-------------|
| Support contractual increase in security contract Technical adjustment to provide funds for a contractual increase in the security services contract in the Government Center. | - | \$11,125 |
| Support contractual increase in grounds and median maintenance contracts Technical adjustment to provide funds for contractual increases in contracts related to cemetery grounds maintenance, median maintenance, and general grounds maintenance. | - | \$154,077 |
| Provide funds for lease payments Technical increase to provide funds for a contractual rent increase at the city's Asset Recovery and Disposal Facility. | - | \$2,510 |
| Provide accounting method for asset reimbursement Technical adjustment to provide an accounting method for Nongeneral Fund departments to reimburse the General Fund for costs incurred to auction the departments' surplus vehicles and equipment. This action will have no impact on service. | - | -\$65,000 |
| Realign procurement personnel and related expenses to provide acquisition services Executive adjustment to realign procurement functions to the newly formed department of General Services to provide citywide acquisition functions and services. There is corresponding entry in Finance for this adjustment. | 34.00 | \$4,085,840 |
| Realign personnel and related expenses to enhance sustainability initiatives Executive adjustment to realign the Office of Sustainability to the newly formed department of General Services to enhance sustainability initiatives and advance sustainability goals. There is corresponding entry in Economic Development for this adjustment. | 3.00 | \$457,493 |
| Realign personnel and related expenses to improve data analytics and data management Executive adjustment to realign the Office of Data and Analytics to Innovation and Technology to improve data analytics and citywide data management. There is a corresponding entry in Innovation and Technology for this adjustment. | -2.00 | -\$286,024 |
| Adjust departmental charges Technical adjustment for departmental charges in fleet and building maintenance. Other city departments reimburse Fleet Management and Building Services for services and repairs performed on their vehicles and facilities. This adjustment reflects an anticipated increase in costs. | - | -\$594,518 |

FY 2020 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 increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$694,850 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$348,579 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$4,387 |
| Net Change | | 41.00 \$6,237,868 |

Performance Measure Highlights

| Objective | FY 2020 Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|--|--|---|--|--|
| Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility) | | | | |
| Partnering with customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community | Average number of reviews done | 1.9 average reviews | Review plans on average 95% on time, within average of 2.5 reviews | ≤ 2.5 Reviews |
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Protect and expand a healthy tree canopy | Reduce the number of hazardous street trees | New Measure | New Measure | Meet wait time for tree removal: Extreme priority: 2 days, High priority: 2 months, Medium/Low: 4 months |
| | Achieve canopy neutral impacts when comparing trees removed to trees planted by the City | New Measure | New Measure | Maintain at least 100% canopy neutrality. |
| Strategic Priority Area: Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | |
| Facilitate public-private partnerships, which integrate education, recreation, employment, and housing resources | Percent of project schedule milestones met during the fiscal year | New Measure | New Measure | ≥ 85% |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Maintain energy use practices so city facilities compare favorably with available benchmark information in the South Atlantic region | Overall energy use intensity (EUI) - measured in thousands of British thermal units (BTUs) per square foot | EUI = 63.2 Percent Reduction = 16.3% | Maintain an Overall EUI <67 or reduction >15% | Maintain an Overall EUI <67 or reduction >15% |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|-------------|---------------|-------------|
| Administrative Officer I | 12.00 | 2.00 | 14.00 |
| Administrative Officer II | 11.00 | 2.00 | 13.00 |
| Administrative Officer III | 7.00 | 2.00 | 9.00 |
| Administrative Officer IV | 3.00 | 2.00 | 5.00 |
| Administrative Officer V | 3.00 | - | 3.00 |
| Administrative Secretary I | 1.00 | - | 1.00 |
| Arborist | 2.00 | - | 2.00 |
| Assistant City Engineer | 1.00 | - | 1.00 |
| Assistant Director | 1.00 | 1.00 | 2.00 |
| Associate Urban Forestry Specialist | 1.00 | - | 1.00 |
| Assistant Field Operations Supervisor | 7.00 | - | 7.00 |
| Building Maintenance Superintendent | 1.00 | - | 1.00 |
| Building Services Manager | 1.00 | - | 1.00 |
| Business System Specialist Associate | 1.00 | - | 1.00 |
| Business Systems Specialist Intermediate | 2.00 | - | 2.00 |
| Business Systems Specialist Lead | 1.00 | - | 1.00 |
| Business System Specialist Senior | 6.00 | - | 6.00 |
| Carpenter | 1.00 | - | 1.00 |
| Carpenter Senior | 3.00 | - | 3.00 |
| Chief Airport Construction Inspector | 1.00 | - | 1.00 |
| Chief Arborist | 1.00 | - | 1.00 |
| Chief Maintenance Mechanic | 6.00 | - | 6.00 |
| Construction Contracts Admin Coordinator Lead | 1.00 | 1.00 | 2.00 |
| Construction Inspector | 24.00 | -1.00 | 23.00 |
| Construction Inspector Senior | 6.00 | - | 6.00 |
| Construction Manager | 2.00 | - | 2.00 |
| Construction Supervisor | 7.00 | - | 7.00 |
| Contract Technician | 2.00 | - | 2.00 |
| Contracts Admin Coordinator | 5.00 | 8.00 | 13.00 |
| Contracts Admin Specialist | - | 3.00 | 3.00 |
| Contracts Admin Specialist Lead | - | 1.00 | 1.00 |
| Courier | 2.00 | - | 2.00 |
| Courier-lead | 1.00 | - | 1.00 |
| Data Analytics Manager | 1.00 | -1.00 | - |
| Data Analytics Specialist Lead | 1.00 | -1.00 | - |
| Drafting Technician | 5.00 | - | 5.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|--------------------|----------------------|--------------------|
| Economic Development Program Manager | - | 2.00 | 2.00 |
| Energy Manager | 1.00 | - | 1.00 |
| Energy Management Specialist | 2.00 | - | 2.00 |
| Energy Sustainability Coordinator | 1.00 | 1.00 | 2.00 |
| Engineering & Property Management Director | 1.00 | - | 1.00 |
| Engineering Business Services Manager | 1.00 | - | 1.00 |
| Engineering Contracts Manager | 1.00 | - | 1.00 |
| Engineering Contracts Specialist | 8.00 | - | 8.00 |
| Engineering Division Manager | 3.00 | - | 3.00 |
| Engineering Program Manager | 11.00 | - | 11.00 |
| Engineering Project Coordinator | 5.00 | - | 5.00 |
| Engineering Project Manager | 26.00 | - | 26.00 |
| Environmental Compliance Specialist | 1.00 | - | 1.00 |
| Equipment Management Division Manager | 1.00 | - | 1.00 |
| Equipment Operator I | 2.00 | - | 2.00 |
| Equipment Operator II | 7.00 | - | 7.00 |
| Equipment Operator III | 2.00 | - | 2.00 |
| Equipment Parts Manager | 1.00 | - | 1.00 |
| Equipment Parts Team Leader | 3.00 | - | 3.00 |
| Equipment Parts Technician | 7.00 | - | 7.00 |
| Equipment Shop Manager | 4.00 | - | 4.00 |
| Equipment Shop Supervisor | 9.00 | - | 9.00 |
| Erosion Control Coordinator | 6.00 | - | 6.00 |
| Facilities Services Coordinator | 1.00 | - | 1.00 |
| Field Operations Supervisor | 3.00 | - | 3.00 |
| Fleet Specification Analyst | 3.00 | - | 3.00 |
| GIS Analyst | 1.00 | - | 1.00 |
| GIS Coordinator | 1.00 | - | 1.00 |
| GIS Technician | 1.00 | - | 1.00 |
| Government Plaza Property Manager | 1.00 | - | 1.00 |
| Government Plaza Security Coordinator | 1.00 | - | 1.00 |
| Heavy Equipment Service Evt | 4.00 | - | 4.00 |
| Heavy Equipment Service Evt Lead | 1.00 | - | 1.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|--------------------|----------------------|--------------------|
| Heavy Equipment Service Technician Associate | 1.00 | - | 1.00 |
| Heavy Equipment Service Technician Lead | 4.00 | - | 4.00 |
| Heavy Equipment Service Technician Master | 11.00 | 1.00 | 12.00 |
| Heavy Equipment Service Technician Senior | 26.00 | - | 26.00 |
| Horticulturist | 1.00 | - | 1.00 |
| HVAC Technician Senior | 9.00 | - | 9.00 |
| Labor Crew Chief II | 8.00 | - | 8.00 |
| Laborer | 2.00 | - | 2.00 |
| Landscape Architect | 1.00 | - | 1.00 |
| Landscape Crew Member | 2.00 | - | 2.00 |
| Landscape Division Manager | 1.00 | - | 1.00 |
| Landscape Supervisor | 2.00 | - | 2.00 |
| Light Equipment Service Technician Associate | 2.00 | - | 2.00 |
| Light Equipment Service Technician Lead | 3.00 | - | 3.00 |
| Light Equipment Service Technician Master | 13.00 | - | 13.00 |
| Light Equipment Service Technician Senior | 13.00 | -1.00 | 12.00 |
| Locksmith | 1.00 | - | 1.00 |
| Management Analyst | 1.00 | 3.00 | 4.00 |
| Office Assistant IV | 2.00 | - | 2.00 |
| Office Assistant V | 1.00 | - | 1.00 |
| Operations Manager Senior | - | 1.00 | 1.00 |
| Operations Supervisor | 4.00 | 1.00 | 5.00 |
| Pesticide Applicator | 2.00 | - | 2.00 |
| Plan Review Engineer | 3.00 | - | 3.00 |
| Planning/Design Engineer | 3.00 | - | 3.00 |
| Procurement Services Assistant Division Manager | - | 1.00 | 1.00 |
| Procurement Services Division Manager | - | 1.00 | 1.00 |
| Public Info Specialist Senior | 2.00 | - | 2.00 |
| Public Service Coordinator | 1.00 | - | 1.00 |
| Purchasing Agent | - | 3.00 | 3.00 |
| Real Estate Agent II | 9.00 | - | 9.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------------|---------------|---------------|---------------|
| Real Estate Agent II Lead | 1.00 | - | 1.00 |
| Real Estate Agent III | 1.00 | - | 1.00 |
| Real Estate Division Manager | 1.00 | - | 1.00 |
| Real Estate Program Manager | 3.00 | - | 3.00 |
| Safety Coordinator | - | 1.00 | 1.00 |
| Safety Supervisor | 1.00 | - | 1.00 |
| Senior Engineer | 6.00 | - | 6.00 |
| Senior Engineering Project Manager | 14.00 | - | 14.00 |
| Service Order Specialist | 8.00 | - | 8.00 |
| Small Business Program Manager | - | 1.00 | 1.00 |
| Small Business Program Specialist | - | 6.00 | 6.00 |
| Software Developer Senior | 1.00 | - | 1.00 |
| Stores Supervisor | - | 1.00 | 1.00 |
| Survey And Mapping Supervisor | 1.00 | - | 1.00 |
| Survey Party Chief | 9.00 | - | 9.00 |
| Survey Supervisor | 2.00 | - | 2.00 |
| Survey Technician | 6.00 | - | 6.00 |
| Systems Maintenance Mechanic Senior | 8.00 | 1.00 | 9.00 |
| Systems Maintenance Mechanic | 1.00 | -1.00 | - |
| Tree Trimmer | 7.00 | - | 7.00 |
| Urban Forestry Specialist | 1.00 | - | 1.00 |
| Water Quality Program Admin | 1.00 | - | 1.00 |
| Department Total FTE | 450.00 | 41.00 | 491.00 |

Housing and Neighborhood Services

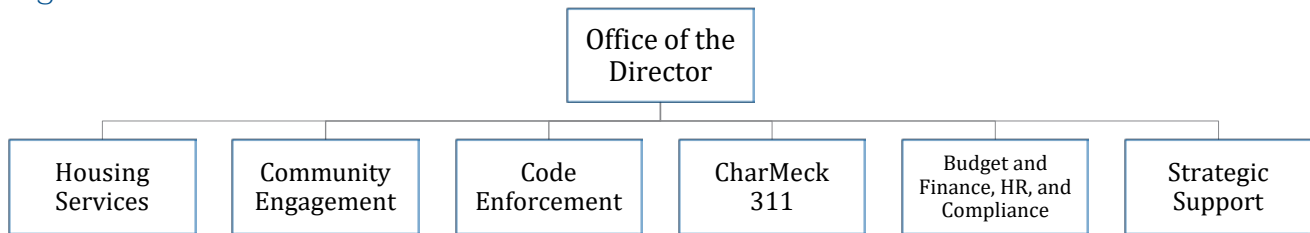
Mission Statement

Create vibrant, diverse neighborhoods through the delivery of four major service areas: community engagement for stronger and safer neighborhoods; code enforcement to maintain standards for a higher quality of life; housing services for the development of workforce, assisted, and special needs housing; and CharMeck 311 for providing timely information and services to residents.

Department Overview

- Provide services to sustain prosperity, retain jobs, increase the tax base, implement energy saving projects, and maintain and improve the quality of life in Charlotte's neighborhoods
- Provide loans and grants to finance affordable housing projects and housing support agencies
- Provide support for service area teams in neighborhoods and business corridors
- Conduct housing, property, and zoning inspections to communicate and enforce city codes
- Provide leadership for youth apprenticeship and intern programs throughout city government
- Provide customer service to residents through CharMeck 311

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Intergovernmental-Local | - | \$1,411,560 | \$1,287,932 | \$1,335,207 | 3.7 % |
| Licenses, Fees, and Fines | \$256,513 | \$323,909 | \$289,935 | \$333,000 | 14.9 % |
| Charges for Current Services | \$821,042 | \$921,951 | \$856,913 | \$911,000 | 6.3 % |
| Total Revenues | \$1,077,555 | \$2,657,420 | \$2,434,780 | \$2,579,207 | 5.9 % |
| Expenditures | | | | | |
| Personnel Services | \$16,060,378 | \$16,168,889 | \$18,061,347 | \$18,924,447 | 4.8 % |
| Operating Expenses | \$4,553,768 | \$3,990,874 | \$4,666,202 | \$4,424,059 | -5.2 % |
| Departmental Charges | -\$2,054,968 | -\$2,166,116 | -\$2,796,449 | -\$2,796,449 | 0.0 % |
| Total Expenditures | \$18,559,178 | \$17,993,647 | \$19,931,100 | \$20,552,057 | 3.1 % |

Housing and Neighborhood Services

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------------|------------------|
| Provide funds for citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$283,756 |
| Enhance citywide upward mobility; immigration; and diversity, equity, and inclusion initiatives Provide funds for one Assistant Director position to enhance citywide initiatives that will directly support upward mobility; immigration; and diversity, equity, and inclusion. | 1.00 | \$156,935 |
| Adjust grant expenses Technical adjustment to realign expenses for grants from Economic Development to Housing and Neighborhood Services. A corresponding adjustment is found in Economic Development. | - | \$50,000 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$261,806 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers | - | \$160,603 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$292,143 |
| Net Change | 1.00 | \$620,957 |

Housing and Neighborhood Services

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|--|--|-------------------|-------------------|-------------------|
| Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility) | | | | |
| 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 | 399 | 200 | 220 |
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Preserve and create attractive and environmentally sustainable neighborhoods | Percent of nuisance cases resolved within 30 days | 91% | 90% | 90% |
| Preserve and increase affordable housing | Number of new affordable housing units funded | 496 | 1,000 | 900 |
| | Number of units acquired and/or rehabilitated and restricted for low to moderate income residents | 221 | 165 | 265 |
| | Number of down payment assistance loans provided | 307 | 325 | 325 |
| Foster neighborhood driven revitalization and improvement | Number of active Keep Charlotte Beautiful Adopt-A-City Organizations engaged to assist with addressing neighborhood cleanliness throughout the city | 249 | 250 | 350 |

Housing and Neighborhood Services

Performance Measure Highlights (continued)

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|---|---|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Provide services that efficiently meet the needs of 311 call center customers | Percent of 311 calls answered within 30 seconds | 74% | 70% | 70% |
| | Percent of all calls abandoned by the caller | 4% | ≤5% | ≤5% |
| | Percent of CharMeck 311 customers surveyed that are satisfied with the service | New measure | ≥85% | ≥85% |
| | Implement on-line chat capability | New measure | Research the best tools to employ for chat capability | Fully implement on-line chat capability |

Housing and Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|-------------|---------------|-------------|
| 311 Contact Center Program Administrator | 3.00 | - | 3.00 |
| 311 Contact Center Representative | 39.00 | 2.00 | 41.00 |
| 311 Contact Center Representative Lead | 7.00 | -2.00 | 5.00 |
| 311 Contact Center Representative Senior | 25.75 | -2.00 | 23.75 |
| 311 Contact Center Supervisor | 7.00 | - | 7.00 |
| 311 Contact Center Program Analyst | 7.00 | 2.00 | 9.00 |
| 311 Program Manager | 3.00 | - | 3.00 |
| Administrative Officer I | 4.00 | - | 4.00 |
| Administrative Officer II | 4.00 | -1.00 | 3.00 |
| Administrative Officer III | 6.00 | - | 6.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| Administrative Officer V | 3.00 | - | 3.00 |
| Assistant Neighborhood Business Services Director | 4.00 | 1.00 | 5.00 |
| Business Systems Specialist Intermediate | 2.00 | - | 2.00 |
| Business Systems Specialist Lead | 1.00 | - | 1.00 |
| Business System Specialist Senior | 1.00 | - | 1.00 |
| Business Systems Program Manager | 1.00 | - | 1.00 |
| Code Enforcement Coordinator | 3.00 | - | 3.00 |
| Code Enforcement Inspector | 33.00 | - | 33.00 |
| Code Enforcement Inspector Lead | 11.00 | - | 11.00 |
| Code Process Specialist | 1.00 | - | 1.00 |
| Community Relations Manager | 1.00 | - | 1.00 |
| Community & Commerce Specialist | 12.00 | 1.00 | 13.00 |
| Content Webmaster | 1.00 | - | 1.00 |
| Customer/Revenue Service Specialist | 5.00 | - | 5.00 |
| Deputy Neighborhood Business Services Director | 1.00 | - | 1.00 |
| Division Training Specialist | 2.00 | -1.00 | 1.00 |
| Economic Development Program Manager | 4.00 | 1.00 | 5.00 |
| Economic Development Specialist | 1.00 | - | 1.00 |
| Operations Manager Senior | 1.00 | - | 1.00 |
| Housing Services Supervisor | 1.00 | - | 1.00 |
| Management Analyst | 1.00 | - | 1.00 |
| Area Supervisor | 10.00 | - | 10.00 |
| Operations Manager | 1.00 | - | 1.00 |

Housing and Neighborhood Services

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--------------------------------------|---------------|---------------|---------------|
| Program Coordinator | 3.00 | - | 3.00 |
| Services Division Manager | 3.00 | - | 3.00 |
| Neighborhood Development Specialist | 3.00 | - | 3.00 |
| Office Assistant IV | 10.00 | - | 10.00 |
| Office Assistant V | 4.00 | - | 4.00 |
| Public Information Specialist Senior | 1.00 | - | 1.00 |
| Public Service Coordinator | 1.00 | - | 1.00 |
| Training Specialist | 3.00 | - | 3.00 |
| Department Total FTE | 235.75 | 1.00 | 236.75 |

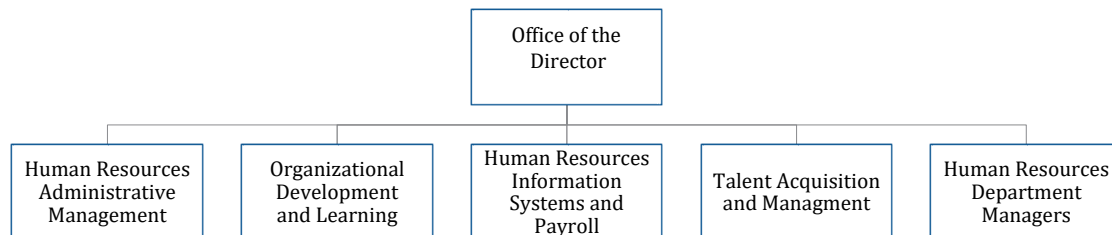
Mission Statement

Create engaging employee experiences that attract and retain qualified, productive, and motivated employees to provide efficient and effective services to citizens.

Department Overview

- Support the organization by managing change, designing and implementing organizational development efforts, fostering a positive and inclusive work environment, and recruiting/retaining a skilled and diverse workforce
- Lead the workforce development programs to provide pre-apprenticeship, and internship opportunities to the community
- Provide a comprehensive portfolio of compensation, benefits, and retiree benefits to attract applicants and support employees throughout their career lifestyle
- Provide a dynamic learning and education environment that aligns with the city's vision and values
- Develop, deploy, and ensure compliance with Human Resources-related city policies and practices and all applicable laws
- Manage the integrated Human Resource and Payroll system to include generating payroll and maintaining employee and applicant records

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Revenues | | | | | |
| Other | \$4,000 | \$5,000 | - | - | 0.0 % |
| Total Revenues | \$4,000 | \$5,000 | - | - | 0.0 % |
| Expenditures | | | | | |
| Personnel Services | \$3,657,280 | \$4,110,983 | \$5,287,202 | \$5,506,683 | 4.2 % |
| Operating Expenses | \$1,092,853 | \$1,351,912 | \$1,332,508 | \$954,989 | -28.3 % |
| Departmental Charges | -\$118,226 | -\$184,195 | -\$1,027,594 | -\$935,400 | -9.0 % |
| Total Expenditures | \$4,631,907 | \$5,278,700 | \$5,592,116 | \$5,526,272 | -1.2 % |
| Net Expenditures | \$4,627,907 | \$5,273,700 | \$5,592,116 | \$5,526,272 | -1.2 % |

FY 2020 Funding Adjustments

| Budget Action | FTE | Amount |
|--|------------|---------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$95,862 |
| Transfer Human Resources software contracts to Innovation and Technology Technical adjustment to transfer the management and administration of software contracts from Human Resources to Innovation and Technology. A corresponding entry can be found in Innovation and Technology. | - | -\$454,646 |
| Provide funds for operating support Provide funds for existing and expanding human resources initiatives such as staff development, career fairs, and tuition reimbursement. This action also includes support for non-personnel costs such as printing and memberships. | - | \$73,933 |
| Add an Administrative Officer V Provide funds for an Administrative Officer V. The position will assist in providing human resources functions to the Fire Department. | 1.00 | \$103,703 |
| Eliminate funds for Business Services Manager Eliminate funds for a Business Services Manager that assisted with citywide organizational goals. | - | -\$159,171 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. This adjustments also includes additional funding for a position previously funded through a department charge-out. | - | \$226,375 |

FY 2020 Funding Adjustments

| Budget Action | FTE | Amount |
|---|-------------|------------------|
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Adjust required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$44,906 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | \$3,194 |
| Net Change | 1.00 | -\$65,844 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|-------------------|-------------------|
| Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility) | | | | |
| Support the city's economic development goals through the Apprenticeship Program | Increase the number of people in the Apprenticeship Program | New Measure | 8 | Increase by 25% |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process | Percent of responding applicants satisfied with applicant experience | New Measure | New Measure | 80% |
| Promote Employee Wellness | Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium | 93% | 65% | 70% |
| 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 & Inclusion lens | New Measure | New Measure | ≥ 3 |

Full-Time Equivalent (FTE) Positions Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|--------------------|----------------------|--------------------|
| Accountant II | 1.00 | - | 1.00 |
| Administrative Officer I | 4.00 | 1.00 | 5.00 |
| Administrative Officer II | 1.00 | - | 1.00 |
| Administrative Officer III | 1.00 | - | 1.00 |
| Administrative Officer IV | 2.00 | - | 2.00 |
| Administrative Officer V | 3.00 | - | 3.00 |
| Business Systems Specialist Intermediate | 2.00 | - | 2.00 |
| Deputy Human Resources Director | 1.00 | - | 1.00 |
| Human Resources Program Manager | 5.00 | 1.00 | 6.00 |
| Human Resources Analyst | 19.00 | -1.00 | 18.00 |
| Human Resources Analyst Associate | 1.00 | 1.00 | 2.00 |
| Human Resources Director | 1.00 | - | 1.00 |
| Office Assistant IV | 1.00 | -1.00 | 0.00 |
| Office Assistant V | 1.00 | - | 1.00 |
| Payroll Manager | 1.00 | - | 1.00 |
| Payroll Specialist | 2.00 | - | 2.00 |
| Department Total FTE | 46.00 | 1.00 | 47.00 |

Innovation and Technology

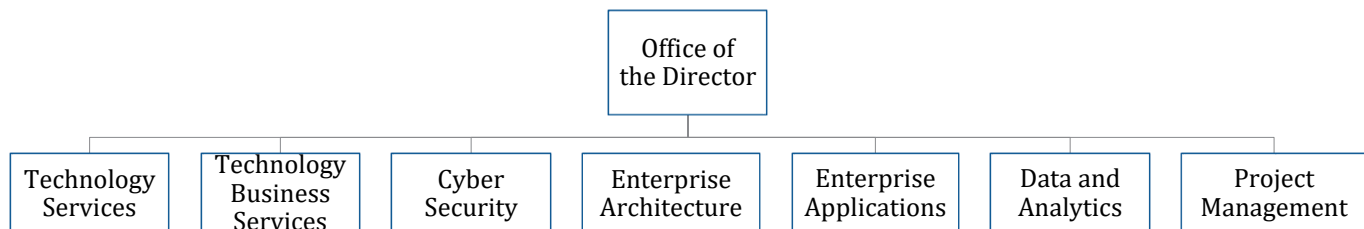
Mission Statement

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

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Radio Service Fees | \$3,591,107 | \$3,723,110 | \$3,772,289 | \$3,606,311 | -4.4 % |
| Total Revenues | \$3,591,107 | \$3,723,110 | \$3,772,289 | \$3,606,311 | -4.4 % |
| Expenditures | | | | | |
| Personnel Services | \$14,282,954 | \$15,228,606 | \$17,439,289 | \$18,166,339 | 4.2 % |
| Operating Expenses | \$18,295,721 | \$19,965,146 | \$19,456,878 | \$20,541,446 | 5.6 % |
| Departmental Charges | -\$6,467,086 | -\$6,451,713 | -\$7,758,570 | -\$5,552,873 | -28.4 % |
| Total Expenditures | \$26,111,589 | \$28,742,039 | \$29,137,597 | \$33,154,912 | 13.8 % |
| Net Expenditures | \$22,520,482 | \$25,018,929 | \$25,365,308 | \$29,548,601 | 16.5 % |

Innovation and Technology

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|---------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$220,527 |
| Support Blue Line Extension network monitoring Provide support for transit's growing transportation network technology requirements, notable the Blue Line Extension that began operations in 2018. The adjustment provides \$111,567 in costs that will be reimbursed by CATS through a department chargeout, resulting in no net impact to the expenditure budget. A corresponding adjustment is included in the CATS budget. | 1.00 | - |
| Add Software licensing for new recruitment software Provide maintenance and support for JobApps recruiting software. The system allows for citywide coordinated enhanced tracking and engagement with applicants. | - | \$95,000 |
| Increase funds for Help Desk contract and other software licensing Technical adjustment to increase funds for the city's Help Desk contract and other software licensing based on historical and anticipated utilization. | - | \$159,400 |
| Support regional public safety radio network Provide funds to support regional public safety radio network that is managed by Innovation and Technology. Changing technology standards require additional funds for contractual services to support the network. A portion of costs are reimbursed by regional partners. | - | \$169,450 |
| Support Peoplesoft and Telephone systems Provide funds to support Oracle Peoplesoft personnel system. The increased funds are based on utilization of temporary and contractual support for maintenance costs. | - | \$144,863 |

Innovation and Technology

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|------------|---------------|
| Realign personnel and related expenses to improve data analytics and data management Executive adjustment to realign the Office of Data and Analytics to Innovation and Technology to improve data analytics and citywide data management. There is a corresponding entry in General Services for this adjustment. | 2.00 | \$286,024 |
| Transfer Human Resources software contracts to Innovation and Technology Technical adjustment to transfer the management and administration of software contracts from Human Resources to Innovation and Technology. A corresponding entry can be found in Innovation and Technology. | - | \$454,646 |
| Reconcile funds for Information Technology financial management tool Reconcile funds for Innovation and Technology financial and technology tool software purchased in FY 2019. The software builds upon current business practices and allows technology managers to more accurately assess and plan costs associated with providing service. | - | \$148,500 |
| Correct allocation for department charge out Technical adjustment to correct a department changeout that was erroneously included during a previous budget cycle. | - | \$132,071 |
| Transition telecommunication services to the city's Cost Allocation Plan Transition the reimbursement model of department telecommunication costs to the city's cost allocation plan. This action results in an increase in expenditure costs that will be primarily offset by an increase in revenue to the General Fund from Enterprise Funds and a reduction in Internal Service Provider costs in the General Fund. This action is an accounting change that will not impact service. | - | \$2,153,925 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | -\$38,799 |

Innovation and Technology

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|-------------------|--------------------|
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$160,000 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$68,290 |
| | Net Change | 3.00 |
| | | \$4,017,317 |

Innovation and Technology

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|---|-------------------|-------------------|--|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Educate customers, promote transparency, and enhance accountability to customers | Develop and implement service agreements for each department | New Measure | New Measure | Complete all departments by June 30, 2020 |
| Improve effectiveness and efficiency through Organizational IT Alignment | Complete and publish data sharing standards | New Measure | New Measure | Complete by end of Q2, FY 2020 |
| | Identify city-wide technology processes critical for IT re-alignment | New Measure | New Measure | Implement at least 4 streamlined processes by end of Q4, FY 2020 |
| Secure the city | Launch a 'Secure your Systems' marketing campaign to educate and test employees on common security techniques by end of Q4. | New Measure | New Measure | Complete by end of Q4 FY 2020 |
| Operational excellence | Implement common App Delivery Models for critical enterprise applications | New Measure | New Measure | Complete HR product delivery model rollout by end of Q2, FY 2020 |

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|------------------------------------|--------------------|----------------------|--------------------|
| Accountant IV | 1.00 | - | 1.00 |
| Active Directory Administrator | 1.00 | 1.00 | 2.00 |
| Active Directory Specialist | 1.00 | - | 1.00 |
| Administrative Officer I | 3.00 | - | 3.00 |
| Administrative Officer II | 1.00 | - | 1.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| Administrative Officer V | 1.00 | - | 1.00 |
| Administrative Services Manager | 1.00 | - | 1.00 |
| Application Development Manager | 3.00 | - | 3.00 |
| Application Services Manager | 2.00 | - | 2.00 |
| Business Systems Specialist Lead | 6.00 | - | 6.00 |
| Business Systems Manager | 1.00 | - | 1.00 |
| Chief Information Officer | 1.00 | - | 1.00 |
| Contracts Admin Specialist | 1.00 | - | 1.00 |
| Project Management Office Manager | 1.00 | - | 1.00 |
| Data Analytics Manager | - | 1.00 | 1.00 |
| Data Analytics Specialist Lead | - | 1.00 | 1.00 |
| Data Center Services Manager | 1.00 | - | 1.00 |
| Data Center Specialist | 1.00 | - | 1.00 |
| Data Services Manager | 2.00 | - | 2.00 |
| Data Storage Administrator | 1.00 | - | 1.00 |
| Data Warehouse Analyst | 1.00 | -1.00 | - |
| Database Administrator | 2.00 | - | 2.00 |
| Database Administrator Senior | 4.00 | - | 4.00 |
| Deputy Chief Information Officer | 1.00 | - | 1.00 |
| Electronics Technician II | 9.00 | - | 9.00 |
| Equipment Parts Manager | 1.00 | - | 1.00 |
| Information Security Administrator | 4.00 | 1.00 | 5.00 |
| Information Security Analyst | 1.00 | - | 1.00 |
| Information Security Officer | 1.00 | - | 1.00 |
| Information Security Supervisor | 2.00 | - | 2.00 |
| Information Tech Administrator | 20.00 | 2.00 | 22.00 |
| Information Tech Supervisor | 3.00 | - | 3.00 |

Innovation and Technology

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|--------------------|----------------------|--------------------|
| Information Tech Team Lead | 1.00 | - | 1.00 |
| IT Business Process Manager | 1.00 | -1.00 | - |
| IT Business Relationship Manager | 1.00 | -1.00 | - |
| IT Client Services Manager | 1.00 | - | 1.00 |
| IT Client Support Manager | 3.00 | - | 3.00 |
| IT Communications Technician | 1.00 | - | 1.00 |
| IT Communicatons Svc Manager | 1.00 | - | 1.00 |
| IT Enterprise Architect | 1.00 | - | 1.00 |
| IT Process Manager | 2.00 | - | 2.00 |
| IT Project Manager | 3.00 | - | 3.00 |
| IT Project Manager Senior | 4.00 | - | 4.00 |
| IT Services Portfolio Manager | 1.00 | 1.00 | 2.00 |
| Management Analyst | 1.00 | - | 1.00 |
| Middleware Specialist | 1.00 | - | 1.00 |
| Network Architect Senior | 3.00 | - | 3.00 |
| Network Communications Integrator Associate | 5.00 | -1.00 | 4.00 |
| Network Communications Integrator | 11.00 | 2.00 | 13.00 |
| Network Operations Supervisor | 2.00 | - | 2.00 |
| Network Communications Integrator Senior | 2.00 | - | 2.00 |
| Senior Tech Service Specialist | 3.00 | - | 3.00 |
| Server Administrator | 4.00 | - | 4.00 |
| Sharepoint Administrator | 2.00 | - | 2.00 |
| Software Developer Intermediate | 2.00 | -1.00 | 1.00 |
| Software Developer Senior | 4.00 | -1.00 | 3.00 |
| Technical Systems Specialist | 2.00 | - | 2.00 |
| Technology Services Officer | 2.00 | - | 2.00 |
| Training Specialist | 1.00 | - | 1.00 |
| Wireless Communications Manager | 1.00 | - | 1.00 |
| Department Total FTE | 145.00 | 3.00 | 148.00 |

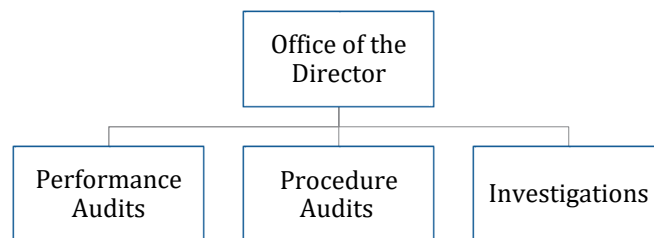
Mission Statement

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$978,173 | \$1,046,204 | \$1,164,232 | \$1,297,816 | 11.5 % |
| Operating Expenses | \$382,214 | \$229,959 | \$121,017 | \$125,628 | 3.8 % |
| Total Expenditures | \$1,360,387 | \$1,276,163 | \$1,285,249 | \$1,423,444 | 10.8 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|---------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$19,485 |
| Add Senior Auditor position and contractual funds Provide funds for a Senior Auditor and contractual support to expand the service level of the department. Among other responsibilities, the funds will enhance review of technology and construction contracts. | 1.00 | \$108,542 |
| Enhance Hotline Program Provide funds to facilitate the Hotline Program's transition to a web-based platform. The Hotline Program allows employees to anonymously report issues of abuse or fraud. Support will also allow Internal Audit to effectively communicate these changes to all city employees, to increase the effectiveness of the program. | - | \$12,728 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$30,000 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$10,557 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-------------|------------------|
| Update allocations for Internal Service Providers (ISPs) | - | -\$43,117 |
| Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: building maintenance, rent of land and buildings, telecommunication, insurance liabilities, insurance premiums, and risk administration. | | |
| Net Change | 1.00 | \$138,195 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|-------------------------|-------------------|-------------------|-------------------|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Deliver competitive audit services to facilitate a well-managed government | Number of audits issued | 16 | 12 | 15 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------|--------------|---------------|--------------|
| Deputy Internal Audit Manager | 1.00 | - | 1.00 |
| Internal Audit Manager | 1.00 | - | 1.00 |
| Internal Audit Supervisor | 1.00 | - | 1.00 |
| Internal Audit Supervisor IT | 1.00 | - | 1.00 |
| Internal Auditor | 2.00 | - | 2.00 |
| Internal Auditor Senior | 4.00 | 1.00 | 5.00 |
| Department Total FTE | 10.00 | 1.00 | 11.00 |

Mission Statement

Set policies that ensure the delivery of quality public services and to promote the safety, health and quality of life of the city's residents.

Department Overview

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

Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 |
|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------------------|
| Expenditures | | | | | FY 2020 |
| Personal Services | \$1,308,184 | \$541,452 | \$556,633 | \$569,203 | 2.2 % |
| Operating Expenses | \$249,799 | \$212,683 | \$185,736 | \$178,065 | -4.3 % |
| Total Expenditures | \$1,557,983 | \$754,135 | \$742,369 | \$747,268 | 0.7 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|----------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent increase for salaried employees. | - | \$7,828 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$4,742 |
| 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, including: building maintenance, rent of land and buildings, telecommunication, insurance liabilities, insurance premiums, and risk administration. | - | -\$7,671 |
| Net Change | - | \$4,899 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-----------------------------|--------------|---------------|--------------|
| Council Member | 11.00 | - | 11.00 |
| Mayor | 1.00 | - | 1.00 |
| Department Total FTE | 12.00 | 0.00 | 12.00 |

Planning, Design, & Development

Mission Statement

To provide integrated planning services, create great places for our community, collaborate with community partners, guide growth with innovative and creative solutions, sustain our natural environment and community character, and design vibrant and inclusive places.

Department Overview

- Provides planning services and regulatory services in support of the city's priorities to advance affordable housing and economic development initiatives
- Provides a comprehensive array of long-range planning, development, and strategic planning services to improve the quality of life in Charlotte, particularly focusing on facilitating more equitable development and enhancing access to opportunities for all
- Develops plans and policies with the community to enhance livability, strengthen economic competitiveness, improve economic mobility, and provide transportation options
- Provides urban design and strategic planning functions to facilitate high quality development

Organizational Chart

Budget Overview

| | Office of the Director | | | | |
|------------------------------|-------------------------------|--------------------|---------------------------------|----------------------|----------------------------------|
| | Business & Executive Services | Land Development | Long Range & Strategic Planning | Entitlement Services | Regional Transportation Planning |
| | Urban Design Center | | | | |
| | Percent Change | | | | |
| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | FY 2019 FY 2020 |
| Revenues | | | | | |
| Licenses, Fees, and Fines | \$587,600 | \$1,641,885 | \$1,777,081 | \$2,531,040 | 42.4 % |
| Charges for Current Services | \$470,774 | \$545,511 | \$543,675 | \$4,301,237 | 691.1 % |
| Total Revenues | \$1,058,374 | \$2,187,396 | \$2,320,756 | \$6,832,277 * | 194.4 % |
| Expenditures | | | | | |
| Personnel Services | \$5,415,325 | \$6,540,884 | \$9,932,328 | \$10,859,300 | 9.3 % |
| Operating Expenses | \$1,136,185 | \$1,146,158 | \$1,431,296 | \$2,530,148 | 76.8 % |
| Department Charges | -\$754,292 | -\$719,729 | -\$1,145,911 | -\$2,576,361 | 124.8 % |
| Total Expenditures | \$5,797,218 | \$6,967,312 | \$10,217,713 | \$10,813,087 | 5.8 % |
| Net Expenditures | \$4,738,844 | \$4,779,916 | \$7,896,957 | \$3,980,810 | -49.6 % |

*Total revenues reflect services transferred from General Services to Land Development's One Stop Shop. The revenues in General Services have been adjusted.

Planning, Design, & Development

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------|-----------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$140,800 |
| Provide funds for Administrative Officer I Position Increase administrative support services to Land Development. The position will serve as enhancement to the customer service experience of the One-Stop Shop and support for development activities. | 1.00 | \$54,812 |
| Provide funds for four Associate Planners Add four Associate Planner positions: two in Land Development's One Stop, supporting the preliminary and enhanced review processes, managing plat reviews, and supporting customer inquiries fully funded with User Fees. The two non-User Fees funded Associate Planner positions will support the Charlotte Placemaking Program and the Charlotte Future 2040 Comprehensive Plan. | 4.00 | \$261,973 |
| Provide funds for two Principal Planners Add two Principal Planner positions: one position in Entitlement Services and one position in Regional Transportation Planning. These positions will provide support to the Unified Development Ordinance and Charlotte Regional Transportation Planning Organization (CRTPO). The Regional Transportation Planning's Principal Planner will be fully funded by the CRTPO Grant. | 2.00 | \$82,581 |
| Provide funds for two Senior Principal Planners Add two Senior Principal Planner positions in Entitlement Services. The Senior Principal Planners will review and manage rezoning petitions and provide technical support to the Zoning Committee. | 2.00 | \$179,400 |

Planning, Design, & Development

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|--------------|------------------|
| Provide funds for an Urban Forestry Specialist | 1.00 | \$60,846 |
| Add an Urban Forestry Specialist in Land Development's One Stop Shop. The Urban Forestry Specialist will review and evaluate development plans for tree planting and preservation, conduct site inspections, and provide forestry enforcement and education programming. This position will be fully funded with User Fees. | | |
| Provide funds for technical adjustment for contractual increases | - | \$74,335 |
| Provide funds to support contractual increases related to departmental software and contracts. | | |
| Transfer Comprehensive Plan funding from Operating | - | -\$300,000 |
| Transfer funds for Comprehensive Plan implementation to the Pay-As-You-Go Fund. This adjustment will allow the department to use the funding source over multiple fiscal years. No impact to service is anticipated from this action. | | |
| Update personnel expenditures | - | -\$19,536 |
| Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. The update also includes funds for an Administrative Officer V that was added in FY 2019. | | |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) | - | \$88,012 |
| Technical adjustment for the required employer contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | | |
| Update allocations for Internal Service Providers (ISPs) | - | -\$27,849 |
| Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | | |
| Net Change | 10.00 | \$595,374 |

Planning, Design, & Development

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|----------------------------------|---------------------------------|
| Economic Development (Economy, Jobs and Upward Mobility) | | | | |
| Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community | Percent Land Development Reviews and Inspections completed by targeted timeframe within compliance | New Measure | 95% | 95% |
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Charlotte Placemaking Program | Percent completion of Neighborhood Matching Grant and Placemaking Projects | New Measure | 50% by 4 th Quarter | 100% by 2 nd Quarter |
| Strategic Priority Area: Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | |
| Charlotte Future 2040 Comprehensive Plan & UDO Support | Engagement Plan and Phases 1 and 2 Strategies. Work in FY 2020 will focus on refining Place Types, developing growth scenarios, selecting a preferred growth scenario, developing the plan policies and recommendations, developing the plan outline & framework, and developing and drafting the plan | New Measure | 100 % by 4 th Quarter | |
| Plan and Policy Implementation | Percent completion of 2020-2029 Transportation Improvement Program | New Measure | 75% by 4 th Quarter | 100% by 2 nd Quarter |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Full implementation of One-Stop Shop for development reviews | Percent completion of Consolidation of One-Stop Shop | New Measure | 80% by 4 th Quarter | 100% by 2 nd Quarter |

Planning, Design, & Development

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|--------------|---------------|---------------|
| Administrative Officer I | 3.00 | 1.00 | 4.00 |
| Administrative Officer II | 2.00 | - | 2.00 |
| Administrative Officer III | 2.00 | - | 2.00 |
| Administrative Officer IV | 1.00 | -1.00 | - |
| Administrative Officer V | - | 1.00 | 1.00 |
| Administrative Services Manager | - | 1.00 | 1.00 |
| Assistant Planner | 1.00 | - | 1.00 |
| Assistant Planning Director | 5.00 | - | 5.00 |
| Associate Planner | 5.00 | 5.00 | 10.00 |
| Business Systems Specialist Intermediate | 1.00 | - | 1.00 |
| Business System Specialist Senior | 1.00 | - | 1.00 |
| Code Enforcement Inspector | 4.00 | - | 4.00 |
| Code Enforcement Inspector Lead | 2.00 | - | 2.00 |
| Code Process Specialist | 3.00 | -1.00 | 2.00 |
| Construction Inspector | 4.00 | - | 4.00 |
| Construction Inspector Senior | 1.00 | - | 1.00 |
| Construction Supervisor | 1.00 | - | 1.00 |
| Deputy Planning Director | 1.00 | - | 1.00 |
| Engineering Services Investigator | 2.00 | - | 2.00 |
| Engineering Services Supervisor | 1.00 | - | 1.00 |
| Area Supervisor | 1.00 | - | 1.00 |
| Office Assistant V | 1.00 | - | 1.00 |
| Plan Review Engineer | 1.00 | - | 1.00 |
| Planning Coordinator | 11.00 | -1.00 | 10.00 |
| Planning Director | 1.00 | - | 1.00 |
| Planning Program Manager | 7.00 | 3.00 | 10.00 |
| Plans Reviewer | 3.00 | -1.00 | 2.00 |
| Principal Planner | 13.00 | 2.00 | 15.00 |
| Public Information Specialist | 1.00 | -1.00 | - |
| Senior Planning Coordinator | 5.00 | -1.00 | 4.00 |
| Senior Principal Planner | 6.00 | 3.00 | 9.00 |
| Urban Forestry Specialist | 6.00 | - | 6.00 |
| Urban Forestry Supervisor | 1.00 | 1.00 | 2.00 |
| Department Total FTE | 97.00 | 11.00 | 108.00 |

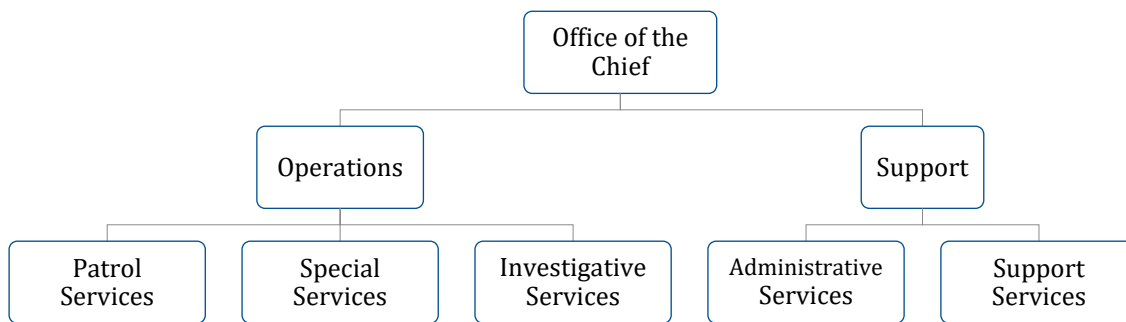
Mission Statement

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

Department Overview

- Strengthen vulnerable communities by providing internal and external stakeholders knowledge and identification of crime prevention strategies that address causes of crime and quality of life concerns
- Create an environment where police and communities work together to reduce crime
- Timely and transparent exchange of information with victims and/or families

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|----------------------|----------------------|----------------------|----------------------|---|
| Revenues | | | | | |
| Law Enforcement Services | \$21,663,160 | \$23,568,666 | \$20,199,514 | \$21,959,646 | 8.7 % |
| Interfund Police Charges | \$6,903,765 | \$7,469,657 | \$8,530,919 | \$9,713,092 | 13.9 % |
| Licenses, Fees, and Fines | \$1,838,065 | \$1,891,557 | \$1,796,476 | \$1,893,760 | 5.4 % |
| Convention Center Traffic | - | \$1,250,000 | \$250,000 | \$250,000 | 0.0 % |
| Charges for Services | \$129,497 | \$144,339 | \$135,000 | \$142,500 | 5.6 % |
| Other | \$311,321 | \$199,865 | \$76,500 | \$140,000 | 83.0 % |
| Total Revenues | \$30,845,808 | \$34,524,083 | \$30,988,409 | \$34,098,998 | 10.0 % |
| Expenditures | | | | | |
| Personnel Services | \$213,962,342 | \$218,255,888 | \$232,385,687 | \$244,037,288 | 5.0 % |
| Operating Expenses | \$36,358,263 | \$39,903,818 | \$42,668,075 | \$41,802,397 | -2.0 % |
| Capital Outlay | \$99,185 | \$2,444,142 | \$64,292 | \$37,900 | -41.1 % |
| Departmental Charges | -\$344,064 | -\$1,096,909 | -\$2,426,898 | -\$811,326 | -66.6 % |
| Total Expenditures | \$250,075,726 | \$259,506,939 | \$272,691,156 | \$285,066,260 | 4.5 % |
| Net Expenditures | \$219,229,918 | \$224,982,856 | \$241,702,747 | \$250,967,261 | 3.8 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-----|-------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$4,736,332 |
| Provide funds for enhanced compensation and Police pay structure changes Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2020 actions include: an additional five percent salary increase for all Police Sergeants; a consolidation of Police Officer steps 7/8 and 9/10 to reduce the number of years it takes to achieve top pay; and adjusting all Police Officers in step 8 and above to a July merit date in order to reduce pay structure inequities. | - | \$1,879,200 |
| Implement Senior Police Officer Program Provide funds to implement Senior Police Officer Program that was approved in FY 2019. Beginning in July 2019, Police Officers who pass program requirements and who have been in the top Police Officer step for at least one year will receive a five percent salary increase. | - | \$2,300,000 |
| Support Separation Allowance for Law Enforcement Officers Technical adjustment to provide additional funds for the state mandated separation allowance for law enforcement officers from retirement until age 62. | - | \$1,724,940 |
| Support body worn camera program Provide three months of funding in FY 2020 to support continuation of a body worn camera contract that will expire in the spring of FY 2020. The previous contract was supported using nongeneral funds. This action will result in continuity of service. | - | \$229,165 |
| Transfer and annualize costs of retiree health investment account program Technical adjustment to transfer and annualize costs of the retiree health investment account program for sworn public safety employees. Funding for six months was included in the non-departmental budget in FY 2019. The program provides \$1,040 annually to all sworn public safety employees hired on or after July 1, 2009 to assist with healthcare costs in retirement. | - | \$743,440 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|-------|--------------|
| Align personnel costs in FY 2019 Align the department's personnel budget in FY 2019 to anticipated costs including attrition and overtime. Previously, savings were utilized for technology and equipment replacement. In FY 2020, funds are included in the Pay-As-You-Go operating for this purpose. This alignment will occur annually and will not impact the department's staffing activities or target. | - | -\$1,500,000 |
| Provide increase for rent and leases Technical adjustment to support rent and lease increases at various police sites throughout the city. The increase includes funds for the Animal Care and Control Facility located at the airport, Hickory Grove Division, Independence Division, South Division, North Division, University City Division, the Police Aviation Hangar, and Impound Lot. | - | \$59,996 |
| Support video management software Technical adjustment to provide contractual increase for closed circuit camera video management software. | - | \$45,020 |
| Remove one-time funds provided in FY 2019 for Police equipment Remove one-time funds provided in FY 2019 for Police vehicles and equipment. Funding is available in the Pay-As-You-Go Fund for one-time Police Technology. | - | -\$805,737 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, a technical correction related to Aviation police reimbursement, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. This update also converts six counselor positions to contracted services to ensure compliance with professional certification requirements and maintain a high level of service. | -6.00 | \$857,408 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Adjust required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$1,948,115 |

FY 2020 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | \$157,225 |
| Net Change | | -6.00 \$12,375,104 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|---|-------------------|-------------------|-------------------|
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Reduce Victimization | Percent increase in number of illegal guns seized over previous fiscal year | 4.4% | ≥5% | ≥5% |
| | Percent clearance rate for homicide cases | 62.0% | ≥75% | ≥75% |
| | % reduction in UCR crime rates per 100,000 population | 2.8% | >3% | >3% |
| Build Trust and Confidence with Community | Answer 90% of 911 calls within 10 seconds or less | 94.6% | 90% | 90% |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Maintain a diverse workforce | Percent of applicant base that are minorities and females | 64.7% | ≥40.0% | ≥60.0% |

Full-Time Equivalent (FTE) Position Summary

| Law Enforcement Officers | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---------------------------------|--------------------|----------------------|--------------------|
| Police Chief | 1.00 | - | 1.00 |
| Deputy Police Chief | 5.00 | - | 5.00 |
| Police Major | 14.00 | - | 14.00 |
| Police Captain | 35.00 | - | 35.00 |
| Police Lieutenant | 45.00 | - | 45.00 |
| Police Sergeant | 157.00 | - | 157.00 |
| Police Officer | 1,725.00 | - | 1,725.00 |
| Sworn Total | 1,982.00 | - | 1,982.00 |

| General Employees | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------|--------------------|----------------------|--------------------|
| 911 Program Analyst | 2.00 | - | 2.00 |
| Administrative Officer I | 19.00 | 2.00 | 21.00 |
| Administrative Officer II | 12.00 | - | 12.00 |
| Administrative Officer III | 6.00 | - | 6.00 |
| Administrative Officer IV | 6.00 | - | 6.00 |
| Administrative Officer V | 2.00 | - | 2.00 |
| Administrative Secretary I | 1.00 | - | 1.00 |
| Administrative Services Mgr | 1.00 | - | 1.00 |
| Animal Control Bureau Mgr | 1.00 | - | 1.00 |
| Animal Control Officer | 21.00 | - | 21.00 |
| Animal Control Officer-lead | 11.00 | - | 11.00 |
| Animal Control Officer-senior | 6.00 | - | 6.00 |
| Animal Control Officer-Spvr | 8.00 | - | 8.00 |
| Animal Health Technician | 5.00 | - | 5.00 |
| Animal Shelter Manager | 1.00 | - | 1.00 |
| Animal Trainer | 1.00 | - | 1.00 |
| Assistant City Attorney II | 2.00 | 1.00 | 3.00 |
| Bus Systems Spec Intrm | 8.00 | - | 8.00 |
| Bus Systems Spec Lead | 3.00 | - | 3.00 |
| Business System Spec Sr | 4.00 | - | 4.00 |
| Business Systems Prog Mgr | 1.00 | - | 1.00 |
| Business Systems Supervisor | 1.00 | - | 1.00 |
| Chief Criminalist | 3.00 | - | 3.00 |
| Community Relations Mgr | 2.00 | - | 2.00 |
| Community Relations Spec | 2.00 | - | 2.00 |
| Content Webmaster | 1.00 | - | 1.00 |
| Contract Technician | 1.00 | - | 1.00 |

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

| General Employees | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---------------------------------------|--------------------|----------------------|--------------------|
| Contracts Admin Coordinator | 1.00 | - | 1.00 |
| Crime Lab Technician | 1.00 | - | 1.00 |
| Crime Laboratory Director | 1.00 | - | 1.00 |
| Crime Scene Technician | 28.00 | - | 28.00 |
| Crime Scene Technician Sr | 6.00 | - | 6.00 |
| Criminalist DNA Analyst | 4.00 | - | 4.00 |
| Criminalist Drug Chemistry | 3.00 | - | 3.00 |
| Criminalist Firearms Toolmarks | 1.00 | - | 1.00 |
| Criminalist Serology | 1.00 | - | 1.00 |
| Criminalist Trainee | 1.00 | - | 1.00 |
| Customer/Revenue Serv. Assist | 7.00 | - | 7.00 |
| Data Analytics Manager | 1.00 | - | 1.00 |
| Data Analytics Specialist | 9.00 | - | 9.00 |
| Data Analytics Specialist Lead | 3.00 | - | 3.00 |
| Data Analytics Specialist Senior | 2.00 | - | 2.00 |
| Data Analytics Supervisor | 1.00 | - | 1.00 |
| Database Administrator | 2.00 | - | 2.00 |
| Deputy City Attorney | 1.00 | - | 1.00 |
| DNA Analysis Team Leader | 2.00 | - | 2.00 |
| Domestic Violence Counselor | 10.00 | -6.00 | 4.00 |
| Engineering Business Services Manager | 1.00 | - | 1.00 |
| Fleet Specification Analyst | 1.00 | - | 1.00 |
| GIS Analyst | 1.00 | - | 1.00 |
| Information Technology Administrator | 1.00 | - | 1.00 |
| Information Technology Supervisor | 1.00 | - | 1.00 |
| IT Project Manager Associate | 1.00 | - | 1.00 |
| Kennel Attendant | 9.00 | - | 9.00 |
| Kennel Supervisor | 2.00 | - | 2.00 |
| Latent Fingerprint Examiner | 3.00 | - | 3.00 |
| Latent Fingerprint Supervisor | 1.00 | - | 1.00 |
| Management Analyst | 5.00 | - | 5.00 |
| Management Analyst Senior | 2.00 | - | 2.00 |
| N&bs Program Coordinator | 2.00 | - | 2.00 |
| Network Commun Integrator | 1.00 | - | 1.00 |
| Non-Emergency Police Services Manager | 1.00 | - | 1.00 |
| Office Assistant IV | 12.00 | - | 12.00 |
| Office Assistant V | 6.00 | - | 6.00 |

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

| General Employees | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|--------------------|----------------------|--------------------|
| Operations Supervisor | 1.00 | - | 1.00 |
| Paralegal | 1.00 | - | 1.00 |
| Police Aircraft Mechanic | 1.00 | - | 1.00 |
| Police Communications Services Supervisor | 1.00 | - | 1.00 |
| Police Customer Service Team Lead | 5.00 | - | 5.00 |
| Police Investigation Tech | 46.00 | -2.00 | 44.00 |
| Police Property Control Supervisor | 3.00 | - | 3.00 |
| Police Property Control Technician | 15.00 | -1.00 | 14.00 |
| Police Property Manager | 1.00 | - | 1.00 |
| Police Records Supervisor | 1.00 | - | 1.00 |
| Police Records Support Technician | 5.00 | - | 5.00 |
| Police Support Technician | 16.00 | - | 16.00 |
| Police Telecommun Supervisor | 14.00 | - | 14.00 |
| Police Telecommunicator | 125.50 | - | 125.50 |
| Polygraph Examiner | 1.00 | - | 1.00 |
| Public Info Specialist Senior | 2.00 | - | 2.00 |
| Public Service Coordinator | 1.00 | - | 1.00 |
| Public Services Division Manager | 1.00 | - | 1.00 |
| Quality Assurance Analyst | 1.00 | - | 1.00 |
| Questioned Documents Specialst | 1.00 | - | 1.00 |
| Recreation Specialist | 1.00 | - | 1.00 |
| Safety Coordinator | - | 1.00 | 1.00 |
| Senior Assistant City Attorney | 3.00 | -1.00 | 2.00 |
| Software Developer Intermediate | 3.00 | - | 3.00 |
| Software Developer Senior | 1.00 | - | 1.00 |
| Senior Business Systems Manager | 1.00 | - | 1.00 |
| Technical Systems Specialist | 3.00 | - | 3.00 |
| Training Specialist | 1.00 | - | 1.00 |
| Veterinary Technician | 1.00 | - | 1.00 |
| Non-LEO Total FTE | 522.50 | -6.00 | 516.50 |
| Department Total FTE | 2,504.50 | -6.00 | 2,498.50 |

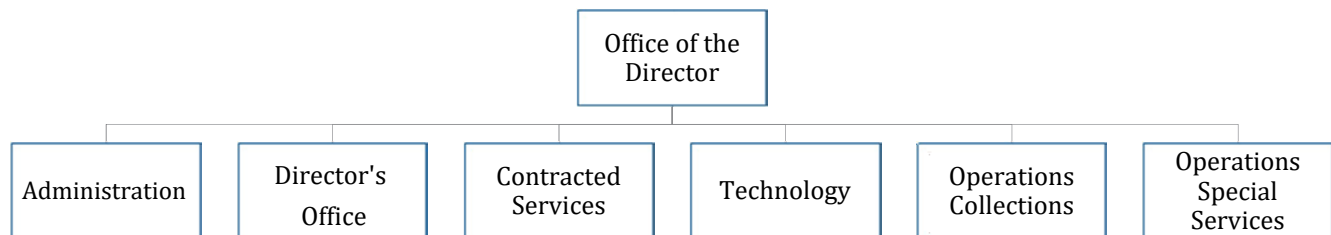
Mission Statement

To protect the public health of the City of Charlotte by providing services, in partnership with the community, that deliver environmentally friendly collection programs that are safe, competitive, and efficient.

Department Overview

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

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Intergovernmental-state | - | - | - | \$595,000 | 100.0 % |
| Licenses, fees, fines | \$11,255,110 | \$13,471,389 | \$15,932,724 | \$20,310,000 | 27.5 % |
| Miscellaneous | \$138,409 | \$299,053 | \$258,000 | \$190,000 | -26.4 % |
| Total Revenues | \$11,393,519 | \$13,770,442 | \$16,190,724 | \$21,095,000 | 30.3 % |
| Expenditures | | | | | |
| Personnel Services | \$19,186,340 | \$20,767,275 | \$22,146,561 | \$23,608,432 | 6.6 % |
| Operating Expenses | \$34,697,079 | \$35,529,886 | \$39,134,324 | \$41,709,790 | 6.6 % |
| Capital Outlay | - | \$79,388 | \$32,872 | - | -100.0 % |
| Departmental Charges | -\$606,608 | -\$873,905 | -\$1,638,481 | -\$1,639,757 | 0.1 % |
| Total Expenditures | \$53,276,811 | \$55,502,644 | \$59,675,276 | \$63,678,465 | 6.7 % |
| Net Expenditures | \$41,883,292 | \$41,732,202 | \$43,484,552 | \$42,583,465 | -2.1 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------|-------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. | - | \$252,286 |
| Support additional compensation to general employees Provide additional funds to hourly employees beyond a typical three percent salary increase. The adjustment includes acceleration of the hourly employee market increase to December (from February), and funds to ensure that all general employees with an acceptable performance review will receive at least a \$1/hour increase in FY 2020. | - | \$168,925 |
| Support Circular Economy Initiative Support Circular Economy Initiative by providing funds for continued membership in the Ellen MacArthur Foundation. The foundation aims to re-think, re-design, and build a positive future through the Circular Economy. | - | \$25,000 |
| Add Senior Sanitation Equipment Operators for two additional automation garbage collection trucks. Provide funds for two Senior Sanitation Equipment Operators for two new vehicles that will be purchased in FY 2020. The new crews are necessary due to the growth of the city. Purchase of the trucks (\$625,000) are purchased by the Municipal Debt Service Fund and repaid over five years. | 2.00 | \$148,085 |
| Reimburse employees for commercial driver's license costs Provide funds to reimburse employee costs for maintaining a commercial driver's license. This action aligns Solid Waste with other city departments. | - | \$4,800 |
| Provide funds for maintenance Reconcile maintenance costs for fleet based on recent and anticipated utilization. | - | \$211,713 |
| Provide funds for tipping and contractual fee increases Technical adjustment to provide funds for contractual increases in garbage and recycling collection, and for increases to tipping fees on garbage and yard waste disposal. | - | \$2,418,636 |

FY 2020 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 increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$755,854 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$167,786 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$149,896 |
| Net Change | 2.00 | \$4,003,189 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|------------------------------------|--|
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Reduce the number of pounds of residential waste sent to the landfill | Number of pounds of food waste diverted from landfill | New Measure | New Measure | 11,700 pounds food waste diverted |
| Maintain a clean city for all residents | Annual Keep Charlotte Beautiful Litter Index Rating assessment | 1.75 | ≤2.0 | ≤2.0 |
| Prevent vehicular accidents and personal injuries | Average number of hours of monthly safety training | 197 | 100 | 200 |
| Reduce harmful greenhouse gas emissions | Number of alternative fuel vehicles | 30 | >30 | Increase alternative fuel vehicles over preceding year |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Maintain low-cost collection | Curbside collection cost per ton recyclable materials | \$142/ton | < North Carolina statewide average | < North Carolina statewide average |
| | Curbside collection cost per ton refuse | \$90/ton | < North Carolina statewide average | < North Carolina statewide average |
| Operate efficient weekly curbside refuse collection | Average number of curbside garbage cart collections per hour | 134 | ≥ 125 | ≥125 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--------------------------------------|---------------|---------------|---------------|
| Administrative Officer I | 6.00 | -2.00 | 4.00 |
| Administrative Officer II | 1.00 | 1.00 | 2.00 |
| Administrative Officer III | 6.00 | - | 6.00 |
| Administrative Officer IV | 2.00 | - | 2.00 |
| Administrative Officer V | 2.00 | - | 2.00 |
| Business System Specialist Senior | 2.00 | - | 2.00 |
| Business Systems Manager | 1.00 | - | 1.00 |
| Community Programs Coordinator | 1.00 | - | 1.00 |
| Contract Technician | 8.00 | - | 8.00 |
| Contracts Admin Specialist | - | 1.00 | 1.00 |
| Deputy Solid Waste Services Director | 2.00 | - | 2.00 |
| Equipment Operator III | 15.00 | - | 15.00 |
| Facilities/Property Supervisor | 1.00 | -1.00 | - |
| Field Operations Supervisor | 4.00 | - | 4.00 |
| GIS Analyst | - | 1.00 | 1.00 |
| GIS Supervisor | 1.00 | - | 1.00 |
| GIS Technician | 1.00 | - | 1.00 |
| Labor Crew Chief II | 15.00 | - | 15.00 |
| Laborer* | 58.00 | -58.00 | - |
| Laborer Senior* | 21.00 | -21.00 | - |
| Management Analyst | 1.00 | - | 1.00 |
| Management Analyst Senior | 1.00 | - | 1.00 |
| Office Assistant IV | 2.00 | - | 2.00 |
| Office Assistant V | 4.00 | - | 4.00 |
| Operations Supervisor | 5.00 | - | 5.00 |
| Public Information Specialist Senior | 1.00 | - | 1.00 |
| Public Service Coordinator | 1.00 | - | 1.00 |
| Safety Coordinator | 1.00 | -1.00 | - |
| Sanitation Equip Operator Senior | 68.00 | 2.00 | 70.00 |
| Sanitation Equipment Operator | 69.00 | - | 69.00 |
| Sanitation Team Leader | 5.00 | - | 5.00 |
| Sanitation Technician* | - | 58.00 | 58.00 |
| Sanitation Technician Senior* | 7.00 | 21.00 | 28.00 |
| Solid Waste Services Director | 1.00 | - | 1.00 |
| Storekeeper Senior | 1.00 | - | 1.00 |
| Training Specialist | - | 1.00 | 1.00 |
| Department Total FTE | 314.00 | 2.00 | 316.00 |

* 58 Laborers were retitled to Sanitation Technician and 21 Laborer Sr. were retitled to Sanitation Technician Sr.

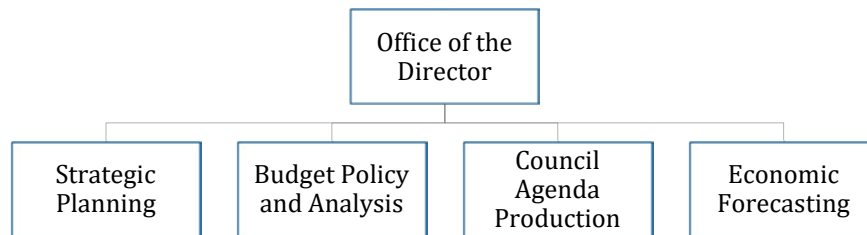
Mission Statement

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
- Coordinate the Council Business Agenda
- Administer the organization's performance management and strategic planning processes
- Develop and recommend changes/improvements to city policy

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$1,569,947 | \$1,864,134 | \$2,354,082 | \$2,238,026 | -4.9 % |
| Operating Expenses | \$231,561 | \$240,730 | \$203,057 | \$196,145 | -3.4 % |
| Departmental Charges | -\$63,077 | -\$71,169 | -\$110,384 | -\$110,384 | 0.0 % |
| Total Expenditures | \$1,738,431 | \$2,033,695 | \$2,446,755 | \$2,323,787 | -5.0 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------|------------------------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$38,815 |
| Transfer leadership position to General Services Transfer vacant Special Assistant to the City Manager position to the newly created department of General Services to create a General Services Director position. There is a corresponding entry in General Services. | -1.00 | -\$182,094 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$6,191 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$21,032 |
| 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, including: building maintenance, rent of land and buildings, telecommunication, insurance liabilities, insurance premiums, and risk administration. | - | -\$6,912 |
| Net Change | | -1.00 -\$122,968 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|--|--|-------------------|-------------------|-------------------|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Prepare high quality budget documents that follow best practices | GFOA Distinguished Budget award | Received | Receive | Receive |
| | Number of days between end of financial quarter and quarterly budget report published | New Measure | New Measure | 30 days |
| Promote strong financial management | Percent of variance between forecasted and actual revenue received | New Measure | New Measure | ≤ 3% |
| Provide for sustainable delivery of services | Propose a structurally balanced budget in which ongoing revenues meet ongoing expenditures | Achieved | Achieve | Achieve |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---------------------------------------|--------------|---------------|--------------|
| Administrative Services Manager | 1.00 | -1.00 | - |
| Administrative Officer III | 1.00 | - | 1.00 |
| Business Systems Supervisor | - | 1.00 | 1.00 |
| Business Systems Specialist Lead | 1.00 | -1.00 | - |
| Deputy Strategy & Budget Director | 1.00 | - | 1.00 |
| Economist | 1.00 | - | 1.00 |
| Management Analyst | 1.00 | - | 1.00 |
| Special Assistant To City Manager | 1.00 | -1.00 | - |
| Strategy and Budget Director | 1.00 | - | 1.00 |
| Strategy and Budget Analyst | 7.00 | -3.00 | 4.00 |
| Strategy and Budget Analyst Associate | - | 3.00 | 3.00 |
| Strategy and Budget Analyst Senior | - | 2.00 | 2.00 |
| Strategy and Budget Manager | 3.00 | -1.00 | 2.00 |
| Department Total FTE | 18.00 | -1.00 | 17.00 |

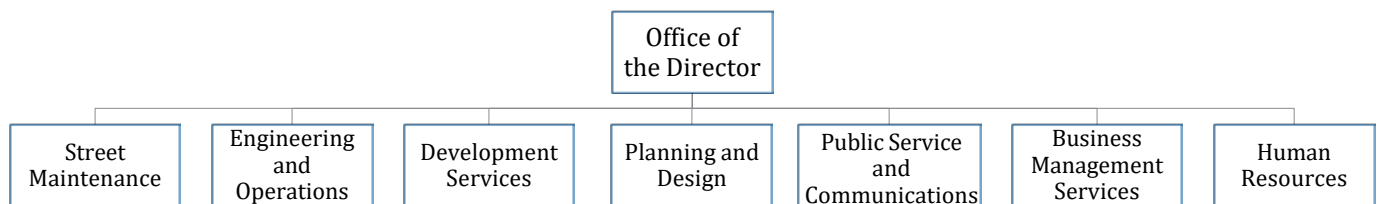
Mission Statement

To connect Charlotte and enhance the driving, bicycling, 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 5,300 lane miles of streets, 760 traffic signals, 2,250 miles of sidewalks, 150 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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Intergovernmental - State | \$1,016,270 | \$1,418,722 | \$875,000 | \$875,000 | 0.0 % |
| Licenses, Fees, Fines | \$3,481,872 | \$4,604,618 | \$5,347,012 | \$3,694,295 | -30.9 % |
| Charges for Current Services | \$3,900,913 | \$3,865,859 | \$2,939,100 | \$2,756,200 | -6.2 % |
| Miscellaneous | \$7,300 | \$6,050 | \$7,500 | \$6,000 | -20.0 % |
| Other | \$22,318 | \$96,526 | - | \$19,550 | 100.0 % |
| Total Revenues | \$8,428,672 | \$9,991,775 | \$9,168,612 | \$7,351,045 | -19.8 % |
| Expenditures | | | | | |
| Personal Services | \$28,522,534 | \$29,598,029 | \$32,185,826 | \$33,788,016 | 5.0 % |
| Operating Expenses | \$11,213,069 | \$11,162,521 | \$10,929,365 | \$10,932,822 | 0.0 % |
| Departmental Charges | -\$15,752,057 | -\$15,830,428 | -\$16,480,428 | -\$16,747,600 | 1.6 % |
| Total Expenditures | \$24,013,546 | \$24,930,122 | \$26,634,763 | \$27,973,238 | 5.0 % |
| Net Expenditures | \$15,584,874 | \$14,938,347 | \$17,466,151 | \$20,622,193 | 18.1 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|------------|---------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. Additional funds are included in the non-department budget to ensure that all general employees with a positive performance review receive at least a one dollar per hour increase by the end of FY 2020. | - | \$389,358 |
| Enhance travel demand modeling Support travel demand modeling by adding a position to develop sub-regional models for high growth and congestion areas across the region. This position is grant funded and has no impact to the General Fund. | 1.00 | - |
| Support Charlotte Water utility permitting Provide funds for an Engineering Assistant to review the increasing number of Charlotte Water utility permits. This position is supported with revenue from Charlotte Water; there is a corresponding adjustment in Charlotte Water. | 1.00 | - |
| Consolidate Transportation leadership positions Consolidate the roles and the responsibilities of a vacant Assistant Transportation Director position with the remaining two Deputy Directors. No impact to service is anticipated from this action. | -1.00 | -\$146,397 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$775,610 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-------------|--------------------|
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$282,949 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | \$36,955 |
| Net Change | 1.00 | \$1,338,475 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|---|-------------------|-------------------|--------------------------|
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Identify barriers to Americans with Disabilities Act (ADA) compliance in public right-of-way | Number of improvements made in implementing ADA transition plan | New Measure | New Measure | 85 |
| Strategic Priority Area: Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | |
| Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan | Number of high injury network corridors that received street lighting | New Measure | New Measure | 3 Corridors |
| | Miles of new sidewalks | 11 | ≥ 10 | ≥ 10 |
| | Miles of new bikeways | 8 | ≥ 10 | ≥ 10 |
| | Number of new pedestrian safety projects | New Measure | New Measure | ≥ 15 |
| | Number of new and upgrade signals | New Measure | New Measure | New ≥ 2 Upgraded ≥ 10 |
| Maintain existing infrastructure | Percent of service requests responded to within 1 hour during regular shift; and percent of service requests responded to within 2 hours during on-call shift | New Measure | New Measure | 95%; 98% |
| | Annual Pavement Condition Rating | 82.05% | ≥ 90% | ≥ 82.05% |
| | Percent of pothole service requests responded to within 3 - 5 business days; Percent of emergency service requests within 3 hours | New Measure | New Measure | 95%; 100% |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Encourage a safety conscious culture for employees | Percent of employee safety compliance | New Measure | New Measure | 100% Compliance |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|--------------------|----------------------|--------------------|
| Administrative Officer I | 7.00 | - | 7.00 |
| Administrative Officer II | 2.00 | - | 2.00 |
| Administrative Officer III | 4.00 | - | 4.00 |
| Administrative Officer IV | 3.00 | - | 3.00 |
| Administrative Officer V | 2.00 | - | 2.00 |
| Administrative Secretary I | 1.00 | - | 1.00 |
| Assistant Transportation Director | 1.00 | -1.00 | - |
| Business Systems Specialist Intermediate | 2.00 | - | 2.00 |
| Business Systems Specialist Lead | 1.00 | - | 1.00 |
| Code Enforcement Coordinator | - | 1.00 | 1.00 |
| Construction Inspector | 11.00 | - | 11.00 |
| Construction Inspector Senior | 5.00 | - | 5.00 |
| Construction Supervisor | 3.00 | -1.00 | 2.00 |
| Contract Estimator | 3.00 | - | 3.00 |
| Contract Estimator Supervisor | 1.00 | - | 1.00 |
| Contracts Admin Coordinator | 1.00 | 1.00 | 2.00 |
| Deputy Transportation Director | 2.00 | - | 2.00 |
| Drafting Technician | 1.00 | - | 1.00 |
| Engineering Services Investigator | 4.00 | -1.00 | 3.00 |
| Engineering Assistant | 4.00 | 1.00 | 5.00 |
| Engineering Business Services Manager | 1.00 | - | 1.00 |
| Engineering Program Manager | 7.00 | - | 7.00 |
| Engineering Project Coordinator | 9.00 | - | 9.00 |
| Engineering Project Manager | 13.00 | - | 13.00 |
| Engineering Services Supervisor | 3.00 | - | 3.00 |
| Equipment Operator II | 45.00 | - | 45.00 |
| Equipment Operator III | 25.00 | - | 25.00 |
| Field Operations Supervisor | 10.00 | - | 10.00 |
| GIS Analyst | 1.00 | - | 1.00 |
| GIS Supervisor | 1.00 | - | 1.00 |
| IT Program Coordinator | 2.00 | - | 2.00 |
| Labor Crew Chief I | 17.00 | - | 17.00 |
| Labor Crew Chief II | 43.00 | - | 43.00 |
| Mason | 31.00 | - | 31.00 |
| Office Assistant IV | 6.00 | - | 6.00 |
| Office Assistant V | 1.00 | - | 1.00 |
| Operations Supervisor | 6.00 | - | 6.00 |
| Public Info Specialist Senior | 2.00 | - | 2.00 |
| Public Service Coordinator | 1.00 | - | 1.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|---------------|---------------|---------------|
| Public Services Division Manager | 1.00 | -1.00 | - |
| Safety Coordinator Senior | 2.00 | - | 2.00 |
| Senior Drafting Technician | 2.00 | - | 2.00 |
| Senior Engineer | 7.00 | - | 7.00 |
| Senior Engineering Project Manager | 10.00 | - | 10.00 |
| Service Dispatcher | 2.00 | - | 2.00 |
| Sign And Marking Technician | 3.00 | - | 3.00 |
| Sign Fabricator | 3.00 | - | 3.00 |
| Signal Systems Specialist | 2.00 | - | 2.00 |
| Signs Fabrication Supervisor | 1.00 | - | 1.00 |
| Special Events Coordinator | 1.00 | - | 1.00 |
| Special Events Coordinator Senior | 1.00 | - | 1.00 |
| Special Events Supervisor | 1.00 | - | 1.00 |
| Storekeeper Senior | 3.00 | - | 3.00 |
| Stores Supervisor | 1.00 | - | 1.00 |
| Street Crew Member | 52.00 | - | 52.00 |
| Street Maintenance Operations Manager | 2.00 | - | 2.00 |
| Technology Support Coordinator | 1.00 | - | 1.00 |
| Traffic Counter II | 0.75 | - | 0.75 |
| Traffic Electronics Supervisor | 1.00 | - | 1.00 |
| Traffic Electronics Technician I | 3.00 | - | 3.00 |
| Traffic Signal Electrician | 8.00 | - | 8.00 |
| Traffic Signal Electrician Lead | 4.00 | - | 4.00 |
| Training Specialist | 1.00 | - | 1.00 |
| Transportation Engineering Manager | 4.00 | - | 4.00 |
| Transportation Planning Division Manager | - | 1.00 | 1.00 |
| Transportation Planning Program Manager | 2.00 | - | 2.00 |
| Transportation Analyst | 2.00 | - | 2.00 |
| Transportation Director | 1.00 | - | 1.00 |
| Transportation Electronics Technician II | 5.00 | - | 5.00 |
| Transportation Electronics Technician II Lead | 2.00 | - | 2.00 |
| Transportation Planner I | 1.00 | - | 1.00 |
| Transportation Planner II | 5.00 | - | 5.00 |
| Transportation Planner III | 3.00 | - | 3.00 |
| Travel Demand Modeler | 2.00 | - | 2.00 |
| Travel Demand Modeler Senior | 1.00 | 1.00 | 2.00 |
| Travel Demand Modeling Program Manager | 1.00 | - | 1.00 |
| Department Total FTE | 423.75 | 1.00 | 424.75 |

DEPARTMENT BUDGETS

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 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|--|-------------------|--------------------|--------------------|
| Arts and Science Council Supports cultural and arts agencies throughout the city by providing cultural education programs, cultural planning, grant making, public art, and workshops for the cultural community. | \$3,190,913 | \$3,190,823 | \$3,190,823 |
| 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. Funding was transferred from Finance in FY 2020 and reduced to reflect lower collections of state revenue. | - | - | \$636,313 |
| Charlotte Regional Visitors Authority (CRVA) Funds the city’s general tourism marketing services contract with CRVA. The annual amount is based on a portion of projected collections of the occupancy tax and a \$35,000 city contribution for special events | \$5,637,818 | \$5,752,992 | \$6,243,723 |
| Charlotte Regional Business Alliance Supports business and economic development as well as regional marketing. FY 2020 increase is based on a \$0.30 per capita formula. | \$155,111 | \$158,250 | \$161,526 |
| CIAA Men's Basketball Tournament Funds to host the CIAA Men's Basketball Tournament. | \$300,000 | \$300,000 | \$300,000 |
| Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints | \$118,458 | \$80,000 | \$80,000 |
| City Burials Funds burials in city-owned cemeteries for indigent citizens | - | \$3,400 | \$3,400 |
| 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 to allow implementation in an efficient manner. | \$348,584 | \$348,000 | \$348,000 |

| COMMUNITY INVESTMENTS (continued) | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|--|-------------------|--------------------|--------------------|
| Community Building Initiative Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity. | \$50,000 | \$50,000 | \$50,000 |
| 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. Increase in FY 2020 is for enhanced early voting for the Presidential Primary election and support for three additional positions. | \$2,098,610 | \$2,040,998 | \$2,679,329 |
| Historic West End Initiative¹ Partner with Charlotte Center City Partners on the funding of west side municipal service district services to continue the work being done through an existing grant. In FY 2020, funds for the program are transferred into the PAYGO fund. | - | \$125,000 | - |
| International and Immigrant Community Outreach Partnership with the Office of International Relations and Charlotte-Mecklenburg Library to increase the outreach and programming for international and immigrant communities. | - | \$50,000 | \$50,000 |
| Jobs Collaborative One-time funding was provided in FY 2019 to partner with Goodwill Industries, Charlotte-Mecklenburg Schools, and Central Piedmont Community College on a jobs training program. | - | \$100,000 | - |
| Library Provides funding for maintenance for the Charlotte-Mecklenburg Library. | \$2,500 | \$2,500 | \$2,500 |
| Mecklenburg Towns' Tourism Subsidy Distributes a portion of the occupancy and prepared food and beverage taxes to Mecklenburg County's six towns. The annual amount and distribution are determined per North Carolina General Statute. | \$3,949,275 | \$3,986,127 | \$4,223,729 |

¹ In FY 2020 funding for the Historic West End Initiative is transferred to the Pay-As-You-Go Fund.

| COMMUNITY INVESTMENTS (continued) | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---|---------------------|---------------------|---------------------|
| Micro Grants² The JumpStart Community Safety Micro-Grant program was born out of the Community Empowerment Initiative and provides small grants to community organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents. In FY 2020 funding is transferred to PAYGO fund. | - | \$100,000 | - |
| My Brother's Keeper Partnership with the YMCA for the My Brother's Keeper (MBK) initiative. The 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. | - | \$50,000 | \$50,000 |
| Safe Alliance Provides counseling and guidance for crime victims and their families. FY 2019 included one-time funding to improve services for victims of domestic violence. FY 2020 increase provides additional resources for the Victim Assistance Program and helps fund an attorney position to assist with legal services. | \$333,977 | \$382,977 | \$397,038 |
| Summer of Opportunity Partnership Contributed one-time funding in FY 2018 to support the "Summer of Opportunity Partnership" pilot program between the Charlotte-Mecklenburg Police Department and the YMCA. | \$50,000 | - | - |
| Women's Business Center of Charlotte Provides substantive training for women interested in starting businesses or managing current business through impactful educational training opportunities that stimulate growth. | - | - | \$50,000 |
| Total Community Investments | \$16,235,246 | \$16,721,067 | \$18,466,381 |

² In FY 2020 funding for the Micro Grant program has been transferred to the Pay-As-You-Go Fund

| INFRASTRUCTURE INVESTMENTS | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---|---------------------|---------------------|---------------------|
| Capital Support (Pay-As-You-Go Sales Tax) Transfers sales tax revenues to the Pay-As-You-Go (PAYGO) Fund to support capital and other one-time programs funded with cash versus debt. This also includes a \$200,000 transfer to PAYGO to fund a recurring parking meter program. | \$22,788,842 | \$20,919,558 | \$22,330,119 |
| Other Transfers to Capital Funds Miscellaneous transfers made to other capital funds to support infrastructure needs as available. | \$4,187,124 | - | - |
| Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments. | \$140,917 | \$191,913 | \$195,751 |
| Street Lighting Represents electrical operating costs for the city's street lighting program. FY 2020 captures savings from a realignment of Duke Energy's rate formula into a single Public Lighting rate for all street lights outside of the Uptown area. | \$11,009,472 | \$11,328,023 | \$9,828,023 |
| Street Resurfacing Supplemental funding to the Powell Bill street maintenance fund for street resurfacing. | \$4,261,000 | \$4,261,000 | \$4,261,000 |
| Total Infrastructure Investments | \$42,387,355 | \$36,700,494 | \$36,614,893 |

| ORGANIZATIONAL INVESTMENTS | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|--|-------------------|--------------------|--------------------|
| Annual Audit Represents the pro rata amount charged to the General Fund for the city's annual audit. | \$2,643 | \$74,283 | \$74,283 |
| Charlotte-Mecklenburg Government Center Rent Funds used for building rent in unoccupied areas. | \$15,084 | - | \$34,079 |
| City Memberships and Subscriptions | | | |
| UNC-Chapel Hill School of Government | \$100,264 | \$103,253 | \$106,753 |
| NC League of Municipalities | \$104,127 | \$113,306 | \$109,806 |
| Alliance for Innovation | \$9,000 | \$8,250 | \$8,250 |
| US Conference of Mayors | \$13,108 | \$26,216 | \$26,216 |
| National League of Cities | \$25,490 | \$25,490 | \$25,490 |
| NC Metropolitan Coalition | \$20,225 | \$20,823 | \$20,823 |
| Centralina Council of Governments | \$223,503 | \$199,262 | \$202,857 |

| ORGANIZATIONAL INVESTMENTS (continued) | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---|-------------------|--------------------|--------------------|
| City Storm Water Fee Supports a portion of the annual impervious area payment for storm water services. Impervious areas include city roads, buildings, parking lots, and sidewalks. The Powell Bill Fund pays a portion of the total fee for the street pavement areas. | \$4,658,700 | \$4,539,291 | \$4,539,291 |
| Contributions and Grants Provides a reserve for any miscellaneous grants or contributions received during the year. | \$95,000 | \$200,000 | \$200,000 |
| 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. | \$2,019,705 | \$2,019,705 | \$2,019,705 |
| County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees. FY 2019 included one-time funds to support a county audit. | \$502,520 | \$370,259 | \$299,259 |
| Intergovernmental Support Provides the General Fund share of the contract for lobbying services with the state and federal governments. CATS, Charlotte Water, and Aviation contribute the remaining funding for the program representative. Also includes \$12,840 for eCivis grant research subscription. | \$153,823 | \$123,840 | \$123,840 |
| Municipal Equipment Contribution for annual purchase of capital equipment such as police cars, fire trucks, and solid waste trucks. | \$18,519,901 | \$19,065,411 | \$19,065,411 |
| Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties | \$315,837 | \$200,000 | \$200,000 |
| Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs. | \$349,273 | \$1,000,000 | \$1,000,000 |
| Road Use Tax Funds the state tax for all title transfers and new purchases on city vehicles. Beginning in FY 2019 these costs were included in the vehicle purchase cost. | \$202,429 | - | - |
| Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from private/public investment to support economic development projects as previously approved by City Council. | \$1,291,024 | \$1,291,024 | \$1,291,024 |

| ORGANIZATIONAL INVESTMENTS (continued) | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---|---------------------|---------------------|---------------------|
| Undesignated Balance | - | \$60,000 | \$35,438 |
| Operating contingency funds used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year. | | | |
| Total Organizational Investments | \$28,272,383 | \$29,440,413 | \$29,382,525 |
| EMPLOYEE INVESTMENTS | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
| Enhanced General Employee Compensation | - | \$675,000 | \$1,000,000 |
| Supports accelerating hourly employee market adjustment by three months, ensures all general employees with an acceptable performance review receive an increase of at least \$1 per hour by the end of FY 2020, adjusts individual job classification based on comparative salary data, and provides for an end-of-year incentive if funds remain available. FY 2020 increase also includes funds for an apprenticeship or training program. | | | |
| Charlotte-Mecklenburg Government Center (CMGC) Parking | \$378,738 | \$562,811 | \$469,517 |
| Supports operations, utilities, and maintenance of the CMGC parking deck. This is a shared cost between the city and Mecklenburg County. | | | |
| Health Care Premium Relief Program | - | \$85,000 | \$100,000 |
| 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 9.5 percent of their weekly salary. | | | |
| Retiree Healthcare Savings Plan³ | - | \$600,000 | - |
| Established in FY 2019, a defined contribution retirement savings program for sworn personnel and firefighters, with an estimated amount of \$1,000 annual employer contribution. In FY 2020, funding was transferred into the Police and Fire department budgets. | | | |
| Transit Passes for City Employees | - | \$334,484 | \$334,484 |
| Provide all access transit passes to all city employees for an employee contribution of \$33 per employee. | | | |
| Total Employee Investments | \$378,738 | \$2,257,295 | \$1,904,001 |
| Total Non-Departmental | \$87,617,334 | \$85,119,269 | \$86,367,800 |

³ In FY 2020, funding is transferred into Police and Fire department budgets.

NONGENERAL FUNDS





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NONGENERAL FUNDS

ENTERPRISE FUNDS





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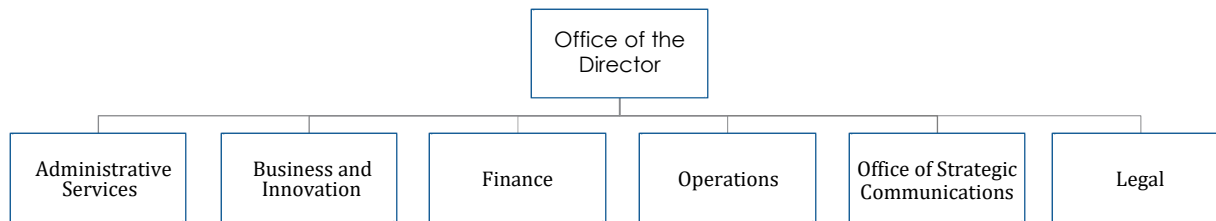
Mission Statement

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|---|
| Revenues | | | | | |
| Terminal Area | \$47,386,079 | \$54,782,322 | \$59,044,641 | \$72,858,392 | 23.4 % |
| Airfield | \$27,218,600 | \$28,437,369 | \$29,177,460 | \$31,321,579 | 7.3 % |
| Concessions | \$45,830,338 | \$51,991,446 | \$48,501,589 | \$59,733,245 | 23.2 % |
| Rental Car | \$14,886,706 | \$15,666,017 | \$16,101,460 | \$16,965,205 | 5.4 % |
| Parking | \$59,322,925 | \$59,642,084 | \$64,163,676 | \$60,371,123 | -5.9 % |
| Fixed Base Operator | \$14,456,159 | \$18,475,833 | \$18,942,914 | \$25,596,121 | 35.1 % |
| Other | \$8,596,037 | \$10,392,718 | \$18,829,630 | \$14,210,319 | -24.5 % |
| Total Operating Revenues | \$217,696,844 | \$239,387,789 | \$254,761,370 | \$281,055,984 | 10.3 % |
| Passenger Facility Charge Fund | \$58,854,860 | \$60,374,092 | \$27,923,609 | \$62,505,674 | 123.8 % |
| Contract Facility Charge Fund | \$12,898,163 | \$13,350,728 | \$7,776,507 | \$13,822,098 | 77.7 % |
| Total Revenues | \$289,449,867 | \$313,112,609 | \$290,461,486 | \$357,383,756 | 23.0 % |

Budget Overview (continued)

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$38,123,499 | \$41,689,649 | \$50,285,336 | \$59,725,458 | 18.8 % |
| Operating Expenses | \$73,137,106 | \$79,297,171 | \$103,769,767 | \$112,555,744 | 8.5 % |
| Capital Outlay | \$952,121 | \$1,696,558 | \$1,570,511 | \$2,209,500 | 40.7 % |
| Grants, Contributions, and Other | \$17,919,631 | \$19,743,927 | \$20,115,000 | \$21,104,922 | 4.9 % |
| Departmental Charges | -\$1,963,156 | -\$1,153,597 | -\$3,687,498 | -\$4,318,245 | 17.1 % |
| Operating Expenditures | \$128,169,201 | \$141,273,708 | \$172,053,116 | \$191,277,379 | 11.2 % |
| Discretionary and Debt Support* | \$161,280,666 | \$117,815,826 | \$118,408,370 | \$124,331,363 | 5.0 % |
| Total Expenditures | \$289,449,867 | \$257,935,936 | \$290,461,486 | \$315,608,742 | 8.7 % |
| Reserved for Future Years | - | \$55,176,672 | - | \$41,775,014 | 100.0 % |

*Passenger Facility Charge and Customer Facility Charge are included.

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------|-----------|
| Provide funds for a citywide compensation increase Provide funds for a compensation increase for city employees. FY 2020 includes: a three percent merit increase pool for salaried employees; a 1.5 percent general wage increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent general wage increase and step increase (2.5 to 5 percent) for eligible public safety pay plan employees. | - | \$738,235 |
| Provide additional compensation to general employees Provide additional funds to general employees beyond a typical three percent salary increase. The adjustment includes acceleration of the hourly employee market increase to December (from February), and funds to ensure that all general employees with an acceptable performance review will receive at least a \$1/hour increase in FY 2020. | - | \$300,000 |
| Continue to build strong community partnerships Add positions to support initiatives that strengthen the relationship between the airport, the community and business partners. | 4.00 | \$209,001 |
| Increase focus on customer experience Add positions to support customer experience initiatives implementing a new mobile application, building passenger experience programs, increasing marketing of new products and projects, and continuing to develop processes to more quickly respond to customer feedback. | 7.00 | \$695,119 |
| Invest in our Employees Hire dedicated staff to support the education, training, and development of employees. | 2.00 | \$95,439 |
| Support safety and security Add positions to support key investments in security operations and technology. | 18.00 | \$734,110 |
| Support Strategic Growth Add positions to support the continued expansion of the terminal and airfield. | 7.00 | \$319,597 |
| Technical Adjustment to Purchase Capital Equipment Provide funding to purchase new vehicles and equipment based on Aviation's replacement schedule, new facilities and staff, and capital needs to support fixed based operations. Aviation owns and maintains a large fleet of vehicles and other equipment for airport operations. | - | \$638,989 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|-------|--------------|
| Ensure asset preservation | | |
| Add positions to support the preventative maintenance of Airport facilities. | 11.00 | \$523,829 |
| Increased charge out to capital projects | - | -\$630,750 |
| Charge out of new positions to support the capital program and charge out a higher percentage of existing staff's time spent on managing the capital program. | | |
| Recognize other contractual and programmatic savings | - | -\$2,490,727 |
| Reduce funds for contractual services and programmatic support based on achieved savings with partners and internal resources. | | |
| Realize reduced utility costs | - | -\$944,556 |
| Capture savings as a result of consistent improvements in energy efficiency and reduced consumption of electricity. | | |
| Increase contribution to discretionary and debt support | - | \$5,922,993 |
| 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. | | |
| Continue General Fund support | - | \$820,298 |
| Technical adjustment to update funds needed to cover anticipated cost of the city's central support services as well as the critical life safety and law enforcement operations provided at the airport by Charlotte Mecklenburg Police Department and Charlotte Fire Department. | | |
| Add dedicated Command Staff positions at CLT airport | - | \$263,033 |
| Provide funds for ongoing fire operations at the airport and one Division Chief and one Captain. These positions will fulfill supervisory and training roles for the existing two companies supporting the CLT airport. | | |
| Contractual obligations to support operations | - | \$10,772,216 |
| Technical increase for new and ongoing contractual obligations related to airport facilities, operations, and system infrastructures, including fixed based operations for managing the airport's private, charter, and other general aviation activities. | | |
| Update personnel expenditures | - | \$6,705,216 |
| Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | | |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|--------------|---------------------|
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) | - | \$475,214 |
| Adjust required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | | |
| Net Change | 49.00 | \$25,147,256 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|--|---|--|--|---|
| Strategic Priority Area: Economic Development (Economy, Jobs and Upward Mobility) | | | | |
| Provide access to job training and employment opportunities for youth and adults | Number of apprentices in Aviation's Apprenticeship Program | New Measure | New Measure | ≥ 6 |
| | Number of students in summer and/or year-long internship opportunities | New Measure | New Measure | ≥ 8 |
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Engage with and support the community | Regularly meet with Aviation Neighborhood Committee | New Measure | New Measure | Meet quarterly with the Aviation Neighborhood Committee |
| | Number of residents participating in the Aviation Academy (8-month program) | New Measure | New Measure | At least 25 community residents will complete the Aviation Academy |
| Strategic Priority Area: Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | |
| Infrastructure growth that provides access to the Charlotte Douglas International Airport | Progress on studies and land acquisitions | Began refinement studies and land acquisition projects in Central area of the Destination District | Begin implementing the Airport Area Strategic Development Plan | Finalize on-going studies and land acquisition projects in Central area of the Destination District |
| Maintain and support Charlotte's transportation assets | Progress to provide fully operational electric transit fleet services | New Measure | New Measure | Complete the infrastructure to support the transition to all electric transit fleet |

Performance Measure Highlights (continued)

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|---|---|
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Maintain city's AAA Rating | Debt service coverage ratio | 3.5 | Generate debt service coverage ratio of 1.25 or greater | Generate debt service coverage ratio of 1.25 or greater |
| Expand tax base and revenues | Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration | \$1.26 | ≤ \$10.93 | ≤ \$10.65 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---------------------------------------|-------------|---------------|-------------|
| Accountant II | 4.00 | -1.00 | 3.00 |
| Accountant III | 1.00 | 1.00 | 2.00 |
| Accountant IV | 1.00 | - | 1.00 |
| Accounting Technician | 3.00 | - | 3.00 |
| Administrative Officer I | 10.00 | - | 10.00 |
| Administrative Officer II | 15.00 | 3.00 | 18.00 |
| Administrative Officer III | 11.00 | 3.00 | 14.00 |
| Administrative Officer IV | 4.00 | - | 4.00 |
| Administrative Officer V | 4.00 | - | 4.00 |
| Administrative Services Manager | 1.00 | - | 1.00 |
| Airfield Maintenance Crew Chief | 6.00 | - | 6.00 |
| Airfield Maintenance Technician I | 13.00 | - | 13.00 |
| Airfield Maintenance Technician II | 9.00 | - | 9.00 |
| Airfield Maintenance Technician III | 9.00 | - | 9.00 |
| Airport Business Revenue Manager | 2.00 | - | 2.00 |
| Airport Development Manager | 2.00 | - | 2.00 |
| Airport Electronics Technician Lead | 3.00 | -1.00 | 2.00 |
| Airport Electronics Technician Senior | 9.00 | - | 9.00 |
| Airport Engineer | 2.00 | - | 2.00 |
| Airport Facilities Superintendent | 1.00 | - | 1.00 |
| Airport Financial Services Manager | 1.00 | - | 1.00 |
| Airport Operations Manager I | 15.00 | - | 15.00 |
| Airport Operations Manager II | 7.00 | 1.00 | 8.00 |
| Airport Operations Manager III | 1.00 | 1.00 | 2.00 |
| Airport Operations Officer I | 18.00 | 5.00 | 23.00 |
| Airport Operations Officer II | 38.00 | 3.00 | 41.00 |
| Airport Operations Officer III | 33.00 | 5.00 | 38.00 |
| Airport Operations Supervisor II | 15.00 | 2.00 | 17.00 |
| Airport Operations Supervisor I | 15.00 | 1.00 | 16.00 |
| Airport Operations Superintendent | 1.00 | - | 1.00 |
| Airport Shuttlebus Dispatcher | 6.00 | - | 6.00 |
| Airport Shuttlebus Driver | 105.00 | -1.00 | 104.00 |
| Airport Technology Manager | 1.00 | - | 1.00 |
| Airports Services Representative | 30.00 | 5.00 | 35.00 |
| Associate Planner | 1.00 | - | 1.00 |
| Assistant Maintenance Mechanic | 12.00 | - | 12.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|-------------|---------------|-------------|
| Aviation Director | 1.00 | - | 1.00 |
| Building Maintenance Assistant | 2.00 | - | 2.00 |
| Business System Specialist Associate | 5.00 | 1.00 | 6.00 |
| Business Systems Specialist Intermediate | 1.00 | - | 1.00 |
| Business Systems Specialist Lead | 2.00 | - | 2.00 |
| Business Systems Program Manager | 1.00 | - | 1.00 |
| Business Systems Supervisor | 5.00 | - | 5.00 |
| Carpenter Senior | 4.00 | 1.00 | 5.00 |
| Chief Airport Construction Inspector | 3.00 | - | 3.00 |
| Chief Locksmith | 1.00 | - | 1.00 |
| Chief Maintenance Mechanic | 14.00 | 1.00 | 15.00 |
| Community Programs Coordinator | 1.00 | - | 1.00 |
| Construction Inspector | 2.00 | 1.00 | 3.00 |
| Construction Inspector Senior | 1.00 | - | 1.00 |
| Content Webmaster | 1.00 | - | 1.00 |
| Contract Technician | 1.00 | - | 1.00 |
| Contracts Admin Coordinator | 5.00 | - | 5.00 |
| Contracts Admin Specialist | 4.00 | - | 4.00 |
| Contracts Admin Specialist Lead | 1.00 | - | 1.00 |
| Conveyor Load Bridge Technician | 12.00 | - | 12.00 |
| Conveyor Load Bridge Technician Lead | 2.00 | 1.00 | 3.00 |
| Conveyor Load Bridge Technician Senior | 10.00 | 1.00 | 11.00 |
| Data Storage Administrator | 1.00 | - | 1.00 |
| Deputy Aviation Director Business Innovation | 1.00 | - | 1.00 |
| Deputy Aviation Director Operations | 1.00 | - | 1.00 |
| Electronics Technician II | 2.00 | - | 2.00 |
| Energy Sustainability Coordinator | 1.00 | - | 1.00 |
| Engineering Assistant | 1.00 | 3.00 | 4.00 |
| Engineering Program Manager | 3.00 | - | 3.00 |
| Engineering Project Coordinator | 6.00 | - | 6.00 |
| Engineering Project Manager | 5.00 | 1.00 | 6.00 |
| Environmental Compliance Specialist | 1.00 | - | 1.00 |
| Environmental Program Coordinator | 1.00 | - | 1.00 |
| Equipment Operator I | 1.00 | - | 1.00 |
| Equipment Operator II | 2.00 | - | 2.00 |
| Equipment Shop Supervisor | 1.00 | - | 1.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|-------------|---------------|-------------|
| Facilities/Property Supervisor | 1.00 | - | 1.00 |
| Field Operations Supervisor | 3.00 | - | 3.00 |
| GIS Analyst | 1.00 | - | 1.00 |
| GIS Technician | 2.00 | - | 2.00 |
| Graphic Artist Senior | 1.00 | - | 1.00 |
| Heavy Equipment Service Technician Lead | 2.00 | - | 2.00 |
| Heavy Equipment Service Technician Master | 2.00 | - | 2.00 |
| Heavy Equipment Service Technician Senior | 8.00 | 2.00 | 10.00 |
| HVAC Technician | 1.00 | - | 1.00 |
| HVAC Technician Senior | 10.00 | 1.00 | 11.00 |
| Information Technology Administrator | 9.00 | - | 9.00 |
| IT Communications Technician | 1.00 | - | 1.00 |
| IT Project Manager | 1.00 | - | 1.00 |
| Labor Crew Chief I | 1.00 | - | 1.00 |
| Labor Crew Chief II | 2.00 | 1.00 | 3.00 |
| Laborer | 2.00 | - | 2.00 |
| Landscape Supervisor | 1.00 | - | 1.00 |
| Light Equipment Service Technician | 9.00 | - | 9.00 |
| Locksmith | 3.00 | - | 3.00 |
| Management Analyst | - | 2.00 | 2.00 |
| Network Communications Integrator | 3.00 | -1.00 | 2.00 |
| Network Communications Integrator Senior | 1.00 | - | 1.00 |
| Office Assistant III | 2.00 | 1.00 | 3.00 |
| Office Assistant IV | 6.00 | - | 6.00 |
| Office Assistant V | 2.00 | - | 2.00 |
| Operations Supervisor | 5.00 | - | 5.00 |
| Principal Planner | 3.00 | - | 3.00 |
| Public Info Specialist Senior | 4.00 | - | 4.00 |
| Public Information Specialist | 4.00 | 1.00 | 5.00 |
| Public Service Coordinator | 1.00 | - | 1.00 |
| Real Estate Agent II | 2.00 | - | 2.00 |
| Real Estate Agent III | - | 1.00 | 1.00 |
| Safety Coordinator | - | 1.00 | 1.00 |
| Safety Coordinator Senior | 1.00 | -1.00 | - |
| Safety Supervisor | 1.00 | 1.00 | 2.00 |
| Senior Drafting Technician | 1.00 | - | 1.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY2020 FTE |
|--|---------------|---------------|---------------|
| Service Order Specialist | 1.00 | - | 1.00 |
| Small Business Program Administrator | 1.00 | - | 1.00 |
| Software Developer Associate | 1.00 | - | 1.00 |
| Senior Business Systems Manager | 1.00 | - | 1.00 |
| Senior Planning Coordinator | 1.00 | - | 1.00 |
| Storekeeper | 3.00 | - | 3.00 |
| Storekeeper Senior | 3.00 | - | 3.00 |
| Stores Supervisor | - | 1.00 | 1.00 |
| Systems Maintenance Mechanic Senior | 10.00 | 2.00 | 12.00 |
| Systems Maintenance Mechanic | 23.00 | - | 23.00 |
| Technical Systems Specialist | 1.00 | - | 1.00 |
| Training Specialist | 1.00 | - | 1.00 |
| Transportation Planning Division Manager | 1.00 | - | 1.00 |
| Web Content Administrator | 1.00 | - | 1.00 |
| Department Total FTE | 659.00 | 49.00 | 708.00 |

Aviation Debt Service Consolidated Fund

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------------|---------------------------|---------------------------|----------------------------|---|
| Revenues | | | | | |
| Contribution from Aviation Operating | \$43,032,513 | \$44,694,000 | \$51,724,616 | \$55,272,158 | 6.9% |
| Contribution from Rental Car Facilities | \$4,470,135 | \$4,447,869 | \$4,465,324 | \$4,469,501 | 0.1% |
| Proceeds from Sale of Debt | \$230,000,000 | - | - | - | 0.0% |
| Premium from Sale of Debt | \$1,500,000 | - | - | \$2,300,000 | 100.0% |
| Interest on Investments | \$10,000 | \$944,000 | \$10,000 | - | -100.0% |
| Total Revenues | \$279,012,648 | \$50,085,869 | \$56,199,940 | \$62,041,659 | 10.4% |
| Expenditures | | | | | |
| Retirement of Debt | \$18,309,999 | \$13,135,000 | \$19,975,000 | \$22,085,000 | 10.6% |
| Interest on Debt | \$28,574,136 | \$35,883,000 | \$36,051,290 | \$39,353,259 | 9.2% |
| Cost of Bond Sale | \$1,500,000 | \$18,000 | - | - | 0.0% |
| Fees and Other Charges | \$628,513 | \$524,000 | \$163,650 | - | -100.0% |
| Payment to Refunding Escrow Agent | \$230,000,000 | - | - | \$603,400 | 100.0% |
| Transfers to Operating Fund | - | \$124,000 | - | - | 0.0% |
| Total Expenditures | \$279,012,648 | \$49,684,000 | \$56,199,940 | \$62,041,659 | 10.4% |

Charlotte Area Transit System

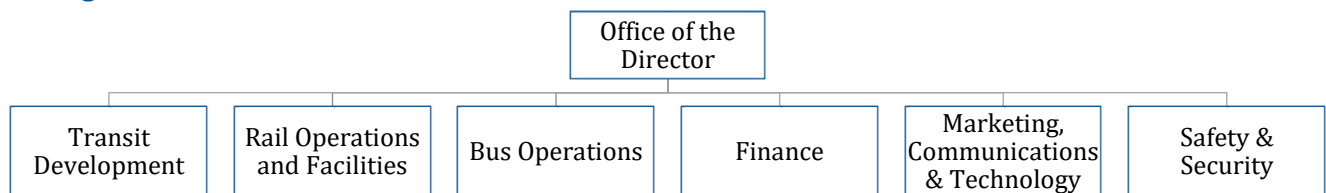
Mission Statement

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.
- Provide regional transit service covering the cities of Concord and Gastonia, as well as Union County in North Carolina and York County in South Carolina. CATS services the community with a fleet of buses, which includes hybrid buses, ADA equipped buses, Vanpool vans, and light rail cars.
- Implement 2030 Transit Corridor System Plan, including the opening of the LYNX Blue Line Extension, construction of CityLYNX Gold Line Phase 2, and the Charlotte Gateway Station.

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|---|
| Revenues | | | | | |
| Article 43 Sales Tax | \$92,601,412 | \$103,021,757 | \$98,211,941 | \$109,933,384 | 11.9 % |
| Federal Grants | \$390,749 | \$14,912,968 | \$11,376,605 | \$23,871,704 | 109.8 % |
| Interlocal Agreements | \$211,508 | \$211,508 | \$211,508 | \$211,508 | 0.0 % |
| State Grants | \$11,451,036 | \$11,218,295 | \$11,691,675 | \$8,104,818 | -30.7 % |
| Advertising | \$1,466,865 | \$1,774,717 | \$1,545,000 | \$1,906,800 | 23.4 % |
| Other Charges | \$4,485,039 | \$2,767,527 | \$1,143,726 | \$1,359,972 | 18.9 % |
| Passenger Fares | \$25,870,837 | \$25,042,616 | \$30,412,342 | \$28,162,737 | -7.4 % |
| Interest Earnings | \$241,245 | \$843,251 | \$641,000 | \$941,000 | 46.8 % |
| Miscellaneous Revenue | \$324,719 | \$204,002 | \$2,637,339 | \$2,516,188 | -4.6 % |
| Private Contribution | \$10,000 | - | - | - | 0.0 % |
| Sale of Assets | \$29,900 | \$153,781 | - | - | 0.0 % |
| Transit Pay-Go Transfer | \$22,242,719 | \$23,251,239 | \$23,706,922 | \$24,101,575 | 1.7 % |
| CATS Control Account | \$2,967,366 | \$5,449,684 | \$2,000,000 | - | -100.0 % |
| Total Revenues | \$162,293,395 | \$188,851,345 | \$183,578,058 | \$201,109,686 | 9.5 % |

Charlotte Area Transit System

Budget Overview (continued)

Expenditures

| | | | | | |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| Personnel Services | \$93,889,273 | \$99,644,938 | \$102,636,906 | \$105,188,459 | 2.5 % |
| Operating Expenses | \$37,342,521 | \$49,615,178 | \$49,762,653 | \$59,769,975 | 20.1 % |
| City Administrative Costs | \$3,539,549 | \$3,610,340 | \$4,880,357 | \$5,456,047 | 11.8 % |
| Department Charges | -\$13,674,704 | -\$4,980,262 | -\$2,879,018 | -\$887,568 | -69.2 % |
| Transfer to CIP | \$9,241,562 | \$4,607,165 | \$239,981 | \$981,601 | 309.0 % |
| Subtotal Operating | \$130,338,201 | \$152,497,359 | \$154,640,879 | \$170,508,514 | 10.3 % |
| Transfer to Debt Service | \$16,721,556 | \$15,661,328 | \$18,224,238 | \$17,667,788 | -3.1 % |
| Transfer to Control Account | \$15,709,208 | \$18,317,757 | \$10,712,941 | \$12,933,384 | 20.7 % |
| Total Expenditures | \$162,768,965 | \$186,476,444 | \$183,578,058 | \$201,109,686 | 9.5 % |

Both CATS operating and Sales Tax Consolidation funds are included.

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|---|------|-------------|
| Provide funds for a citywide compensation increase | - | \$4,773,207 |
| Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; and a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees. | | |
| Provide additional compensation to general employees | - | \$300,000 |
| Provide additional funds to general employees beyond a typical three percent salary increase. The adjustment includes acceleration of the hourly employee market increase to December (from February), and funds to ensure that all general employees with an acceptable performance review will receive at least a \$1/hour increase in FY 2020. | | |
| Provide funds for repairs to facilities | - | \$412,000 |
| Support the replacement of the roof at the South Boulevard Light Rail Facility and additional maintenance on parking deck repairs. | | |
| Provide funds for corridor studies | - | \$825,000 |
| Support an Americans with Disabilities Act study, Regional Transit Plan, North Corridor direct connect study, and Central Avenue study. Additional funds assist in the protection of corridor alignments and coordination to support Transit Oriented Development. | | |
| Provide funds for a safety and security gap analysis and staffing | 3.00 | \$398,694 |
| Support development of a Federal Transit Administration required Agency Safety Plan and for additional safety and security coordinators. | | |

Charlotte Area Transit System

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-------|-------------|
| Provide funds for rail maintenance staff and training specialist Increase rail support, safety, and maintenance to support the extended Blue Line. This action adds two work crews of six staff each, a training position, and two administrative positions. | 15.00 | \$1,146,346 |
| Provide funds for human resources support Add an additional human resources position to assist with difficult to fill vacancies. | 1.00 | \$81,361 |
| Provide funds for Gold Line staffing to prepare for Phase II Hire additional staff to prepare for Gold Line Phase II operations. In FY 2020 these costs will be included in the Capital Project for Phase II. After Phase II is complete, these costs will be funded by Gold Line operating support from Transit PAYGO. | 23.00 | \$970,883 |
| Provide funds for fuel increase Support an estimated increase in the usage and cost of fuel. CATS purchases fuel futures through a hedging program that locks in the price of diesel and provides budget stability. | - | \$800,000 |
| Technical adjustment to adjust annual operating contribution to capital Technical adjustment to increase required funding match from CATS operating fund. Local match is required to access most grant funds used for capital expenses. Additional capital transfers are made from the Control Account Fund. | - | \$741,619 |
| Technical adjustment to fund maintenance and repair of Blue Line Extension networking equipment Provide funds for additional support required for technology and networking assets added for the Blue Line Extension | - | \$869,923 |
| Technical adjustment to provide additional funds for CATS mobile application Technical adjustment to annualize the costs of CATS' mobile payment smart phone application. This application provides transit riders with a convenient and easy way to purchase LYNX tickets with a smart phone. | - | \$222,376 |
| Technical adjustment to fulfill federal requirements related to inspecting bridges Technical adjustment to fulfill federal requirements related to inspecting bridges by contracting with engineers to assess infrastructure. | - | \$312,000 |

Charlotte Area Transit System

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|--|------|---------------------------|
| Technical adjustment to match anticipated debt service requirements Technical adjustment to lower the amount of local funding for an annual debt service transfer. CATS pays debt service from federal, state, and local revenue sources. The Debt Service budget can be found later in the document. | - | -\$556,450 |
| Technical adjustment based on projected Article 43 Sales Tax revenue Technical adjustment to account for the difference between projections of expected revenue and requirements for operating expenses and capital investments. This amount is transferred to the Control Account for future needs. | - | \$2,220,443 |
| Update allocations for City Cost Allocation Plan Technical adjustment to update funds needed to support central service staff and overhead based on accepted cost allocation principles. Central service staff and overhead include the personnel and operating costs for departments such as the City Manager's office, City Attorney's office, Finance, and Human Resources. | - | \$575,690 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Adjust required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$436,387 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. A product of this update was the conversion of six long term temporary staff positions to full time equivalent positions. | 6.00 | \$2,375,268 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | \$626,881 |
| Net Change | | 48.00 \$17,531,628 |

Charlotte Area Transit System

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-------------------|-------------------|-------------------|
| Strategic Priority Area: Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | |
| Financial Stability | Percentage of total operating cost subsidized by taxpayers | 79% | 77% | 80% |
| | Net debt service coverage ratio | 2.05 | 1.42 | 1.68 |
| Service Effectiveness | Passengers per revenue hour (bus) | 17.73 | 18.24 | 16.85 |
| | Passengers per revenue hour (light rail) | 109.52 | 185.25 | 116.54 |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Customer Focused | Overall customer satisfaction | 91.0% | 86.0% | 90.0% |
| | Net Promoter Score * | 53.0% | 58.0% | 58.0% |
| Provide Transportation choices | Ridership (Light Rail, Bus, Streetcar, VanPool, and STS) | 20,730,659 | 23,218,184 | 23,500,000 |
| | On-time Performance (Bus) | 85% | 85% | 85% |

*The percentage of customers who promote service compared to those who do not promote.

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|-------------|---------------|-------------|
| Accountant II | 7.00 | - | 7.00 |
| Accountant III | 2.00 | - | 2.00 |
| Accountant IV | 1.00 | 1.00 | 2.00 |
| Administrative Officer I | 7.00 | - | 7.00 |
| Administrative Officer II | 7.00 | 1.00 | 8.00 |
| Administrative Officer III | 3.00 | 6.00 | 9.00 |
| Administrative Officer IV | 4.00 | - | 4.00 |
| Administrative Officer V | 2.00 | - | 2.00 |
| Assistant Field Operations Supervisor | 1.00 | - | 1.00 |
| Building Maintenance Assistant | 2.00 | - | 2.00 |
| Business Systems Specialist Lead | 3.00 | - | 3.00 |
| Business System Specialist Senior | 4.00 | - | 4.00 |
| Business Systems Program Manager | 1.00 | - | 1.00 |
| Business Systems Supervisor | 1.00 | - | 1.00 |
| Construction Contracts Admin Coordinator Lead | 2.00 | - | 2.00 |
| Content Webmaster | 1.00 | - | 1.00 |
| Contracts Admin Coordinator | 1.00 | - | 1.00 |
| Contracts Admin Specialist | 2.00 | - | 2.00 |
| Customer Service Supervisor | 1.00 | - | 1.00 |
| Customer/Revenue Service Assistant Senior | 3.00 | - | 3.00 |
| Customer/Revenue Service Assistant | 29.00 | - | 29.00 |
| Customer/Revenue Service Specialist | 6.00 | - | 6.00 |
| Engineering Project Coordinator | 2.00 | - | 2.00 |
| Equipment Operator I | 6.00 | - | 6.00 |
| Equipment Parts Manager | 1.00 | - | 1.00 |
| Facilities Services Coordinator | 1.00 | - | 1.00 |
| Facilities/Property Supervisor | 3.00 | - | 3.00 |
| Field Operations Supervisor | 18.00 | 1.00 | 19.00 |
| Graphic Artist | 1.00 | - | 1.00 |
| Graphic Artist Senior | 1.00 | - | 1.00 |
| Labor Crew Chief II | 8.00 | - | 8.00 |
| Laborer | 1.00 | - | 1.00 |
| Light Rail Transit System Engineer | 1.00 | - | 1.00 |
| Management Analyst | 2.00 | - | 2.00 |
| Office Assistant III | 1.00 | - | 1.00 |

Charlotte Area Transit System

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|-------------|---------------|-------------|
| Office Assistant IV | 10.00 | - | 10.00 |
| Office Assistant V | 5.00 | - | 5.00 |
| Operations Supervisor | 3.00 | - | 3.00 |
| Public Information Specialist Senior | 2.00 | - | 2.00 |
| Public Information Specialist | 2.00 | - | 2.00 |
| Public Service Coordinator | 2.00 | - | 2.00 |
| Purchasing Agent | 1.00 | - | 1.00 |
| Quality Assurance Analyst | 1.00 | - | 1.00 |
| Rail Car Maintenance Supervisor | 7.00 | 2.00 | 9.00 |
| Rail Car Technician | 33.00 | 5.00 | 38.00 |
| Rail Car Technician Lead | 2.00 | 1.00 | 3.00 |
| Rail Controller | 11.00 | - | 11.00 |
| Rail Maintenance Assistant | 12.00 | - | 12.00 |
| Rail Maintenance Of Way Supervisor | 9.00 | - | 9.00 |
| Rail Mow Maintainer | 14.00 | 15.00 | 29.00 |
| Rail Mow Maintainer Lead | 4.00 | 3.00 | 7.00 |
| Rail Operations Manager | 2.00 | - | 2.00 |
| Rail Operator | 69.00 | 10.00 | 79.00 |
| Rail Track Maintainer | 12.00 | 1.00 | 13.00 |
| Safety Coordinator | 8.00 | 3.00 | 11.00 |
| Safety Coordinator Senior | 4.00 | - | 4.00 |
| Safety Supervisor | 3.00 | - | 3.00 |
| Senior Engineer | 5.00 | - | 5.00 |
| Special Transportation Driver | 100.75 | - | 100.75 |
| Special Transportation Manager | 1.00 | - | 1.00 |
| Special Transportation Supervisor | 1.00 | - | 1.00 |
| Special Transport Dispatcher | 9.00 | - | 9.00 |
| Senior Business Systems Manager | 1.00 | - | 1.00 |
| Storekeeper | 5.00 | - | 5.00 |
| Traffic Counter I | 2.00 | - | 2.00 |
| Traffic Counter II | 1.00 | - | 1.00 |
| Training Specialist | 3.00 | 2.00 | 5.00 |
| Transit Arts Program Manager | 1.00 | - | 1.00 |
| Transit Budget Manager | 3.00 | -1.00 | 2.00 |
| Transit Bus Service Manager | 1.00 | - | 1.00 |
| Transit Corridor Assistant Project Manager | 2.00 | - | 2.00 |
| Transit Corridor Senior Project Manager | 1.00 | - | 1.00 |

Charlotte Area Transit System

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|---------------|---------------|---------------|
| Transit Deputy Director | 1.00 | - | 1.00 |
| Transit Director | 1.00 | - | 1.00 |
| Transit Marketing & Technology Manager | 1.00 | - | 1.00 |
| Transit Operations Services Manager | 2.00 | - | 2.00 |
| Transit Operations Manager | 2.00 | - | 2.00 |
| Transit Planning Manager | 1.00 | - | 1.00 |
| Transit Procure & Contracts Administrator | 1.00 | - | 1.00 |
| Transit Project Development Manager | 2.00 | - | 2.00 |
| Transit Quality Assurance Manager | 1.00 | - | 1.00 |
| Transit Rail Operations Manager | 1.00 | - | 1.00 |
| Transit Safety & Security Manager | 1.00 | - | 1.00 |
| Transit Scheduling Analyst | 1.00 | - | 1.00 |
| Transit Scheduling Manager | 2.00 | - | 2.00 |
| Transportation Electronics Technician II | 17.00 | 2.00 | 19.00 |
| Transportation Electronics Technician II Lead | 4.00 | -4.00 | - |
| Transportation Planner I | 2.00 | - | 2.00 |
| Transportation Planner II | 4.00 | - | 4.00 |
| Transportation Planner III | 2.00 | - | 2.00 |
| Department Total FTE | 534.75 | 48.00 | 582.75 |

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|-------------------------------|---------------------|---------------------|----------------------|----------------------|---|
| Revenues | | | | | |
| Transfers from CATS Operating | \$16,721,556 | \$15,661,328 | \$18,224,238 | \$17,667,788 | -3.1 % |
| Federal Grants | \$1,440,000 | \$6,047,604 | \$81,124,175 | \$71,893,163 | -11.4 % |
| State Grants | \$3,512,189 | \$1,562,706 | \$26,597,050 | \$26,036,050 | -2.1 % |
| Interest on Investments | \$31,960 | \$55,239 | - | - | 0.0 % |
| Total Revenues | \$21,705,705 | \$23,326,877 | \$125,945,463 | \$115,597,001 | -8.2 % |
| Expenditures | | | | | |
| Principal Payments | \$4,755,000 | \$4,825,000 | \$108,805,857 | \$101,041,276 | -7.1 % |
| Interest Payments | \$13,018,571 | \$16,941,733 | \$17,025,606 | \$14,441,725 | -15.2 % |
| Other Fees | \$818,543 | \$110,487 | \$114,000 | \$114,000 | 0.0 % |
| Total Expenditures | \$18,592,114 | \$21,877,220 | \$125,945,463 | \$115,597,001 | -8.2 % |

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 \$30 million are available for one-time Capital and Operating expenses.

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Transfer from CATS Operating | \$15,709,208 | \$18,317,757 | \$10,712,941 | \$12,933,384 | 20.7 % |
| Interest on Investments | \$227,294 | \$603,307 | - | - | 0.0 % |
| Total Revenues | \$15,936,502 | \$18,921,064 | \$10,712,941 | \$12,933,384 | 20.7 % |
| Fund Balance | - | - | \$13,571,716 | \$8,093,076 | -40.4 % |
| Total Revenues and Fund Balance | \$15,936,502 | \$18,921,064 | \$24,284,657 | \$21,026,460 | -13.4 % |
| Expenditures | | | | | |
| Transfer to CATS CIP | \$4,755,000 | \$4,825,000 | \$13,571,716 | \$8,093,076 | -40.4 % |
| Reserved for Future Years | \$11,181,502 | \$14,096,064 | \$10,712,941 | \$12,933,384 | 20.7 % |
| Total Expenditures | \$15,936,502 | \$18,921,064 | \$24,284,657 | \$21,026,460 | -13.4 % |

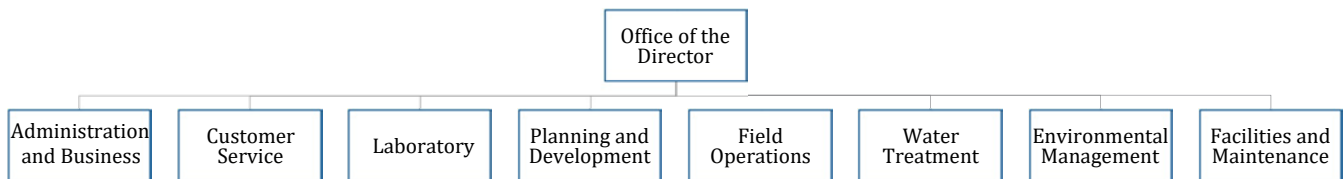
Mission Statement

Charlotte Water is committed to both customer satisfaction and customer confidence. We treat and distribute safe and sufficient drinking water to our customers. We protect the environment by collecting and treating wastewater, beneficially reusing residuals, and regulating system discharges. We accomplish our mission through well-trained and dedicated employees.

Department Overview

- Provide customers with a well-managed utility committed to providing responsive services, reasonable rates, and effective communication
- Promote a safe, healthy, and inclusive community by supplying high quality drinking water and the safe removal of treated wastewater
- Enable mobility, accessibility, and connectivity through strategic investments in maintaining water and wastewater infrastructure
- Support job growth and economic development by providing the water and wastewater capacity needed for residential, industrial, and commercial growth
- Explore regional solutions to water and wastewater management and support the current and future needs of the region

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 | |
|--------------------------------------|-------------------|-------------------|-------------------|--------------------|---|---|
| Revenues | | | | | | |
| Volumetric user charges- water | \$125,105,992 | \$114,097,961 | \$128,550,479 | \$128,957,478 | 0.3 | % |
| Volumetric user charges- sewer | \$164,494,099 | \$160,909,954 | \$168,604,824 | \$179,785,179 | 6.6 | % |
| Fixed user charges - water | \$11,719,913 | \$13,649,637 | \$14,960,446 | \$16,027,889 | 7.1 | % |
| Fixed user charges - sewer | \$10,604,188 | \$12,321,278 | \$13,719,477 | \$14,693,518 | 7.1 | % |
| Availability fee - water | \$14,654,593 | \$16,460,565 | \$14,722,715 | \$6,251,628 | -57.5 | % |
| Availability fee - sewer | \$30,258,964 | \$34,578,334 | \$33,935,053 | \$38,709,514 | 14.1 | % |
| Connection fees - water | \$6,808,075 | \$9,823,349 | \$5,500,000 | \$7,000,000 | 27.3 | % |
| Connection fees - sewer | \$2,846,742 | \$3,602,318 | \$2,750,000 | \$3,000,000 | 9.1 | % |
| System development fees - water | \$10,339,446 | \$13,081,735 | \$7,000,000 | \$5,050,500 | -27.9 | % |
| System development fees - sewer | \$13,950,674 | \$15,233,969 | \$7,000,000 | \$4,900,000 | -30.0 | % |
| BOD, SS, & IW surcharges | \$5,501,054 | \$5,315,951 | \$5,404,500 | \$6,040,000 | 11.8 | % |
| Interest Earnings | \$1,307,938 | \$4,377,161 | \$2,053,834 | \$9,000,000 | 338.2 | % |
| Specific service charges | \$4,711,539 | \$5,857,442 | \$4,805,000 | \$9,000,000 | 87.3 | % |
| Other operating revenue | \$7,300,742 | \$8,007,839 | \$3,967,000 | \$3,000,000 | -24.4 | % |
| Union County Operations | \$2,879,872 | \$2,974,639 | \$3,201,542 | - | -100.0 | % |
| Uncollectable Revenue | -\$2,222,256 | -\$2,543,322 | -\$2,700,000 | -\$2,500,000 | -7.4 | % |
| Fund Balance | - | - | \$56,156,580 | \$20,947,505 | -62.7 | % |
| Total Revenues | \$410,261,576 | \$417,748,811 | \$469,631,450 | \$449,863,211 | -4.2 | % |
| Expenditures | | | | | | |
| Personnel Services | \$61,637,141 | \$65,324,735 | \$76,860,679 | \$83,649,748 | 8.8 | % |
| Operating Expenses | \$68,160,637 | \$65,223,991 | \$81,834,063 | \$82,640,647 | 1.0 | % |
| Capital Outlay | \$6,306,965 | \$2,710,322 | \$1,302,500 | \$823,500 | -36.8 | % |
| Departmental Charges | -\$15,699,142 | -\$15,767,842 | -\$17,191,668 | -\$17,178,386 | -0.1 | % |
| City Administrative Support | \$13,771,183 | \$14,777,397 | \$15,793,351 | \$18,165,018 | 15.0 | % |
| Transfer to Debt Service Funds | \$153,149,395 | \$151,855,903 | \$155,037,213 | \$151,762,684 | -2.1 | % |
| Transfer to Capital Projects Fund | \$86,985,604 | \$96,354,670 | \$155,995,312 | \$130,000,000 | -16.7 | % |
| Total Expenditures | \$374,311,783 | \$380,479,176 | \$469,631,450 | \$449,863,211 | -4.2 | % |
| Reserved for Future Years | \$35,949,793 | \$37,269,635 | - | - | 0.0 | % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|---|-------|-----------|
| Provide funds for citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. | - | \$908,661 |
| Provide additional compensation for general employees Provide additional funds to hourly employees beyond a typical three percent salary increase. The adjustment includes acceleration of the hourly employee market increase to December (from February), and funds to ensure that all general employees with an acceptable performance review will receive at least a \$1/hour increase in FY 2020. | - | \$500,000 |
| Enhance Charlotte Water's Rehabilitation and Replacement efforts with 16 new positions Add 16 positions, including a CCTV crew and two Right-of-Way clearing crews, to support the rehabilitation and replacement of water and sewer infrastructure. The renewal of aging infrastructure is necessary to maintain water quality standards and system pressures needed for fire protection, and to maintain resident and environmental health. | 16.00 | \$837,254 |
| Enable Charlotte Water to keep pace with service area growth with six new positions Add six positions, including a Senior Engineer and Engineering Project Manager, to assist in prioritizing projects and effectively executing Charlotte Water's Capital Investment Plan. These positions will support enhanced water and sewer system capacity that can accommodate continued growth and economic development around Mecklenburg County. | 6.00 | \$595,425 |
| Maintain compliance with regulatory requirements with 12 new positions Add 12 positions, including a Compliance Supervisor, Water Quality Program Specialist, and five Water Treatment Plant Operators, to ensure customers have the best water and wastewater service available. | 12.00 | \$964,128 |
| Provide a well-managed utility with five new positions Add five positions, including an Administrative Officer III to support the city's Charlotte Business INclusion efforts and a Business Systems Specialist to support construction project management information systems. | 5.00 | \$465,702 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-----|-----------|
| Provide a well-managed utility by supporting positions in the General Fund Support the addition of positions located in the General Fund which will enable Charlotte Water to better serve its customers such as obtaining timely permitting from CDOT and making timely payment to vendors. Corresponding adjustments can be found in Finance, General Services, and Transportation. | - | \$537,888 |
| Enhance Charlotte Water's Apprenticeship Program Support Charlotte Water's FY 2020 goal to hire five additional apprentices to promote upward mobility and workforce development. This adjustment will increase the total number of Charlotte Water apprentices to 15. | - | \$130,185 |
| Enhance Charlotte Water's Security and Emergency Response Support additional security camera monitoring and patrolling, as well as updates to Charlotte Water's emergency response plan. | - | \$310,000 |
| Provide additional funds for fuel Support increased fuel costs for the Field Operations division, including \$135,000 to purchase renewable diesel as part of the city's effort to be more sustainable. | - | \$195,945 |
| Provide additional funds for interlocal agreements Support contractual cost increases for interlocal agreements the city has with neighboring governments to utilize their water and wastewater infrastructure to ensure reliable service for Charlotte Water customers. | - | \$334,087 |
| Provide additional funds for cost increases in repair and Right-of-Way maintenance contracts Support cost increases in emergency, routine repair, and Right-of-Way clearing contracts. | - | \$900,000 |
| Provide additional funds for cost increases in software maintenance Support additional software maintenance costs for more than 30 systems used to operate infrastructure and serve customers. | - | \$470,000 |
| Provide additional funds for cost increases in chemicals used for water and wastewater treatment Support a 4.4 percent increase in the purchase of chemicals needed due to higher prices, as well as higher quantities as more customers join the system. | - | \$476,741 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-----|---------------|
| Align budget to reflect the termination of the Union County contract Reduce Charlotte Water's budget allocated for Union County operations. Charlotte Water's contract with Union County to operate its wastewater treatment plants ended in FY 2019. There is a corresponding revenue reduction associated with this budget adjustment. | - | -\$1,938,404 |
| Reduce Charlotte Water's Pay-As-You-Go contribution to its Capital Investment Plan Technical adjustment to update the cash 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 the budget cycle. | - | -\$25,995,312 |
| Reduce funds transferred to debt service Technical adjustment to update the amount of funds dedicated to paying debt service. This reduction is partially the result of refinancing outstanding debt. | - | -\$3,274,529 |
| Align miscellaneous budgets to actual expenditures Update budgets in various operating categories to better reflect recent and anticipated spending. | - | -\$148,233 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. This change also reflects an update to the reimbursement for staff time on capital projects. | - | \$1,870,402 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$638,271 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | \$369,112 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|--------------|----------------------|
| Update allocations for City Cost Allocation Plan and ERP Support | - | \$1,084,438 |
| Technical adjustment to update funds needed to support central service staff and overhead based on accepted cost allocation principles. Central service staff and overhead include the personnel and operating costs for departments such as the City Manager's office, City Attorney's office, Finance, and Human Resources. | | |
| Net Change | 39.00 | -\$19,768,239 |

Performance Measure Highlights

| Objective | Measure | 2018 Actual | FY 2019 Target | FY 2020 Target |
|---|--|-----------------|-------------------|-------------------|
| Strategic Priority Area: Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | |
| Enhance existing water infrastructure | Feet of aging pipe rehabilitated or replaced | 34,300 | ≥ 50,000 | ≥ 55,000 |
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Protect the environment by reducing the number of sanitary sewer overflows | Sanitary sewer overflows per 100 miles of pipe | +/- 3.8 | <4.0 | <3.5 |
| Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | |
| Enhance customer satisfaction through responsive service | Percentage of requests for service such as turn-ons and move-ins that meet customers' desired time-frame | 96.24% | 96.50% | 96.75% |
| 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 |
| Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility) | | | | |
| Create jobs and promote upward mobility through an Apprenticeship Program | Number of apprentices hired | 6 | >10 | >15 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|-------------|---------------|-------------|
| Accountant II | 2.00 | - | 2.00 |
| Accountant III | 1.00 | - | 1.00 |
| Accountant IV | - | 1.00 | 1.00 |
| Administrative Officer I | 12.00 | 2.00 | 14.00 |
| Administrative Officer II | 8.00 | - | 8.00 |
| Administrative Officer III | 9.00 | 1.00 | 10.00 |
| Administrative Officer IV | 1.00 | 1.00 | 2.00 |
| Administrative Officer V | 1.00 | - | 1.00 |
| Administrative Secretary I | 1.00 | - | 1.00 |
| Administrative Services Manager | 1.00 | - | 1.00 |
| Building Maintenance Assistant | 1.00 | - | 1.00 |
| Business Systems Specialist Intermediate | 3.00 | - | 3.00 |
| Business Systems Specialist Lead | 6.00 | 1.00 | 7.00 |
| Business System Specialist Senior | 16.00 | 2.00 | 18.00 |
| Business Systems Program Manager | 3.00 | - | 3.00 |
| Business Systems Supervisor | 1.00 | - | 1.00 |
| CCTV Crew Chief | 4.00 | - | 4.00 |
| CCTV Technician | 4.00 | - | 4.00 |
| Centrifuge/Solids Operator | 1.00 | - | 1.00 |
| Chief Construction Inspector | 5.00 | 1.00 | 6.00 |
| Chief Electrical Engineer | 2.00 | - | 2.00 |
| Chief Engineer- Utilities | 2.00 | - | 2.00 |
| Construction Inspector | 39.00 | - | 39.00 |
| Construction Supervisor | 4.00 | 1.00 | 5.00 |
| Content Webmaster | 1.00 | - | 1.00 |
| Contracts Admin Coordinator | 2.00 | - | 2.00 |
| Contracts Admin Specialist | 1.00 | - | 1.00 |
| Customer/Revenue Service Assistant Senior | 4.00 | - | 4.00 |
| Customer/Revenue Service Assistant | 12.00 | 5.00 | 17.00 |
| Customer/Revenue Service Specialist | 4.00 | -1.00 | 3.00 |
| Deputy Utilities Director | 3.00 | - | 3.00 |
| Division Training Specialist | 7.00 | -6.00 | 1.00 |
| Drafting Technician | 4.00 | - | 4.00 |
| Electrical Engineer | 1.00 | - | 1.00 |
| Electrical Engineer Senior | 3.00 | - | 3.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-------------------------------------|-------------|---------------|-------------|
| Engineering Services Investigator | 6.00 | - | 6.00 |
| Engineering Assistant | 10.00 | 1.00 | 11.00 |
| Engineering Contracts Manager | 1.00 | - | 1.00 |
| Engineering Division Manager | 6.00 | - | 6.00 |
| Engineering Program Manager | 1.00 | - | 1.00 |
| Engineering Project Coordinator | 14.00 | 2.00 | 16.00 |
| Engineering Project Manager | 9.00 | 1.00 | 10.00 |
| Engineering Services Supervisor | 1.00 | - | 1.00 |
| Environmental Compliance Manager | 3.00 | 1.00 | 4.00 |
| Environmental Compliance Specialist | 6.00 | - | 6.00 |
| Environmental Compliance Supervisor | 2.00 | - | 2.00 |
| Environmental Program Inspector | 11.00 | - | 11.00 |
| Equipment Operator II | 1.00 | - | 1.00 |
| Equipment Operator III | 12.00 | - | 12.00 |
| Facilities Services Coordinator | 2.00 | 1.00 | 3.00 |
| Field Operations Supervisor | 14.00 | 3.00 | 17.00 |
| GIS Analyst | 4.00 | -1.00 | 3.00 |
| GIS Coordinator | 1.00 | - | 1.00 |
| GIS Technician | 2.00 | - | 2.00 |
| Industrial Meter Repair Crew Chief | 2.00 | - | 2.00 |
| Industrial Meter Repair Technician | 7.00 | 1.00 | 8.00 |
| Information Security Analyst | 1.00 | -1.00 | - |
| Instrument Technician | 5.00 | 1.00 | 6.00 |
| Instruments & Controls Supervisor | 1.00 | - | 1.00 |
| IT Project Manager | 1.00 | - | 1.00 |
| IT Project Manager Associate | 1.00 | - | 1.00 |
| Lab Quality Assurance Administrator | 1.00 | - | 1.00 |
| Lab Quality Assurance Analyst | 1.00 | - | 1.00 |
| Labor Crew Chief I | 44.00 | 4.00 | 48.00 |
| Labor Crew Chief II | 36.00 | - | 36.00 |
| Laboratory Analyst I | 2.00 | - | 2.00 |
| Laboratory Analyst II | 17.00 | -1.00 | 16.00 |
| Laboratory Analyst III | 7.00 | 1.00 | 8.00 |
| Laboratory Manager | 1.00 | - | 1.00 |
| Laboratory Supervisor | 5.00 | - | 5.00 |
| Laborer | 4.00 | 1.00 | 5.00 |
| Lift Station Technician | 4.00 | - | 4.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--------------------------------------|-------------|---------------|-------------|
| Management Analyst | 2.00 | - | 2.00 |
| Management Analyst Senior | 3.00 | - | 3.00 |
| Manhole Inspector | 6.00 | 2.00 | 8.00 |
| Meter Services Supervisor | 1.00 | - | 1.00 |
| Office Assistant IV | 3.00 | - | 3.00 |
| Office Assistant V | 9.00 | - | 9.00 |
| Operations Supervisor | 10.00 | - | 10.00 |
| Plan Review Engineer | 3.00 | - | 3.00 |
| Planning/Design Engineer | 2.00 | - | 2.00 |
| Plans Reviewer | 7.00 | - | 7.00 |
| Public Information Specialist Senior | 2.00 | - | 2.00 |
| Public Services Division Manager | 1.00 | - | 1.00 |
| Pump Station Technician | 3.00 | - | 3.00 |
| Pumping Station Supervisor | 1.00 | - | 1.00 |
| Purchasing Agent | 3.00 | 1.00 | 4.00 |
| Revenue Collection & Credit Officer | 1.00 | - | 1.00 |
| Safety Coordinator | 1.00 | - | 1.00 |
| Safety Coordinator Senior | 4.00 | - | 4.00 |
| Safety Supervisor | 1.00 | - | 1.00 |
| Senior Engineer | 10.00 | 2.00 | 12.00 |
| Senior Engineering Project Manager | 15.00 | - | 15.00 |
| Senior Technician Service Specialist | 1.00 | - | 1.00 |
| Service Dispatcher | 5.00 | -5.00 | - |
| Software Developer Senior | 2.00 | - | 2.00 |
| Senior Business Systems Manager | 1.00 | - | 1.00 |
| Senior Water Service Technician | 16.00 | 2.00 | 18.00 |
| Storekeeper | 2.00 | - | 2.00 |
| Stores Supervisor | 2.00 | -1.00 | 1.00 |
| Survey Party Chief | 4.00 | - | 4.00 |
| Survey Supervisor | 1.00 | - | 1.00 |
| Survey Technician | 25.00 | - | 25.00 |
| Technical Systems Specialist | 1.00 | 2.00 | 3.00 |
| Technology Support Coordinator | 1.00 | -1.00 | - |
| Training Specialist | 1.00 | 6.00 | 7.00 |
| Treatment Operations Coordinator | 1.00 | - | 1.00 |
| Treatment Plant Electrician | 4.00 | - | 4.00 |
| Treatment Plant Maintenance Manager | 2.00 | - | 2.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---|---------------|---------------|---------------|
| Treatment Plant Maintenance Supervisor | 6.00 | - | 6.00 |
| Treatment Plant Mechanic Assistant | 6.00 | - | 6.00 |
| Treatment Plant Mechanic I | 5.00 | -1.00 | 4.00 |
| Treatment Plant Mechanic II | 20.00 | -1.00 | 19.00 |
| Treatment Plant Mechanic III | 7.00 | 2.00 | 9.00 |
| Utilities Business Manager | 1.00 | - | 1.00 |
| Utilities Director | 1.00 | - | 1.00 |
| Utilities Manager | 6.00 | - | 6.00 |
| Utilities Operations Manager | 6.00 | - | 6.00 |
| Utilities Planner Scheduler | 8.00 | - | 8.00 |
| Utilities Services Manager | 4.00 | -1.00 | 3.00 |
| Utilities Services Tech | 5.00 | - | 5.00 |
| Utilities Technican II | 62.00 | 8.00 | 70.00 |
| Utilities Technician I | 63.00 | -3.00 | 60.00 |
| Water Chief Treatment Plant Operator | 7.00 | - | 7.00 |
| Water Meter Repair Technician | 9.00 | - | 9.00 |
| Water Quality Program Administrator | 4.00 | - | 4.00 |
| Water Quality Program Specialist | 5.00 | 1.00 | 6.00 |
| Water Quality Technician II | 10.00 | - | 10.00 |
| Water Quality Technician Lead | 2.00 | - | 2.00 |
| Water Service Technician | 49.00 | -1.00 | 48.00 |
| Water Treatment Plant Operator A | 15.00 | 3.00 | 18.00 |
| Water Treatment Plant Operator B | 2.00 | 5.00 | 7.00 |
| Water Treatment Plant Operator C | 5.00 | -3.00 | 2.00 |
| Water Treatment Plant Supervisor | 2.00 | - | 2.00 |
| Water Treatment Plant Supervisor Senior | 1.00 | - | 1.00 |
| Wastewater Chief Treatment Plant Operator | 7.00 | - | 7.00 |
| Wastewater Treatment Plant Operator I | 3.00 | - | 3.00 |
| Wastewater Treatment Plant Operator II | 5.00 | -2.00 | 3.00 |
| Wastewater Treatment Plant Operator III | 3.00 | 1.00 | 4.00 |
| Wastewater Treatment Plant Operator IV | 34.00 | 2.00 | 36.00 |
| Wastewater Treatment Plant Operator IC Senior | 17.00 | -1.00 | 16.00 |
| Wastewater Treatment Plant Supervisor | 6.00 | - | 6.00 |
| Department Total FTE | 958.00 | 39.00 | 997.00 |

Charlotte Water

Debt Service Funds

Charlotte Water's Debt Service Funds represent the retirement of debt incurred to make capital investments in water and sewer infrastructure. Revenues are provided primarily from Charlotte Water's operating budget.

| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Percent Change FY 2019 FY 2020 |
|---|----------------------|----------------------|----------------------|----------------------|---|
| | Actual | Actual | Budget | Adopted | |
| Operating Revenues | | | | | |
| Contribution from Operating Fund | \$151,772,324 | \$151,455,830 | \$153,238,898 | \$149,640,083 | -2.3 % |
| Premium from Sale of Bonds | - | \$57,954,648 | \$50,000 | \$50,000 | 0.0 % |
| Interest Transferred from other Funds: | | | | | |
| Charlotte Water Operating Capital Investment Plan and Other | \$1,626,022 | \$400,074 | \$1,798,316 | \$2,122,603 | 18.0 % |
| | \$47,991 | \$650,041 | \$255,518 | \$301,595 | 18.0 % |
| Proceeds from Refunding | - | \$409,915,000 | - | - | 0.0 % |
| Interest on Investments | - | \$10,941 | - | - | 0.0 % |
| Other Interest | - | \$466,476 | - | - | 0.0 % |
| Total Revenue | \$153,446,337 | \$620,853,010 | \$155,342,732 | \$152,114,281 | -2.1 % |
| Operating Expenditures | | | | | |
| Bond Retirement | \$76,487,662 | \$78,829,992 | \$83,524,238 | \$79,567,379 | -4.7 % |
| Interest on Bonds | \$69,460,931 | \$62,100,284 | \$64,771,083 | \$62,933,925 | -2.8 % |
| Bank Charges | \$746,132 | \$728,382 | \$834,000 | \$791,500 | -5.1 % |
| Cost of Bond Sales | - | \$1,959,698 | \$50,000 | \$97,500 | 95.0 % |
| Equipment Lease - Purchase Principal | \$4,399,979 | \$4,093,630 | \$5,377,276 | \$6,301,769 | 17.2 % |
| Equipment Lease - Purchase Interest | \$470,095 | \$1,417,206 | \$786,135 | \$803,190 | 2.2 % |
| State Revolving Loan Principal | - | - | - | \$1,365,653 | 0.0 % |
| State Revolving Loan Interest | - | - | - | \$253,365 | 0.0 % |
| Payment to Escrow Agent | - | \$465,812,638 | - | - | 0.0 % |
| Reserved for Future Years | \$1,881,538 | \$5,911,180 | - | - | 0.0 % |
| Total Expenditures | \$153,446,337 | \$620,853,010 | \$155,342,732 | \$152,114,281 | -2.1 % |

Note: Prior to the FY 2020 Budget, state revolving loan principal and interest payments were consolidated into "Bond Retirement" and "Interest on Bonds"; they are presented separately in FY 2020.

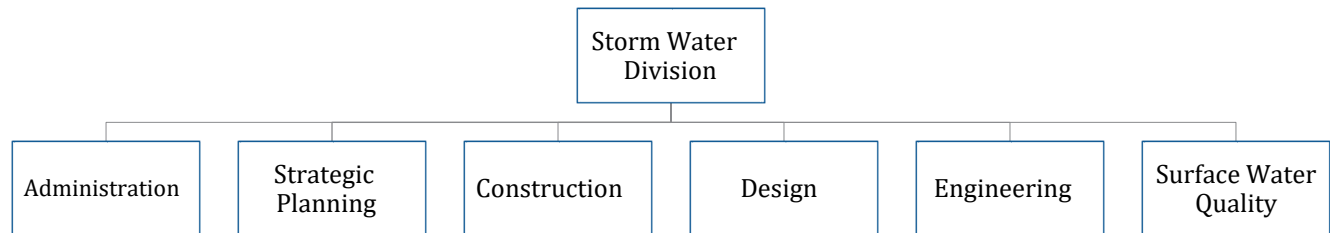
Mission Statement

Repairs the storm drainage system to reduce flood risks and protect the traveling public and assures storm water runoff is as clean as possible to protect surface waters.

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 to fund capital and operating expenses

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|------------------------------|---------------------------|---------------------------|----------------------------|----------------------------|---|
| Revenues | | | | | |
| Charges for Storm Water Fees | \$67,229,015 | \$68,081,277 | \$71,169,620 | \$71,525,468 | 0.5 % |
| Investment Earnings | \$39,268 | \$331,945 | - | - | 0.0 % |
| Other | \$461 | \$693 | - | - | 0.0 % |
| Fund Balance | - | - | \$4,499,679 | \$19,278,161 | 328.4 % |
| Total Revenues | \$67,268,743 | \$68,413,915 | \$75,669,299 | \$90,803,629 | 20.0 % |

Budget Overview (continued)

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|----------------------------|---------------------------|---------------------------|----------------------------|----------------------------|---|
| Expenditures | | | | | |
| Personnel Services | \$10,937,982 | \$9,360,664 | \$14,660,512 | \$15,501,115 | 5.7 % |
| Operating Expenses | \$7,809,785 | \$7,976,098 | \$10,213,395 | \$10,100,069 | -1.1 % |
| Departmental Charges | -\$8,625,369 | -\$11,318,378 | -\$9,497,750 | -\$9,812,920 | 3.3 % |
| Sub-Total Operating | \$10,122,398 | \$6,018,384 | \$15,376,157 | \$15,788,264 | 2.7 % |
| Transfer to Other Funds: | | | | | |
| Storm Water Capital Fund | \$43,000,000 | \$39,000,000 | \$47,000,000 | \$61,000,000 | 29.8 % |
| Storm Water Debt Service | \$12,544,230 | \$12,544,794 | \$13,293,142 | \$14,015,365 | 5.4 % |
| Sub-Total Transfers | \$55,544,230 | \$51,544,794 | \$60,293,142 | \$75,015,365 | 24.4 % |
| Reserved for Future Years | \$1,602,115 | \$10,840,737 | - | - | 0.0 % |
| Total Expenditures | \$67,268,743 | \$68,403,915 | \$75,669,299 | \$90,803,629 | 20.0 % |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|--|-------|--------------|
| Provide funds for citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. | - | \$213,060 |
| Provide additional compensation to general employees Provide additional funds to general employees beyond a typical three percent salary increase. The adjustment includes acceleration of the hourly employee market increase to December (from February), and funds to ensure that all general employees with an acceptable performance review will receive at least a \$1/hour increase in FY 2020. | - | \$50,000 |
| Provide additional funding for the completion of Storm Water capital projects Support for capital expenditures for projects prioritized with regards to standards of public safety and public liability. | - | \$14,000,000 |
| Provide additional positions to increase the number of completed capital projects Provide funds for a planned increase in the number of storm water projects completed in FY 2020. Funding is provided in full for seven positions and in part for the remaining 11 positions. | 18.00 | \$236,516 |
| Adjust debt service expenditures Technical adjustment for an increase in debt service expenditures for revenue bond refunding, interest on Bond Anticipation Notes, and miscellaneous debt charges such as debt issuances and debt fees. | - | \$722,223 |
| Update departmental charges Technical adjustment to department charges resulting from the increase in capital expenditures. A reduction is the result of additional staff time anticipated to be devoted to projects in FY 2020. | - | -\$742,500 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$757,656 |

FY 2020 Adjustments (continued)

| Budget Action | FTE | Amount |
|---|-------------------|---------------------|
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$130,549 |
| 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, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | - | -\$233,174 |
| | Net Change | 18.00 |
| | | \$15,134,330 |

Performance Measure Highlights

| Objective | Measure | FY 2018 Actual | FY 2019 Target | FY 2020 Target |
|--|--|-------------------|-------------------|--------------------------|
| Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | |
| Runoff from rain drains safely to streams. | Miles of stormwater infrastructure system rehabilitated or installed | New Measure | New Measure | 20 miles over 3 years |
| Improve surface water quality and comply with the Clean Water Act. | Number of acres of impervious area runoff treated prior to entering stream | New Measure | New Measure | 300 acres over 3 years |
| Improve surface water quality and comply with the Federal Clean Water Act. | Number of feet of impaired stream improvements | New Measure | New Measure | 15,000 feet over 3 years |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|--|-------------|---------------|-------------|
| Administrative Officer II | 1.00 | - | 1.00 |
| Administrative Officer III | 1.00 | - | 1.00 |
| Administrative Officer IV | 1.00 | - | 1.00 |
| Administrative Officer V | 1.00 | - | 1.00 |
| Arborist | 1.00 | - | 1.00 |
| Business System Specialist Associate | 1.00 | - | 1.00 |
| Business Systems Specialist Intermediate | 2.00 | - | 2.00 |
| Business Systems Specialist Lead | 1.00 | - | 1.00 |
| Business Systems Manager | 1.00 | - | 1.00 |
| CCTV Crew Chief | 1.00 | - | 1.00 |
| CCTV Technician | 1.00 | - | 1.00 |
| Construction Inspector | 33.00 | 1.00 | 34.00 |
| Construction Inspector Senior | 9.00 | - | 9.00 |
| Construction Manager | 2.00 | 2.00 | 4.00 |
| Construction Supervisor | 7.00 | - | 7.00 |
| Drainage Specialist | 6.00 | - | 6.00 |
| Engineering Services Investigator | 1.00 | - | 1.00 |
| Engineering Assistant | 4.00 | - | 4.00 |
| Engineering Division Manager | 1.00 | - | 1.00 |
| Engineering Program Manager | 5.00 | | 5.00 |
| Engineering Project Coordinator | 9.00 | 1.00 | 10.00 |
| Engineering Project Manager | 31.00 | 2.00 | 33.00 |
| GIS Coordinator | 1.00 | - | 1.00 |
| GIS Supervisor | 1.00 | - | 1.00 |
| GIS Technician | 5.00 | - | 5.00 |
| Public Information Specialist Senior | 3.00 | - | 3.00 |
| Public Service Coordinator | - | 1.00 | 1.00 |
| Real Estate Agent II | - | 1.00 | 1.00 |
| Senior Construction Inspector | - | 1.00 | 1.00 |
| Senior Engineer | 1.00 | 6.00 | 7.00 |
| Senior Engineering Project Manager | 12.00 | 1.00 | 13.00 |
| Water Quality Modeler | 1.00 | - | 1.00 |
| Water Quality Program Administrator | 3.00 | - | 3.00 |
| Water Quality Program Manager | 1.00 | - | 1.00 |
| Water Quality Program Specialist | 3.00 | 1.00 | 4.00 |

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

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|-----------------------------|---------------|---------------|---------------|
| Web Content Administrator | 1.00 | - | 1.00 |
| Wetland Specialist | 1.00 | 1.00 | 2.00 |
| Department Total FTE | 153.00 | 18.00 | 171.00 |

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 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Proposed | Percent Change FY 2019 FY 2020 |
|---|---------------------------|---------------------------|----------------------------|-----------------------------|---|
| Revenues | | | | | |
| Contribution from Storm Water Operating | \$12,544,230 | \$12,554,794 | \$13,293,142 | \$14,015,365 | 5.4% |
| Premium on Sale of Debt | - | - | - | \$50,000 | 100.0% |
| Proceeds from Sale of Bonds | - | \$194,250 | - | - | 0.0% |
| Fund Balance | \$2,788 | - | - | - | 0.0% |
| Total Revenues | \$12,547,018 | \$12,749,044 | \$13,293,142 | \$14,065,365 | 5.8% |
| Expenditures | | | | | |
| Bond Retirement | \$6,016,337 | \$6,255,269 | \$6,347,294 | \$6,482,026 | 2.1% |
| Interest on Bonds | \$6,521,848 | \$6,267,784 | \$6,733,580 | \$7,503,339 | 11.4% |
| Cost of Bond Sale | - | \$185,516 | - | \$50,000 | 100.0% |
| Fees | \$8,833 | \$13,026 | \$212,268 | \$30,000 | -85.9% |
| Reserved for Future Years | - | \$27,630 | - | - | 0.0% |
| Total Expenditures | \$12,547,018 | \$12,749,224 | \$13,293,142 | \$14,065,365 | 5.8% |



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NONGENERAL FUNDS

INTERNAL SERVICES FUNDS





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Employee Health and Life Fund

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 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Proposed | Percent Change FY 2019 FY 2020 |
|---------------------------|----------------------|----------------------|----------------------|----------------------|---|
| Revenues | | | | | |
| Operating Revenues | \$111,677,102 | \$115,847,785 | \$118,383,800 | \$114,664,748 | -3.1% |
| Fund Balance | - | - | - | \$9,337,564 | 100.0% |
| Total Revenues | \$111,677,102 | \$115,847,785 | \$118,383,800 | \$124,002,312 | 4.7% |
| Expenditures | | | | | |
| Operating Expenditures | \$104,623,059 | \$107,895,015 | \$118,383,800 | \$124,002,312 | 4.7% |
| Reserved for Future Years | \$7,054,043 | \$7,952,770 | - | - | 0.0% |
| Total Expenditures | \$111,677,102 | \$115,847,785 | \$118,383,800 | \$124,002,312 | 4.7% |

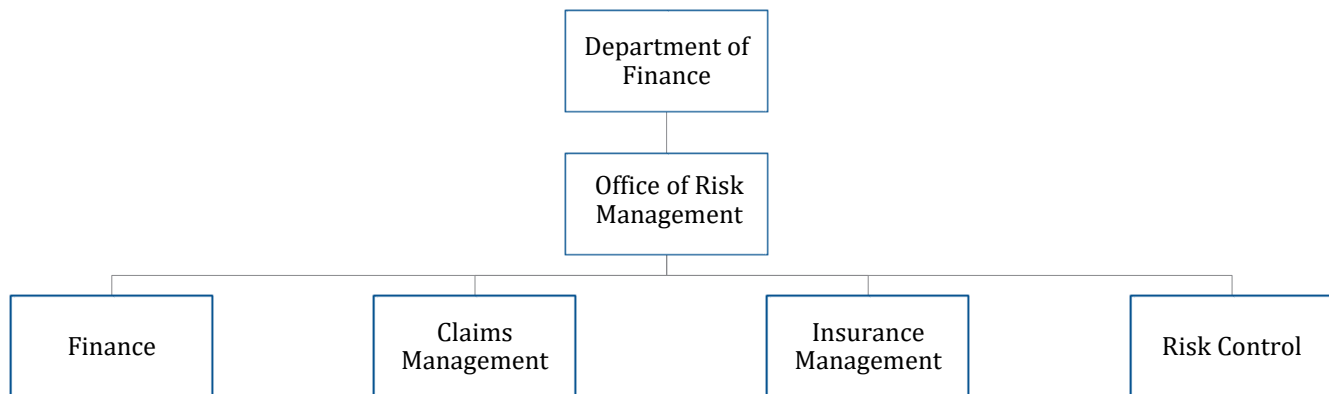
Mission Statement

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.

Department 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
- Assist the City Attorney's Office in litigation management
- Collect monies due for damages to property and for liabilities incurred
- Process property and casualty claims from external and internal customers

Organizational Chart



Budget Overview

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | | | | | |
| Operating Revenues | \$22,521,350 | \$22,103,170 | \$23,435,634 | \$24,545,158 | 4.7% |
| Fund Balance | \$2,029,985 | \$12,650,956 | \$944,000 | \$1,562,000 | 65.5% |
| Total Revenues | \$24,551,335 | \$34,754,126 | \$24,379,634 | \$26,107,158 | 7.1% |
| Expenditures | | | | | |
| Operating Expenditures | \$24,551,335 | \$34,754,126 | \$24,379,634 | \$26,107,158 | 7.1% |
| Total Expenditures | \$24,551,335 | \$34,754,126 | \$24,379,634 | \$26,107,158 | 7.1% |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|---|-----|-------------|
| Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2020 which includes: a three percent merit increase pool for salaried employees; a 1.5 percent market increase and 1.5 percent merit increase pool for general employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees. | - | \$30,141 |
| Provide additional compensation for general employees Provide additional funds to hourly employees beyond a typical three percent salary increase. The adjustment includes acceleration of the hourly employee market increase to December (from February), and funds to ensure that all general employees with an acceptable performance review will receive at least a \$1/hour increase in FY 2020. | - | \$6,500 |
| Adjust funding for cost increases in insurance and projected loss claims Provide funds for increases in insurance premiums charged to the city by third-party insurance carriers, as well as funds for self-insured losses (as projected by the city's actuary). | - | \$1,648,173 |
| Provide funding for rent and other technical increases Technical adjustment to provide funding for increased contractual rent increases. This adjustment also includes funding for increases in financial reporting fees. | - | \$7,077 |
| Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary increases approved in FY 2019, an update to employer healthcare costs, and the impact of staffing changes that have occurred in FY 2019. These are routine actions that occur at the beginning of the budget cycle. | - | \$31,155 |
| Adjust employer contribution to the North Carolina Local Governmental Employees' Retirement System (NCLGERS) Technical adjustment for the required employer retirement contribution based on the NCLGERS Board of Trustees January action to increase employer rates from 7.75 percent to 8.95 percent for general employees and 8.50 percent to 9.70 percent for law enforcement officers. | - | \$19,150 |

FY 2020 Adjustments

| Budget Action | FTE | Amount |
|---|----------|--------------------|
| Update allocations for Internal Service Providers (ISPs) | - | -\$14,672 |
| Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration. | | |
| Net Change | - | \$1,727,524 |

Full-Time Equivalent (FTE) Position Summary

| Position Title | FY 2019 FTE | Change in FTE | FY 2020 FTE |
|---------------------------------------|--------------|---------------|--------------|
| Accounting Technician | 1.00 | - | 1.00 |
| Administrative Officer I | 1.00 | - | 1.00 |
| Claims Assistant | 4.00 | - | 4.00 |
| Claims Manager | 1.00 | - | 1.00 |
| Claims Representative Senior | 4.00 | - | 4.00 |
| Contracts Admin Specialist | 1.00 | - | 1.00 |
| Insurance & Risk Coordinator | 2.00 | - | 2.00 |
| Insurance & Risk Manager | 1.00 | - | 1.00 |
| Risk Management Financial Coordinator | 1.00 | - | 1.00 |
| Safety Coordinator | 1.00 | - | 1.00 |
| Safety Coordinator Senior | 4.00 | - | 4.00 |
| Safety Supervisor | 1.00 | - | 1.00 |
| Workers' Compensation Claim Manager | 1.00 | - | 1.00 |
| Department Total FTE | 23.00 | - | 23.00 |

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 and the payment of principal, interest and related costs for all long-term debt other than debt issued for and serviced by business-type activities. Revenues are provided primarily through property and sales taxes.

| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Percent Change FY 2019 FY 2020 |
|---|----------------------|----------------------|----------------------|----------------------|---|
| | Actual | Actual | Budget | Adopted | |
| <u>Revenues</u> | | | | | |
| Property Tax | \$87,107,281 | \$89,263,000 | \$94,010,494 | \$96,980,712 | 3.2 % |
| Sales Tax | \$19,805,977 | \$20,346,386 | \$20,521,284 | \$22,218,763 | 8.3 % |
| Interest on Investments | \$1,220,282 | \$2,677,628 | \$2,298,882 | \$4,284,000 | 86.4 % |
| Interest Transferred from General Fund | \$948,643 | \$1,494,111 | - | - | 0.0 % |
| Contribution from Other Funds: | | | | | |
| General Fund - Equipment | \$14,932,215 | \$15,071,933 | \$17,381,211 | \$19,065,411 | 9.7 % |
| General Fund - Public Safety Communications | \$1,686,750 | \$1,685,950 | \$1,684,200 | - | -100.0 % |
| Powell Bill Fund | \$1,652,678 | \$1,762,118 | \$2,131,697 | \$2,565,993 | 20.4 % |
| Proceeds from Lease Purchases | - | - | \$750,000 | \$750,000 | 0.0 % |
| Other | \$1,573,350 | \$1,925,000 | \$1,638,637 | \$1,956,691 | 19.4 % |
| Fund Balance | - | - | - | \$33,059,067 | 100.0 % |
| Total Revenues | \$128,927,176 | \$134,226,126 | \$140,416,405 | \$180,880,637 | 28.8 % |
| <u>Expenditures</u> | | | | | |
| Bonds | | | | | |
| Principal | \$39,846,001 | \$45,631,105 | \$48,457,183 | \$45,228,877 | -6.7 % |
| Interest | \$27,389,375 | \$30,468,486 | \$34,568,327 | \$30,068,746 | -13.0 % |
| Debt Issue Expense | \$694,313 | \$579 | \$750,000 | \$750,000 | 0.0 % |
| Principal | \$21,658,094 | \$31,053,886 | \$19,456,875 | \$11,930,047 | -38.7 % |
| Interest | \$7,382,524 | \$6,021,917 | \$10,247,474 | \$8,034,039 | -21.6 % |
| Bank Charges and Other | \$720,154 | \$386,187 | \$2,027,388 | \$2,181,505 | 7.6 % |
| Contribution to Other Funds: | | | | | |
| General Fund | \$1,214,599 | \$119,989 | \$122,859 | \$122,859 | 0.0 % |
| Capital Projects Fund | - | - | - | \$82,245,000 | 100.0 % |
| Cultural Facilities Operating Fund | \$319,564 | \$319,564 | \$319,564 | \$319,564 | 0.0 % |
| Reserved for Future Years | \$29,702,552 | \$20,224,413 | \$24,466,735 | - | -100.0 % |
| Total Expenditures | \$128,927,176 | \$134,226,126 | \$140,416,405 | \$180,880,637 | 28.8 % |

Emergency Telephone System Fund

The Emergency Telephone System Fund receives revenue distributed by the North Carolina Department of State Treasurer and authorized by N.C.G.S 149B. Revenues come from a charge imposed on voice communication that is distributed by the statewide 911 Board to offset the cost of 911 related services. The Charlotte-Mecklenburg Police Department is the Primary Public Safety Answering Point (PSAP) and Charlotte Fire Department and County Medic are Secondary PSAPs.

| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Percent Change FY 2019 FY 2020 |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|---|
| | Actuals | Actuals | Budget | Adopted | |
| <u>Revenues</u> | | | | | |
| NC 911 Fund Distribution | \$3,598,629 | \$3,872,149 | \$3,290,691 | \$3,500,000 | 6.4 % |
| Interest Earnings | \$18,424 | \$37,663 | \$15,000 | \$15,000 | 0.0 % |
| Total Revenues | \$3,617,053 | \$3,909,812 | \$3,305,691 | \$3,515,000 | 6.4 % |
| <u>Expenditures</u> | | | | | |
| 911 Line Charges and Equipment | \$1,104,519 | \$870,706 | \$1,685,176 | \$1,428,473 | -15.2 % |
| Software | \$778,730 | \$837,444 | \$834,704 | \$677,524 | -18.8 % |
| Hardware | \$830,246 | \$776,511 | \$53,578 | \$161,749 | 201.9 % |
| Training | \$22,579 | \$20,906 | \$29,110 | \$29,984 | 3.0 % |
| Implementation of Projects | \$240,047 | \$226,508 | \$238,350 | \$245,501 | 3.0 % |
| Charlotte Fire Secondary PSAP | \$101,203 | - | \$149,773 | \$150,000 | 0.2 % |
| County Medic Secondary PSAP | \$209,042 | \$299,901 | \$300,000 | \$350,000 | 16.7 % |
| Reserved for Future Years | \$330,687 | \$877,836 | \$15,000 | \$471,769 | 3,045.1 % |
| Total Expenditures | \$3,617,053 | \$3,909,812 | \$3,305,691 | \$3,515,000 | 6.3 % |

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 2017 | FY 2018 | FY 2019 | FY 2020 | Percent Change FY 2019 FY 2020 |
|---|---------------------|---------------------|---------------------|---------------------|---|
| Revenues | Actual | Actual | Budget | Adopted | |
| Taxes | | | | | |
| Occupancy | \$21,173,705 | \$22,908,864 | \$22,136,050 | \$24,304,014 | 9.8 % |
| Prepared Food & Beverage Tax | \$31,508,676 | \$33,631,880 | \$32,940,754 | \$35,680,061 | 8.3 % |
| Total Taxes | \$52,682,381 | \$56,540,744 | \$55,076,804 | \$59,984,075 | 8.9 % |
| 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 | \$347,464 | \$347,464 | \$378,382 | \$1,184,000 | 212.9 % |
| Fund Balance | - | \$3,227,606 | \$6,136,184 | \$2,432,606 | -60.4 % |
| Total Revenues and Fund Balance | \$54,029,845 | \$61,115,814 | \$62,591,370 | \$64,600,681 | 3.2 % |
| Expenditures | | | | | |
| Promotion and Marketing | \$7,626,759 | \$9,120,135 * | \$8,261,521 | \$8,997,611 | 8.9 % |
| Business Development | \$2,076,480 | \$2,138,774 | \$2,203,967 | \$2,270,086 | 3.0 % |
| Administration | \$75,000 | - | \$149,000 | \$151,000 | 1.3 % |
| Contributions for Convention Center: | | | | | |
| Operating Allocation | \$7,608,800 | \$7,979,240 | \$8,368,000 | \$8,777,000 | 4.9 % |
| Capital Items | \$1,992,000 | \$1,191,000 | \$2,500,000 | - | -100.0 % |
| 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 % |
| 2019 NBA All-Star Game | - | - | \$1,500,000 | - | -100.0 % |
| Transfer to Other Funds: | | | | | |
| Convention Center Debt Service | \$26,990,540 | \$29,942,539 | \$33,472,755 | \$38,031,255 | 13.6 % |
| General Fund-General Tourism | \$3,697,278 | \$3,949,275 | \$3,986,127 | \$4,223,729 | 6.0 % |
| General Fund-Stadium Traffic Control | - | \$250,000 | \$250,000 | \$250,000 | 0.0 % |
| Other | - | \$4,644,851 | - | - | 0.0 % |
| Reserved for Future Years | \$2,062,988 | - | - | - | 0.0 % |
| Total Expenditures | \$54,029,845 | \$61,115,814 | \$62,591,370 | \$64,600,681 | 3.2 % |

* FY 2018 Recommended Promotion and Marketing includes additional one-time allocation of \$3.0 million total to assist with expanded marketing and outreach

Convention Center Debt Service Fund

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

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------|---------------------|---------------------|---------------------|---|
| <u>Revenues</u> | | | | | |
| Contribution from Convention Center Tax Fund | \$26,990,540 | \$29,942,539 | \$33,472,755 | \$38,031,255 | 13.6 % |
| Debt Proceeds | - | - | \$500,000 | \$250,000 | -50.0 % |
| Total Revenues | \$26,990,540 | \$29,942,539 | \$33,972,755 | \$38,281,255 | 12.7 % |
| <u>Expenditures</u> | | | | | |
| Debt Retirement | \$21,818,426 | \$25,204,464 | \$26,133,083 | \$28,907,472 | 10.6 % |
| Interest on Debt | \$5,148,567 | \$4,704,455 | \$7,269,422 | \$9,064,033 | 24.7 % |
| Bank Charges and Other | \$23,547 | \$31,128 | \$570,250 | \$309,750 | -45.7 % |
| Reserved for Future Years | - | \$2,492 | - | - | 0.00 % |
| Total Expenditures | \$26,990,540 | \$29,942,539 | \$33,972,755 | \$38,281,255 | 12.7 % |

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 2017 | FY 2018 | FY 2019 | FY 2020 | Percent Change |
|--|---------------------|---------------------|---------------------|---------------------|--------------------|
| | Actuals | Actuals | Budget | Adopted | FY 2019 FY 2020 |
| Revenues | | | | | |
| Occupancy Tax | \$11,152,226 | \$12,387,545 | \$11,659,095 | \$13,141,946 | 12.7 % |
| Rental Car Tax | \$3,605,511 | \$3,763,912 | \$3,714,488 | \$3,877,676 | 4.4 % |
| Interest on Investments | \$333,826 | \$883,000 | \$331,935 | \$1,364,000 | 310.9 % |
| Mint Museum Energy Repayment | - | \$58,333 | \$87,000 | \$87,000 | 0.0 % |
| Contribution from Charlotte Hornets ^{1,2} | \$1,007,224 | \$1,027,584 | \$1,048,964 | \$1,071,412 | 2.1 % |
| Contribution from Center City Partners | \$50,694 | \$50,694 | \$50,694 | \$50,694 | 0.0 % |
| Transfers from General Capital PAYGO ³ | \$9,121,084 | \$9,526,935 | \$9,235,176 | \$9,744,955 | 5.5 % |
| Transfers for Synthetic TIF: | | | | | |
| General Fund | \$1,291,024 | \$1,291,024 | \$1,291,024 | \$1,291,024 | 0.0 % |
| Municipal Debt Service Fund | \$319,564 | \$319,564 | \$319,564 | \$319,564 | 0.0 % |
| PAYGO Fund | - | - | \$41,412 | \$41,412 | 0.0 % |
| Contribution from County ⁴ | \$2,948,040 | \$2,948,040 | \$2,948,040 | \$2,948,040 | 0.0 % |
| Miscellaneous | \$2,404,846 | \$2,233,856 | - | - | 0.0 % |
| Fund Balance | - | - | \$3,682,705 | \$769,379 | -79.1 % |
| Total Revenues | \$32,234,039 | \$34,490,487 | \$34,410,097 | \$34,707,102 | 0.9 % |
| Expenditures | | | | | |
| Public Safety for PGA Championship | - | \$269,471 | - | - | 0.0 % |
| 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 | \$2,014,447 | \$2,055,170 | \$2,099,000 | \$2,144,000 | 2.1 % |
| Ovens/Bojangles Maintenance | \$400,000 | \$400,000 | \$400,000 | \$2,150,000 | 437.5 % |
| Cultural Facilities Maintenance | \$1,960,010 | \$2,063,000 | \$2,385,000 | \$3,410,000 | 43.0 % |
| Ovens Auditorium Special Projects | - | \$1,500,000 | \$1,000,000 | - | -100.0 % |
| Contributions to Debt Service: | | | | | |
| Tourism Debt Service Fund | \$14,752,806 | \$14,817,779 | \$18,579,902 | \$18,324,320 | -1.4 % |
| Cultural Facilities Debt Service Fund | \$9,177,614 | \$9,179,014 | \$9,189,413 | \$7,920,000 | -13.8 % |
| Contractual Services | - | \$3,099,702 | \$74,000 | \$76,000 | 2.7 % |
| Reserved for Future Years | \$3,246,380 | \$423,569 | - | - | 0.0 % |
| Total Expenditures | \$32,234,039 | \$34,490,487 | \$34,410,097 | \$34,707,102 | 0.9 % |

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

¹ In FY 2007, the city and Hornets each agreed to contribute \$250,000 annually, with the amount increasing 5 percent each year up to an annual maximum level of \$500,000 per party.

² Per amended agreement, the city and the Charlotte Hornets each contribute an additional \$600,000 annually toward a maintenance reserve for a 10-year period beginning on January 1, 2015.

³ Equivalent to rental car U-Drive-It tax.

⁴ In FY 2011, Mecklenburg County agreed to pay the city \$2,948,040 for 25 years.

Tourism Debt Service Fund

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

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---|
| <u>Revenues</u> | | | | | |
| Contribution from Other Funds | | | | | |
| Tourism Operating Fund | \$14,752,806 | \$14,817,779 | \$18,579,902 | \$18,324,320 | -1.4 % |
| Debt Proceeds from Sale of Bonds | - | - | \$200,000 | \$200,000 | 0.0 % |
| Interest on Investments | \$48,870 | - | \$78,595 | - | -100.0 % |
| Total Revenues | \$14,801,676 | \$14,817,779 | \$18,858,497 | \$18,524,320 | -1.8 % |
| <u>Expenditures</u> | | | | | |
| Debt Retirement | \$7,918,505 | \$8,306,168 | \$11,211,355 | \$11,492,056 | 2.5 % |
| Interest on Debt | \$6,137,099 | \$5,855,507 | \$6,652,142 | \$6,037,264 | -9.2 % |
| Cost of Sale | - | - | \$200,000 | \$200,000 | 0.0 % |
| Bank Charges and Other | \$696,877 | \$654,854 | \$795,000 | \$795,000 | 0.0 % |
| Reserved for Future Years | \$49,195 | \$1,250 | - | - | 0.0 % |
| Total Expenditures | \$14,801,676 | \$14,817,779 | \$18,858,497 | \$18,524,320 | -1.8 % |

Cultural Facilities Debt Service Fund

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

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|----------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| <u>Revenues</u> | | | | | |
| Tourism Operating Fund | \$9,177,614 | \$9,179,014 | \$9,189,413 | \$7,920,000 | -13.8 % |
| Debt Proceeds | - | - | \$25,000 | - | -100.0 % |
| Total Revenues | \$9,177,614 | \$9,179,014 | \$9,214,413 | \$7,920,000 | -14.0 % |
| <u>Expenditures</u> | | | | | |
| Debt Retirement | \$3,155,000 | \$3,265,000 | \$3,395,000 | \$3,530,000 | 4.0 % |
| Interest on Debt | \$6,015,362 | \$5,905,013 | \$5,774,413 | \$4,370,000 | -24.3 % |
| Cost of Sale | - | - | \$25,000 | - | -100.0 % |
| Bank Charges and Other | \$7,252 | \$7,252 | \$20,000 | \$20,000 | 0.0 % |
| Reserved for Future Years | - | \$1,749 | - | - | 0.0 % |
| Total Expenditures | \$9,177,614 | \$9,179,014 | \$9,214,413 | \$7,920,000 | -14.0 % |

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------------|---------------------------|---------------------------|----------------------------|---|
| <u>Revenues</u> | | | | | |
| Occupancy Tax | \$14,107,346 | \$15,195,604 | \$14,427,566 | \$16,121,017 | 11.7 % |
| Interest on Investments | \$117,923 | \$341,727 | \$113,639 | \$548,000 | 382.2 % |
| Fund Balance | - | - | \$313,429 | - | -100.0 % |
| Total Revenues | \$14,225,269 | \$15,537,331 | \$14,854,634 | \$16,669,017 | 12.2 % |
| <u>Expenditures</u> | | | | | |
| Transfer to Debt Service | \$9,238,390 | \$9,265,600 | \$9,454,634 | \$9,290,024 | -1.7 % |
| Contributions: | | | | | |
| Maintenance & Repair Allocation ¹ | \$1,465,764 | \$2,216,106 | \$4,900,000 | \$2,900,000 | -40.8 % |
| Maintenance & Repair Reserve | | | | | |
| Deposit | \$500,000 | \$500,000 | \$500,000 | \$125,000 | -75.0 % |
| Reserved for Future Years | \$3,021,115 | \$3,555,625 | - | \$4,353,993 | 100.0 % |
| Total Expenditures | \$14,225,269 | \$15,537,331 | \$14,854,634 | \$16,669,017 | 12.2 % |

¹In FY 2019, one-time capital funding of approximately \$2 million was carried forward from FY 2018.

Hall of Fame Debt Service Fund

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

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|----------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| <u>Revenues</u> | | | | | |
| Hall of Fame Tax Fund | \$9,238,390 | \$9,265,600 | \$9,454,634 | \$9,290,024 | -1.7% |
| Fund Balance | \$131,294 | \$40,271 | - | - | 0.0% |
| Total Revenues | \$9,369,684 | \$9,305,871 | \$9,454,634 | \$9,290,024 | -1.7% |
| <u>Expenditures</u> | | | | | |
| Debt Retirement | \$2,795,000 | \$2,955,000 | \$3,115,000 | \$3,280,000 | 5.3% |
| Interest on Debt | \$6,017,450 | \$5,796,744 | \$5,659,634 | \$5,147,700 | -9.0% |
| Bank Charges and Other | \$557,234 | \$554,127 | \$680,000 | \$862,324 | 26.8% |
| Total Expenditures | \$9,369,684 | \$9,305,871 | \$9,454,634 | \$9,290,024 | -1.7% |

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 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|----------------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| <u>Revenues</u> | | | | | |
| Federal Grants | \$7,077,483 | \$7,730,504 | \$8,868,416 | \$8,561,333 | -3.5% |
| State Grants | \$605,600 | \$250,218 | \$359,600 | \$340,100 | -5.4% |
| Contributions | \$400,000 | \$1,350,970 | \$853,217 | \$1,603,949 | 88.0% |
| Assets Forfeiture | \$1,540,000 | \$1,921,829 | \$1,400,000 | \$1,750,000 | 25.0% |
| Contribution from General Fund | \$345,000 | \$425,711 | \$649,638 | \$322,181 | -50.4% |
| Total Revenues | \$9,968,083 | \$11,679,232 | \$12,130,871 | \$12,577,563 | 3.7% |
| <u>Expenditures</u> | | | | | |
| Police | | | | | |
| Assets Forfeiture Staffing | \$160,000 | - | - | - | 0.0% |
| Diversion Projects | - | - | \$245,000 | \$295,000 | 20.4% |
| DUI/Salaries | | \$187,479 | \$200,000 | \$200,000 | 0.0% |
| Forensics and Analysis | \$378,000 | \$18,791 | \$15,000 | \$15,000 | 0.0% |
| Grants Salaries and Benefits | - | - | \$1,874,924 | \$2,155,000 | 14.9% |
| Police Equipment and Overtime | \$1,722,000 | \$1,212,152 | - | - | 0.0% |
| Federal Task Force | - | - | \$135,000 | \$250,000 | 85.2% |
| Federal Initiatives | - | - | \$109,500 | \$110,000 | 0.5% |
| JAG Grants | - | - | \$500,000 | \$600,000 | 20.0% |
| Youth/Community Initiatives | \$135,000 | \$400,000 | \$1,000,000 | \$1,121,000 | 12.1% |
| AF Equipment and Services | | \$1,400,000 | \$2,010,000 | \$1,750,000 | -12.9% |
| AF Homicide Support Group | \$64,450 | - | - | - | 0.0% |
| AF Body Worn Cameras | \$1,250,550 | - | - | - | 0.0% |
| Fire | | | | | |
| Emergency Management | \$126,000 | \$81,962 | \$126,000 | \$80,000 | -33.3% |
| Emergency Response | \$69,000 | \$393,033 | \$1,006,200 | \$2,085,000 | 108.2% |
| Medical Response | \$80,000 | \$111,167 | \$80,000 | \$72,000 | -10.0% |
| Urban Area Security Initiative | \$2,400,000 | \$1,792,051 | \$2,400,000 | - | -100.0% |
| Transportation | | | | | |
| Unified Planning Work Program | \$3,227,293 | \$3,297,152 | \$3,259,254 | \$3,351,797 | 2.8% |
| Metrolina Regional Travel Demand | \$141,790 | \$113,270 | \$141,586 | \$166,366 | 17.5% |
| Community Relations | | | | | |
| Fair Housing | \$102,000 | \$116,000 | \$100,000 | \$94,700 | -5.3% |
| Dispute Settlement | \$100,000 | \$164,641 | \$170,000 | \$111,700 | -34.3% |
| Private Contributions | \$12,000 | \$68,786 | \$105,000 | \$120,000 | 14.3% |
| Total Expenditures | \$9,968,083 | \$12,575,160 | \$13,577,464 | \$12,577,563 | -6.6% |

Consolidated Housing and Neighborhood Services Grants Funds

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

| Revenues | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------|---------------------|---------------------|---------------------|---|
| Housing Opportunities for People with AIDS (HOPWA) Grant | \$2,165,860 | \$124,164 | \$2,529,408 | \$2,725,653 | 7.8% |
| Double Oaks Loan Repayment | \$705,108 | - | \$722,119 | \$730,688 | 1.2% |
| Emergency Solutions Grant | \$466,608 | \$547,965 | \$482,968 | \$507,237 | 5.0% |
| Continuum of Care | \$111,617 | - | \$117,106 | \$127,124 | 8.6% |
| Bank of America Youth Grant | \$145,300 | \$100,000 | \$122,700 | \$122,700 | 0.0% |
| AARP Sustain Charlotte Swings Grant | - | - | - | \$15,500 | 100.0% |
| Housing Grants Program Income | \$864,000 | \$411,363 | \$400,000 | \$865,000 | 116.3 % |
| Sub-Total Neighborhood and Development Grants Fund | \$4,458,493 | \$1,183,491 | \$4,374,301 | \$5,093,902 | 16.5% |
| Federal HOME Investment Partnership Grant (HOME) | \$2,311,846 | \$2,330,231 | \$3,297,679 | \$2,972,112 | -9.9% |
| HOME Program Income | \$573,085 | \$848,320 | \$600,000 | \$1,000,000 | 67.7 % |
| Transfer from Other Funds: | | | | | |
| HOME Grant Local Match | \$574,884 | \$574,884 | \$824,420 | \$743,028 | -9.9% |
| Sub-Total HOME Fund | \$3,459,815 | \$3,753,435 | \$4,722,099 | \$4,715,140 | -0.1% |
| Federal Community Development Block Grant (CDBG) | \$5,351,235 | \$5,214,111 | \$5,977,893 | \$5,827,128 | -2.5% |
| CDBG Program Income | \$3,176,439 | \$248,711 | \$300,000 | \$385,000 | 28.3% |
| Sub-Total CDBG Fund | \$8,527,674 | \$5,462,822 | \$6,277,893 | \$6,212,128 | -1.0% |
| Workforce Innovation and Opportunity Act (WIOA) Adult | \$2,176,008 | \$1,055,622 | \$2,097,468 | \$2,099,684 | 0.1% |
| WIOA Administration | \$603,916 | \$314,074 | \$713,377 | \$713,861 | 0.1% |
| WIOA Youth | \$1,846,141 | \$2,155,438 | \$2,252,750 | \$2,252,750 | 0.0% |
| WIOA Dislocated Worker | \$1,417,553 | \$2,065,200 | \$2,070,181 | \$2,167,327 | 4.7% |
| WIOA Incentive | \$610,362 | - | - | - | 0.0% |
| Sub-Total WIOA Fund | \$6,653,980 | \$5,590,334 | \$7,133,776 | \$7,233,622 | 1.4% |
| Total Revenues for Consolidated Housing and Neighborhood Grants Funds | \$23,099,962 | \$15,990,083 | \$22,508,069 | \$23,254,792 | 3.3 % |

Consolidated Housing and Neighborhood Services Grants Funds

| Expenditures | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|--|---------------------------|---------------------------|----------------------------|----------------------------|---|
| Housing Opportunities for People with AIDS | \$2,165,860 | \$1,690,333 | \$2,529,408 | \$2,725,653 | 7.8% |
| Emergency Shelter Program | \$466,608 | \$508,317 | \$482,968 | \$507,237 | 5.0% |
| Continuum of Care | \$111,617 | \$110,805 | \$117,106 | \$127,124 | 8.6% |
| Double Oaks Loan Repayment | \$705,108 | \$1,644,074 | \$722,119 | \$730,688 | 1.2% |
| Bank of America Youth Grant | \$145,300 | \$110,822 | \$122,700 | \$122,700 | 0.0% |
| AARP Sustain Charlotte Swings Grant | - | - | - | \$15,500 | 100.0% |
| Capital Expenditures | - | - | - | \$865,000 | 100.0% |
| Sub-Total Neighborhood and Development Grants Programs | \$3,594,493 | \$4,064,352 | \$3,974,301 | \$5,093,902 | 28.2% |
| Sub-Total HOME Programs | \$2,311,846 | \$3,681,522 | \$4,722,099 | \$4,715,140 | -0.1% |
| Sub-Total CDBG Programs | \$5,351,235 | \$6,583,051 | \$6,277,893 | \$6,212,128 | -1.0 % |
| Education and Training Courses | \$2,786,370 | \$2,375,331 | \$2,097,468 | \$2,099,684 | 0.1% |
| Contribution to Workforce Development | \$603,916 | \$709,897 | \$713,377 | \$713,861 | 0.1% |
| Summer and Year Round Youth Program | \$1,846,141 | \$2,534,610 | \$2,252,750 | \$2,252,750 | 0.0% |
| Dislocated Worker Contract | \$1,417,553 | \$1,384,632 | \$2,070,181 | \$2,167,327 | 4.7% |
| Sub-Total WIOA Programs | \$6,653,980 | \$7,004,470 | \$7,133,776 | \$7,233,622 | 1.4% |
| Total Expenditures for Consolidated Housing and Neighborhood Grants | \$17,911,554 | \$21,333,395 | \$22,108,069 | \$23,254,792 | 5.2 % |

Powell Bill Fund

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

| | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted | Percent Change FY 2019 FY 2020 |
|-------------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|
| <u>Revenues</u> | | | | | |
| State Gas Tax Refund | \$20,394,270 | \$20,503,234 | \$20,503,333 | \$20,503,333 | 0.0% |
| Transfer from General Fund | \$4,261,000 | \$4,261,000 | \$4,261,000 | \$4,261,000 | 0.0% |
| Interest on Investments | \$70,853 | \$80,619 | \$80,000 | \$80,000 | 0.0% |
| Street Degradation Fee | \$752,124 | \$131,711 | - | - | 0.0% |
| Other | \$141,973 | \$18,205 | - | - | 0.0% |
| Sale of Used Vehicles | \$141,300 | \$278,400 | - | - | 0.0% |
| Sale of Salvage | \$4,418 | \$3,782 | - | - | 0.0% |
| Fund Balance | \$3,658,670 | \$188,678 | \$666,663 | \$1,000,000 | 50.0% |
| Total Revenues | \$29,424,608 | \$25,465,629 | \$25,510,996 | \$25,844,333 | 1.3% |
| <u>Expenditures</u> | | | | | |
| Contracted Resurfacing | \$13,653,999 | \$13,504,445 | \$10,308,115 | \$10,641,452 | 3.2% |
| Repairs by City Staff | \$8,764,434 | \$6,657,787 | \$9,304,887 | \$8,501,012 | -8.6% |
| Equipment Rent/Purchase | \$1,132,074 | \$1,056,003 | \$1,151,957 | \$1,151,957 | 0.0% |
| Street Drainage Maintenance | \$44,000 | \$15,077 | \$160,860 | \$160,860 | 0.0% |
| Traffic Control Improvements | \$581,786 | \$584,548 | \$623,786 | \$623,786 | 0.0% |
| Snow Removal | \$135,100 | \$207,422 | \$150,000 | \$150,000 | 0.0% |
| Physical Inventory of Streets | - | - | \$12,000 | \$12,000 | 0.0% |
| Pavement Management System | \$235,624 | \$90 | \$400,000 | \$400,000 | 0.0% |
| Wheel Chair Ramps | \$303,841 | \$540,854 | \$500,000 | \$500,000 | 0.0% |
| Annexation | \$1,783,785 | - | - | - | 0.0% |
| Storm Water Program Fees | \$1,137,273 | \$1,137,273 | \$1,137,273 | \$1,137,273 | 0.0% |
| Lease Purchase Contribution | \$1,652,692 | \$1,762,130 | \$1,762,118 | \$2,565,993 | 45.6% |
| Total Expenditures | \$29,424,608 | \$25,465,629 | \$25,510,996 | \$25,844,333 | 1.3% |

Consolidated Municipal Service Districts

The FY 2020 Budget includes funding for the five Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through an 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 2017 | FY 2018 | FY 2019 | FY 2020 | Percent Change FY 2019 FY 2020 |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|---|
| <u>Operating Revenues</u> | Actual | Actual | Budget | Adopted | |
| Property Taxes | \$4,903,629 | \$5,088,593 | \$5,836,205 | \$6,879,899 | 17.9% |
| Total Revenues | \$4,903,629 | \$5,088,593 | \$5,836,205 | \$6,879,899 | 17.9% |
| <u>Operating Expenditures</u> | | | | | |
| Contractual Services | \$4,875,114 | \$5,059,223 | \$5,805,954 | \$6,848,740 | 18.0% |
| City Services | \$28,515 | \$29,370 | \$30,251 | \$31,159 | 3.0% |
| Total Expenditures | \$4,903,629 | \$5,088,593 | \$5,836,205 | \$6,879,899 | 17.9% |

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY 2020 is \$12,927,318,402. The budget includes an MSD neutral tax rate of 1.36¢ per \$100 assessed valuation.

| <u>Budget Summary</u> | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Revenues | | | | |
| Property Taxes | \$1,307,066 | \$1,352,236 | \$1,685,156 | \$1,740,534 |
| Total Municipal Service District 1 Revenues | \$1,307,066 | \$1,352,236 | \$1,685,156 | \$1,740,534 |
| Expenditures | | | | |
| Contractual Services | \$1,307,066 | \$1,352,236 | \$1,685,156 | \$1,740,534 |
| Total Municipal Service District 1 Expenditures | \$1,307,066 | \$1,352,236 | \$1,685,156 | \$1,740,534 |

District 2 (Center City)

Assessed value for FY 2020 is \$5,764,520,666. The budget includes an increase by Council from the MSD neutral tax rate of 1.83¢ to 2.27¢ per \$100 assessed valuation.

| <u>Budget Summary</u> | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Revenues | | | | |
| Property Taxes | \$754,504 | \$781,036 | \$1,010,502 | \$1,295,461 |
| Total Municipal Service District 2 Revenues | \$754,504 | \$781,036 | \$1,010,502 | \$1,295,461 |
| Expenditures | | | | |
| Contractual Services | \$754,504 | \$781,036 | \$1,010,502 | \$1,295,461 |
| Total Municipal Service District 2 Expenditures | \$754,504 | \$781,036 | \$1,010,502 | \$1,295,461 |

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2020 is \$5,156,043,404. The budget includes an increase by Council from the MSD neutral tax rate of 2.89¢ to 3.38¢ per \$100 assessed valuation.

| <u>Budget Summary</u> | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Revenues | | | | |
| Property Taxes | \$1,225,021 | \$1,240,883 | \$1,422,271 | \$1,725,315 |
| Total Municipal Service District 3 Revenues | \$1,225,021 | \$1,240,883 | \$1,422,271 | \$1,725,315 |
| Expenditures | | | | |
| Contractual Services | \$1,196,506 | \$1,211,513 | \$1,392,020 | \$1,694,156 |
| City Services | \$28,515 | \$29,370 | \$30,251 | \$31,159 |
| Total Municipal Service District 3 Expenditures | \$1,225,021 | \$1,240,883 | \$1,422,271 | \$1,725,315 |

District 4 (South End)

Assessed value for FY 2020 is \$2,715,795,445. The budget includes an MSD neutral tax rate of 3.90¢ per \$100 assessed valuation.

| <u>Budget Summary</u> | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Revenues | | | | |
| Property Taxes | \$864,786 | \$937,323 | \$966,127 | \$1,048,569 |
| Total Municipal Service District 4 Revenues | \$864,786 | \$937,323 | \$966,127 | \$1,048,569 |
| Expenditures | | | | |
| Contractual Services | \$864,786 | \$937,323 | \$966,127 | \$1,048,569 |
| Total Municipal Service District 4 Expenditures | \$864,786 | \$937,323 | \$966,127 | \$1,048,569 |

District 5 (University City)

Assessed value for FY 2020 is \$3,873,938,001. The budget includes an increase by Council from the MSD neutral tax rate of 2.12¢ to 2.79¢ per \$100 assessed valuation.

| <u>Budget Summary</u> | FY 2017 Actual | FY 2018 Actual | FY 2019 Budget | FY 2020 Adopted |
|--|---------------------------|---------------------------|---------------------------|----------------------------|
| Revenues | | | | |
| Property Taxes | \$752,252 | \$777,348 | \$752,149 | \$1,070,020 |
| Total Municipal Service District 5 Revenues | \$752,252 | \$777,348 | \$752,149 | \$1,070,020 |
| Expenditures | | | | |
| Contractual Services | \$752,252 | \$777,348 | \$752,149 | \$1,070,020 |
| Total Municipal Service District 5 Expenditures | \$752,252 | \$777,348 | \$752,149 | \$1,070,020 |

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

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

City Council Approved Projects

The Levine Center for the Arts (Cultural Facilities)

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

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Est. % of investment completed | 100 % | 100 % | 100 % | 100 % | 100 % | |
| Est. property tax increment | \$1,835,556 | \$1,835,556 | \$1,835,556 | \$1,835,556 | \$1,835,556 | \$9,177,778 |
| Est. STIG Payment | \$1,652,000 | \$1,652,000 | \$1,652,000 | \$1,652,000 | \$1,652,000 | \$8,260,000 |

Wesley Village (Bryant Park)

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

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|------------------|------------------|------------------|----------|----------|------------------|
| Est. % of investment completed | 100 % | 100 % | 100 % | 100 % | 100 % | |
| Est. property tax increment | \$136,955 | \$137,955 | \$134,031 | - | - | \$408,939 |
| Est. STIG Payment | \$124,160 | \$124,160 | \$120,627 | - | - | \$368,947 |

Double Oaks Redevelopment

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

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Est. % of investment completed | 90 % | 90 % | 90 % | 90 % | 100 % | |
| Est. property tax increment | \$210,000 | \$210,000 | \$250,000 | \$250,000 | \$250,000 | \$1,170,000 |
| Est. STIG Payment | \$189,000 | \$189,000 | \$225,000 | \$225,000 | \$225,000 | \$1,053,000 |

Ballantyne Area Infrastructure

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

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Est. % of investment completed | 50 % | 60 % | 60 % | 70 % | 70 % | |
| Est. property tax increment | \$1,600,000 | \$2,100,000 | \$2,100,000 | \$2,310,000 | \$2,310,000 | \$10,420,000 |
| Est. STIG Payment | \$720,000 | \$945,000 | \$945,000 | \$1,039,500 | \$1,039,500 | \$4,689,000 |

Synthetic Tax Increment Grants

Ikea/City Boulevard

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

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Est. % of investment completed | 40 % | 60 % | 60 % | 70 % | 70 % | |
| Est. property tax increment | \$525,000 | \$575,000 | \$575,000 | \$632,500 | \$632,500 | \$2,940,000 |
| Est. STIG Payment | \$472,500 | \$517,500 | \$517,500 | \$569,250 | \$569,250 | \$2,646,000 |

First Ward Parking Deck and Park

Project supports redevelopment of eight blocks of land in First Ward into mixed use office, residential, retail, hotel, and park space. Project consists of two separate TIGs. The first TIG is a \$2.315 million five-year term that supports development of First Ward Park. Mecklenburg County provides \$11.2 million for park development costs and leverages \$19.0 million in land value. The second \$23,705,792 TIG is a ten-year term that begins at the completion of the first TIG and supports 1,335 public parking spaces. An amendment approved in FY 2013 reduces the city/county deck grant amount by \$6,044,208. Total estimated value of private investment is \$700 million.

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|-----------------|------------------|----------|----------|----------|------------------|
| Est. % of investment completed | 30 % | 40 % | 0 % | 0 % | 0 % | |
| Est. property tax increment | \$180,000 | \$250,000 | - | - | - | \$430,000 |
| Est. STIG Payment | \$81,000 | \$112,500 | - | - | - | \$193,500 |

Charlotte Premium Outlets

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. Project 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 million. Payment is triggered by voluntary annexation of the property into the City of Charlotte estimated in 2018.

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Est. % of investment completed | 60 % | 70 % | 80 % | 90 % | 100 % | |
| Est. property tax increment | \$1,270,597 | \$400,000 | \$460,000 | \$520,000 | \$600,000 | \$3,250,597 |
| Est. STIG Payment | \$571,769 | \$180,000 | \$207,000 | \$234,000 | \$270,000 | \$1,462,769 |

STIG Projects Combined Total

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Est. property tax increment | \$5,759,108 | \$5,508,511 | \$5,354,587 | \$5,548,056 | \$5,628,056 | \$27,798,318 |
| Est. TOTAL STIG Payment | \$3,810,429 | \$3,720,160 | \$3,667,127 | \$3,719,750 | \$3,755,750 | \$18,673,216 |

Est. Total STIG Payment by Fund

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | 5-Yr. Total |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| General Fund | \$2,975,221 | \$2,904,739 | \$2,863,330 | \$2,904,418 | \$2,932,528 | \$14,580,236 |
| Municipal Debt Service | \$741,069 | \$723,513 | \$713,199 | \$723,433 | \$730,435 | \$3,631,648 |
| Pay-As-You-Go | \$94,139 | \$91,909 | \$90,598 | \$91,898 | \$92,788 | \$461,332 |
| Total | \$3,810,429 | \$3,720,161 | \$3,667,127 | \$3,719,749 | \$3,755,751 | \$18,673,216 |

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 the 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. Consistent with best practices, the City of Charlotte annually proposes a five-year CIP; this year, the CIP presents a plan for Fiscal Year (FY) 2020 through FY 2024.

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, FY 2020, is adopted by City Council, while the remaining four out-years are provided as a plan. The inclusion of a project in the four out-years does not guarantee funding in the future as the needs and priorities of the city may change.

Projects included in the CIP are funded by various sources including debt instruments, grants, 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. Additional information about funding sources for projects identified in the CIP can be found in the Funding Sources and Uses Summary table. The Approved Budget document may include technical changes made after the City Manager's presentation of the Proposed Budget to City Council.

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.

- Ensure the City Council-adopted 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 four priority areas:
 - Transportation and Planning (Mobility, Accessibility, and Connectivity),
 - Neighborhood Development (Safe, Healthy, and Inclusive Communities),
 - Economic Development (Economy, Jobs and Upward Mobility),
 - Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused),
- Support strong neighborhoods and communities, an enhanced street network, and increased housing opportunities,
- Preserve and enhance the existing tax base, and
- Continue financial practices that maintain the highest credit ratings.

Capital Program Improvements

During FY 2019, the city completed the first Capital Needs Inventory (CNI) in over 12 years. The CNI, which was a cross-department, collaborative effort, identified public infrastructure needs anticipated over the next 10 years (FY 2020 through FY 2029). Projects originated from many sources including master plans, studies, and City Council-

Capital Investment Plan

Capital Program Improvements (continued)

adopted action plans. The CNI serves as a long-term planning tool to help prioritize needs within the context of limited resources. The Adopted FY 2020 CIP directly reflects the CNI output, which is evident in the increased building maintenance budgets over the next five years, as well as inclusion of the four highest priority road and intersection projects in the newly established Advanced Planning and Design Program.

The first funding for advanced planning and design is included in the FY 2020 CIP. Eight, high-priority projects are included for planning and design. Through advanced planning work, project scopes become further defined and cost estimates are more precise, creating less risk of future cost overruns. After planning and design phases have produced cost estimates, 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. More information about the individual projects is available in the Advance Planning and Design Program section of the CIP.

This past year, Strategy and Budget, in partnership with Finance, the City Manager’s Office, and the city’s financial advisors, examined the existing debt model assumptions and updated key components of the model to better reflect the market, city performance, and long-term financing goals. Examples of model components that were adjusted based on analysis include interest rates, spend rates, and revenue growth rates. All adjustments are consistent with best practices and will help ensure the continuation of the city’s AAA credit rating.

Collectively, these program improvements ensure proper long-term financial planning and security of the CIP.

Highlights of the FY 2020 – 2024 CIP

The FY 2020 – 2024 CIP contains the final “Big Ideas” bond referendum in November 2020 (FY 2021). In FY 2014, City Council adopted the Big Ideas CIP, which included projects planned across the 2014, 2016, 2018, and 2020 bonds. In November 2018, voters approved the second-to-last bond of the Big Ideas cycle.

FY 2020 represents an off-year for the City of Charlotte’s General Obligation (GO) Bond referenda, which are presented to the voters every other year for approval. Projects that are funded through GO Bonds are planned in FY 2021. Other debt, which does not require voter approval and may be issued as needed, is also programmed for projects in FY 2021 through FY 2024.

The Adopted FY 2020 CIP contains several additions to the Adopted FY 2019 CIP. The changes include the completion of several projects, doubling the planned housing bond from \$25.0 million to \$50.0 million in FY 2021, and providing \$65.3 million over the next five years to ensure proper maintenance of city-owned facilities. All FY 2020 General CIP changes to be funded with cash are outlined in the Summary of FY 2020 Changes from FY 2019 table.

Capital Investment Plan

Highlights of the FY 2020 – 2024 CIP (continued)

Summary of FY 2020 Changes from FY 2019

| Project | FY 2019 | | FY 2020 | | Funding Change |
|---|------------|--------------------|------------|---------------------|---------------------|
| | Planned FY | Amount | Planned FY | Amount | |
| Advance the Cross Charlotte Trail | N/A | - | FY 2020 | \$54,400,000 | \$54,400,000 |
| Create Uptown Cycle Track | N/A | - | FY 2020 | \$4,500,000 | \$4,500,000 |
| Complete Central Division Station | N/A | - | FY 2020 | \$1,800,000 | \$1,800,000 |
| Transform Polk Park | N/A | - | FY 2020 | \$1,000,000 | \$1,000,000 |
| Construct Capital Building Improvements | N/A | - | FY 2020 | \$2,500,000 | \$2,500,000 |
| Install New Government Center Generators | N/A | - | FY 2020 | \$2,200,000 | \$2,200,000 |
| Replace Government Center heating, ventilation, and air conditioning (HVAC) | N/A | - | FY 2020 | \$1,500,000 | \$1,500,000 |
| Repave Sweden Road Complex | FY 2021 | \$4,000,000 | FY 2020 | \$2,000,000 | -\$2,000,000 |
| Establish Land Acquisition Fund | N/A | - | FY 2020 | \$2,500,000 | \$2,500,000 |
| Advanced Planning and Design | N/A | - | FY 2020 | \$20,000,000 | \$20,000,000 |
| Total | | \$4,000,000 | | \$92,400,000 | \$88,400,000 |

Funding CIP

Projects within the CIP are funded using various sources; descriptions of those sources are listed below.

General Capital Projects:

- **Reappropriation of Prior Authorization:** Funds available from projects that have been through the formal close-out process.
- **Advanced Planning and Design Program:** Municipal Debt Service Fund balance available to initiate a project pipeline through the advanced planning and design program.
- **Other Debt:** Dollars do not require voter approval. This debt may include Limited Obligation Bonds (LOBs)/Certificates of Participation (COPs), Special Obligation Bonds, and short-term financing.
- **General Obligation (GO) Bonds:** Dollars require voter approval through a bond referendum. Bond categories for voter approval include streets, neighborhoods, and housing. GO debt is pledged to be repaid from a portion of property tax revenue.
- **State Grants:** Dollars received from state agencies such as the North Carolina Department of Transportation.

Capital Investment Plan

Funding CIP (continued)

Cash:

Cash may be used as available to support completion of capital projects or pay-off existing debt funding. Other potential sources of cash are outlined below.

- **Fund Balance:** An accumulation of savings in an account.
- **Debt Refunding:** Savings from previous bond issuances as a result of improved interest rates.

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

- **Property Tax:** Of the total 34.81¢ property tax rate, 0.73¢ is dedicated to the Pay-As-You-Go (PAYGO) program (2.10%).
- **Sales Tax:** Dollars represent a portion of the total sales tax received by the General Fund and transferred to the capital program. The equivalent to 0.5¢ of the city's portion of sales tax is dedicated and transferred to the PAYGO program.
- **Other Revenue:** Dollars from parking meter revenue, sale of city-owned property, interest earnings, General Fund surplus, and nongeneral fund contributions for technology programs and services.

Transit Pay-As-You-Go:

- **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 \$30 of revenue per license.
- **CityLYNX Gold Line Fare:** Currently, no fare is being collected for Gold Line ridership; however, fare collection is planned to begin in FY 2021 once Phase II is fully operational.
- **Sales Tax:** Currently, no sales tax is dedicated to transit PAYGO; however, a portion of the sales tax dedicated to PAYGO is planned to begin being transferred in FY 2021 once Phase II is fully operational.

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 or refunding savings from outstanding debt.

- **Aviation Revenue Bonds:** Debt can be issued at any time and 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.
- **Contract 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.
- **Federal Grants:** Dollars received from federal agencies such as the Federal Aviation Administration or Federal Transit Administration.

Capital Investment Plan

Funding CIP (continued)

- **State Grants:** Dollars received from state agencies such as the North Carolina Department of Transportation.
- **CATS PAYGO:** Dollars represent a portion of the total user fees collected from CATS riders and a portion of the dedicated sales tax that represents 0.5¢ of the total sales tax generated within Mecklenburg County.
- **Charlotte Water Revenue Bonds:** Debt can be issued at any time and is pledged to be repaid from user fees generated by the Charlotte Water system.
- **Charlotte Water PAYGO:** Dollars represent a portion of the total user fees collected from Charlotte Water customers.
- **Storm Water Revenue Bonds:** Debt can be issued at any time and 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 Revenue:** Interest earnings generated from fund balance investments.

Uses of Funds Project Index

FY 2020 - 2024 Capital Investment Plan

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

| Project Title | Fund | Page | FY 2020 |
|---|---------|---------|--------------|
| Transportation and Planning | | | |
| Advance the Cross Charlotte Trail* | General | 265/291 | - |
| Advance Comprehensive Plan | General | 265 | \$550,000 |
| Complete Traffic Studies | General | 265 | - |
| Purchase Transportation Equipment | General | 266 | \$200,000 |
| Transfer Maintenance of Effort (MOE) to CATS | General | 267 | \$22,629,679 |
| Allocate Proportional U-Drive-It Rental Tax to County and Towns | General | 267 | \$737,282 |
| Contribute to CityLYNX Gold Line Phase I Operations | General | 267 | \$1,471,896 |
| Contribute to CityLYNX Gold Line Phase II Operations | General | 268 | - |
| Reserve Funds for CityLYNX Gold Line Equipment Replacement | General | 268 | \$2,000,000 |
| Reserve Funds for CityLYNX Gold Line Phase III | General | 268 | \$2,479,839 |
| Neighborhood Development | | | |
| Support Environmental Services Program | General | 269 | \$1,700,000 |
| Replace Trees | General | 269 | \$900,000 |
| Trim and Remove Trees | General | 269 | \$1,625,000 |
| Support for TreesCharlotte Endowment | General | 270 | \$250,000 |
| Contribute to TreesCharlotte | General | 270 | \$100,000 |
| Renovate Median Landscapes | General | 270 | \$250,000 |
| Support Aging in Place | General | 271 | \$750,000 |
| Provide HOME Grant Match | General | 271 | \$743,028 |
| Support Innovative Housing | General | 271 | \$10,805,107 |
| Offer In Rem Remedy - Residential | General | 272 | \$655,000 |
| Increase JumpStart Microgrants | General | 272 | \$500,000 |
| Support Neighborhood Grants | General | 272 | \$400,000 |
| Accelerate Police Training | General | 273 | \$2,000,000 |
| Support Placemaking | General | 273 | \$250,000 |

Uses of Funds Project Index

FY 2020 - 2024 Capital Investment Plan (continued)

PAYGO (continued)

| Project Title | Fund | Page | FY 2020 |
|---|---------|------|---------------------|
| Economic Development | | | |
| Improve Cultural Facilities | General | 274 | \$9,744,955 |
| Revitalize Business Corridors | General | 274 | - |
| Enhance Economic Development Programs | General | 274 | \$1,650,000 |
| Initiate Project P.I.E.C.E. 2.0 Workforce Development Program | General | 275 | \$300,000 |
| Build Minority, Women, and Small Business Enterprise (MWSBE) Capacity | General | 275 | \$450,000 |
| Create Westside Collaborative Initiative | General | 275 | \$500,000 |
| Create Eastside Collaborative Initiative | General | 276 | \$500,000 |
| Advance Historic West End Initiative | General | 276 | \$150,000 |
| Fund Synthetic Tax Increment Grant (TIG) Cultural Projects | General | 276 | \$41,412 |
| Support Synthetic TIG Developer Payments | General | 277 | \$52,727 |
| Well-Managed Government | | | |
| Maintain City-owned Facilities | General | 278 | \$4,315,254 |
| Repair City-owned Parking Lots and Parking Decks | General | 278 | \$300,000 |
| Maintain Charlotte-Mecklenburg Government Center (CMGC) Parking Deck | General | 278 | \$200,000 |
| Invest in Technology and Disaster Recovery | General | 279 | \$2,000,000 |
| Upgrade Business System Software | General | 279 | \$2,099,906 |
| Purchase Police Technology and Equipment | General | 279 | \$1,500,000 |
| Purchase Municipal Equipment | General | 280 | - |
| Contribute One-time to Firefighter Retirement | General | 280 | \$1,000,000 |
| Reserve PAYGO Undesignated Balance | General | 280 | - |
| Sub-Total General PAYGO and Transit PAYGO* | | | \$75,801,085 |

*The total budget for the Cross Charlotte Trail is included in the Transportation and Planning project. The PAYGO contribution to the total \$54.4 million is \$13.5 million.

Uses of Funds Project Index

FY 2020 - 2024 Capital Investment Plan (continued)

Advanced Planning and Design Program

| Project Title | Fund | Page | FY 2020 |
|--|-----------------|---------|---------------------|
| Plan and Design Transportation and Planning Projects | General | 283 | \$15,000,000 |
| Plan and Design Neighborhood Development Projects | General | 287 | \$5,000,000 |
| Sub-Total Advanced Planning and Design Program | | | \$20,000,000 |
| Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | |
| Advance the Cross Charlotte Trail | General | 265/291 | \$54,400,000 |
| Create Uptown Cycle Track | General | 292 | \$4,500,000 |
| Extend Bryant Farms Road | General | 293 | - |
| Improve Idlewild Road and Monroe Road Intersection | General | 294 | - |
| Develop Dixie Berryhill Area Roads | General | 295 | - |
| Extend Park South Drive | General | 296 | - |
| Connect Northeast Corridor Infrastructure | General | 297 | - |
| Maintain Traffic Signal System Coordination | General | 298 | - |
| Upgrade Traffic Control Devices | General | 299 | - |
| Repair and Replace Bridges | General | 300 | - |
| Plan and Design Silver Line Light Rail | CATS | 301 | \$9,000,000 |
| Design South End Light Rail Station | CATS | 302 | \$1,415,608 |
| Develop Transit Systems | CATS | 303 | \$1,232,804 |
| Enhance Safety and Security on Transit | CATS | 304 | \$2,858,384 |
| Purchase New Transit Support Systems | CATS | 305 | \$2,344,827 |
| Purchase Vehicles for CATS | CATS | 306 | \$1,240,200 |
| Relocate Water and Wastewater Infrastructure | Charlotte Water | 307 | \$5,000,000 |
| Sub-Total Transportation and Planning | | | \$81,991,823 |

Uses of Funds Project Index

FY 2020 - 2024 Capital Investment Plan (continued)

Neighborhood Development (Safe, Healthy, and Inclusive Communities)

| Project Title | Fund | Page | FY 2020 |
|--|-----------------|------|----------------------|
| Create and Preserve Affordable Housing | General | 311 | - |
| Complete Comprehensive Neighborhood Improvement Program (CNIP) | General | 312 | - |
| Advance Central/Albemarle/Shamrock CNIP | General | 313 | - |
| Support Prosperity Village CNIP | General | 314 | - |
| Promote SouthPark CNIP | General | 316 | - |
| Further Sunset/Beatties Ford CNIP | General | 317 | - |
| Advance West Trade/Rozzelles Ferry CNIP | General | 318 | - |
| Support Whitehall/Ayrsley CNIP | General | 320 | - |
| Improve Pedestrian Safety | General | 321 | - |
| Strengthen East/Southeast Sidewalk and Bikeway Connections | General | 322 | - |
| Construct Fire Stations | General | 323 | - |
| Complete Police Central Division Station | General | 324 | \$1,800,000 |
| Construct Long Creek Wastewater Treatment Plant | Charlotte Water | 325 | \$12,000,000 |
| Expand Mallard Creek Wastewater Treatment Plant | Charlotte Water | 326 | \$19,500,000 |
| Improve McAlpine Creek Wastewater Treatment Plant | Charlotte Water | 327 | \$2,500,000 |
| Upgrade McDowell Creek Wastewater Treatment Plant | Charlotte Water | 328 | - |
| Upgrade Water Treatment Plants | Charlotte Water | 329 | \$8,550,000 |
| Improve Wastewater Treatment Plants | Charlotte Water | 330 | \$13,000,000 |
| Rehabilitate and Improve Wastewater Infrastructure | Charlotte Water | 331 | \$119,800,000 |
| Rehabilitate and Improve Water Infrastructure | Charlotte Water | 332 | \$43,800,000 |
| Increase Alternative Energy Production | Charlotte Water | 333 | \$6,750,000 |
| Improve Drainage for Storm Water | Storm Water | 334 | \$58,308,000 |
| Enhance Storm Water Mitigation Programs | Storm Water | 335 | \$2,692,000 |
| Sub-Total Neighborhood Development | | | \$288,700,000 |

Uses of Funds Project Index

FY 2020 - 2024 Capital Investment Plan (continued)

Economic Development (Economy, Jobs, and Upward Mobility)

| Project Title | Fund | Page | FY 2020 |
|---|-----------------|------|----------------------|
| Transform Polk Park | General | 339 | \$1,000,000 |
| Acquire Land and Create Street Connections | General | 340 | - |
| Beautify Monroe Road Streetscape | General | 341 | - |
| Renovate Airport Terminal | Aviation | 342 | \$196,093,335 |
| Enhance Airfield Capacity | Aviation | 343 | \$238,671,898 |
| Increase Airport Fuel Capacity | Aviation | 344 | \$12,330,935 |
| Enhance Airport Services Facilities | Aviation | 345 | \$28,944,722 |
| Expand Airport Cargo Capacity | Aviation | 346 | \$4,040,000 |
| Expand Ground Transportation Capacity | Aviation | 347 | \$4,530,000 |
| Improve Private Aircraft Area | Aviation | 348 | \$8,158,519 |
| Install and Expand New Water and Sewer System Service | Charlotte Water | 349 | \$40,202,830 |
| Construct Dixie Berryhill Water and Sewer Projects | Charlotte Water | 350 | - |
| Mitigate Impacts to Streams and Wetlands | Storm Water | 351 | \$1,500,000 |
| Sub-Total Economic Development | | | \$535,472,239 |

FY 2020 – 2024

Uses of Funds Project Index

FY 2020 - 2024 Capital Investment Plan (continued)

Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

| Project Title | Fund | Page | FY 2020 |
|---|-----------------|------|---------------------|
| Construct Capital Building Improvements | General | 355 | \$2,500,000 |
| Install New Government Center Generators | General | 356 | \$2,200,000 |
| Replace Government Center Heating, Ventilation, and Air Conditioning (HVAC) | General | 357 | \$1,500,000 |
| Repave Sweden Road Complex | General | 358 | \$2,000,000 |
| Establish Land Acquisition Program | General | 359 | \$2,500,000 |
| Implement American with Disabilities Act (ADA) Transition Plan | General | 360 | - |
| Maintain Transit Facilities | CATS | 361 | \$1,129,656 |
| Maintain Transit Vehicles | CATS | 362 | \$10,746,761 |
| Replace and Upgrade Field and Administrative Facilities | Charlotte Water | 363 | - |
| Enhance Security and Technology | Charlotte Water | 364 | \$4,306,000 |
| Sub-Total Well-Managed Government | | | \$26,882,417 |

FY 2020 - 2024 Capital Investment Plan (continued)

Summary of Projects by Funds

| Fund | FY 2020 |
|--------------------------------------|----------------------|
| General | \$168,201,085 |
| Transfers/Direct Payments from PAYGO | -\$36,420,979 |
| Sub-Total General | \$131,780,106 |
| Aviation | \$492,769,409 |
| Charlotte Area Transit System (CATS) | \$29,968,240 |
| Charlotte Water | \$275,408,830 |
| Storm Water | \$62,500,000 |
| TOTAL Capital Investment Plan | \$992,426,585 |

General Capital Investment Plan

Funding Sources and Uses Summary

Funding Sources

| | <i>Adopted</i> | <i>Planned</i> | | | | |
|--|----------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | FY 2020 | 2020 Bond FY 2021 | FY 2022 | 2022 Bond FY 2023 | FY 2024 | TOTAL |
| Reappropriation of Prior Authorization | \$11,700,000 | - | - | - | - | \$11,700,000 |
| Cash | \$47,200,000 | - | - | - | - | \$47,200,000 |
| General PAYGO | \$48,400,267 | \$24,967,645 | \$24,925,170 | \$24,921,143 | \$25,692,096 | \$148,906,321 |
| Transit PAYGO | \$4,479,839 | \$5,815,053 | \$6,409,429 | \$6,505,653 | \$6,603,764 | \$29,813,738 |
| GO Bonds | - | \$197,232,000 | - | \$190,000,000 | - | \$387,232,000 |
| Other Debt | - | \$17,510,000 | \$11,300,000 | \$9,100,000 | \$11,900,000 | \$49,810,000 |
| Sub-Total Sources | \$111,780,106 | \$245,524,698 | \$42,634,599 | \$230,526,796 | \$44,195,860 | \$674,662,059 |
| Advanced Planning Revolving Account | \$20,000,000 | - | - | - | - | \$20,000,000 |
| Grand Total | \$131,780,106 | \$245,524,698 | \$42,634,599 | \$230,526,796 | \$44,195,860 | \$694,662,059 |

Funding Uses

| | <i>Adopted</i> | <i>Planned</i> | | | | |
|--------------------------------------|----------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| | FY 2020 | 2020 Bond FY 2021 | FY 2022 | 2022 Bond FY 2023 | FY 2024 | TOTAL |
| Housing | - | \$50,000,000 | - | - | - | \$50,000,000 |
| Neighborhoods | - | \$30,000,000 | - | - | - | \$117,232,000 |
| Streets | - | \$117,232,000 | - | - | - | \$30,000,000 |
| GO Bonds Sub-Total | - | \$197,232,000 | - | \$190,000,000 | - | \$387,232,000 |
| Facilities | \$13,500,000 | \$17,510,000 | \$11,300,000 | \$9,100,000 | \$11,900,000 | \$63,310,000 |
| Cross Charlotte Trail | \$54,400,000 | - | - | - | - | \$54,400,000 |
| Uptown Cycle Track | \$4,500,000 | - | - | - | - | \$4,500,000 |
| Advanced Planning and Design Program | \$20,000,000 | - | - | - | - | \$20,000,000 |
| One-Time Projects | \$34,900,267 | \$24,967,645 | \$24,925,170 | \$24,921,143 | \$25,692,096 | \$135,406,321 |
| CityLYNX Gold Line Reserves | \$4,479,839 | \$5,815,053 | \$6,409,429 | \$6,505,653 | \$6,603,764 | \$29,813,738 |
| Uses Total | \$131,780,106 | \$245,524,698 | \$42,634,599 | \$230,526,796 | \$44,195,860 | \$694,662,059 |

Nongeneral Capital Investment Plan

Funding Sources and Uses Summary (continued)

Funding Sources

| | <i>Adopted</i> | <i>Planned</i> | | | | |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| AVIATION | | | | | | |
| Aviation Revenue Bonds | \$241,292,746 | \$379,008,923 | \$257,133,229 | \$172,414,196 | \$62,170,840 | \$1,112,019,934 |
| Passenger Facility Charges | \$90,521,487 | \$13,716,910 | \$33,749,499 | \$164,350,329 | \$27,659,867 | \$329,998,092 |
| Contract Facility Charges | \$3,623,047 | \$27,753,906 | \$3,623,047 | - | - | \$35,000,000 |
| Federal Grants | \$87,509,730 | \$10,344,500 | \$41,364,468 | \$167,750,709 | \$28,053,108 | \$335,022,515 |
| Aviation PAYGO | \$68,500,900 | \$70,268,787 | \$23,393,331 | \$12,382,530 | - | \$174,545,548 |
| Other Funding | \$1,321,499 | - | - | - | - | \$1,321,499 |
| Aviation Sub-Total | \$492,769,409 | \$501,093,026 | \$359,263,574 | \$516,897,764 | \$117,883,815 | \$1,987,907,588 |
| CATS | | | | | | |
| Federal Grants | \$13,288,053 | \$10,551,885 | \$10,259,855 | \$10,308,984 | \$10,298,388 | \$54,707,165 |
| State Grants | \$1,627,828 | \$1,581,717 | \$1,105,948 | \$1,050,740 | \$1,126,780 | \$6,493,013 |
| CATS PAYGO | \$15,052,359 | \$14,172,609 | \$16,564,964 | \$16,577,246 | \$15,574,597 | \$77,941,775 |
| CATS Sub-Total | \$29,968,240 | \$26,306,211 | \$27,930,767 | \$27,936,970 | \$26,999,765 | \$139,141,953 |
| CHARLOTTE WATER | | | | | | |
| Charlotte Water Revenue Bonds - Water | \$33,000,000 | \$25,125,000 | \$47,975,000 | \$9,850,000 | \$11,100,000 | \$127,050,000 |
| Charlotte Water Revenue Bonds - Sewer | \$112,408,830 | \$172,600,000 | \$225,500,000 | \$139,850,000 | \$157,954,500 | \$808,313,330 |
| Charlotte Water PAYGO | \$130,000,000 | \$139,717,252 | \$151,147,252 | \$153,523,252 | \$128,312,280 | \$702,700,036 |
| Water/Sewer Sub-Total | \$275,408,830 | \$337,442,252 | \$424,622,252 | \$303,223,252 | \$297,366,780 | \$1,638,063,366 |
| STORM WATER | | | | | | |
| Storm Water Revenue Bonds | - | \$15,000,000 | \$15,000,000 | \$80,000,000 | \$80,000,000 | \$190,000,000 |
| Storm Water PAYGO | \$61,000,000 | \$49,000,000 | \$46,500,000 | \$48,000,000 | \$48,000,000 | \$252,500,000 |
| Storm Water Program Revenue | \$1,500,000 | \$1,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$9,000,000 |
| Storm Water Sub-Total | \$62,500,000 | \$65,500,000 | \$63,500,000 | \$130,000,000 | \$130,000,000 | \$451,500,000 |
| Sources Total | \$860,646,479 | \$930,341,489 | \$875,316,593 | \$978,057,986 | \$572,250,360 | \$4,216,612,907 |

Nongeneral Capital Investment Plan

Funding Sources and Uses Summary (continued)

| Funding Uses | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| | <i>Adopted</i> | <i>Planned</i> | | | | |
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| AVIATION | | | | | | |
| Terminal Renovations | \$196,093,335 | \$385,724,846 | \$191,663,789 | \$115,064,300 | \$57,220,271 | \$945,766,541 |
| Enhance Airfield Capacity | \$238,671,898 | \$56,961,771 | \$148,199,785 | \$389,833,464 | \$60,663,544 | \$894,330,462 |
| Increase Fuel Capacity | \$12,330,935 | \$1,189 | - | - | - | \$12,332,124 |
| Enhance Services Facility | \$28,944,722 | \$26,705,220 | \$8,100,000 | \$10,500,000 | - | \$74,249,942 |
| Expand Cargo Capacity | \$4,040,000 | \$9,050,000 | \$7,400,000 | - | - | \$20,490,000 |
| Expand Ground Transportation | \$4,530,000 | \$16,400,000 | \$2,400,000 | - | - | \$23,330,000 |
| Improve Private Aircraft Area | \$8,158,519 | \$6,250,000 | \$1,500,000 | \$1,500,000 | - | \$17,408,519 |
| Aviation Sub-Total | \$492,769,409 | \$501,093,026 | \$359,263,574 | \$516,897,764 | \$117,883,815 | \$1,987,907,588 |
| CATS | | | | | | |
| Silver Line Light Rail | \$9,000,000 | \$9,000,000 | \$11,000,000 | \$11,000,000 | \$10,000,000 | \$50,000,000 |
| South End Station | \$1,415,608 | \$1,581,717 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$11,997,325 |
| Transit Development | \$1,232,804 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$2,032,804 |
| Transit Safety and Security | \$2,858,384 | \$1,722,316 | \$1,222,144 | \$993,897 | \$226,136 | \$7,022,877 |
| Transit Support Systems | \$2,344,827 | \$475,969 | \$364,959 | \$34,000 | \$538,000 | \$3,757,755 |
| CATS Vehicles | \$1,240,200 | \$685,010 | \$530,320 | \$390,530 | \$320,740 | \$3,166,800 |
| Transit Facilities | \$1,129,656 | - | - | - | - | \$1,129,656 |
| Transit Vehicles | \$10,746,761 | \$12,641,199 | \$11,613,344 | \$12,318,543 | \$12,714,889 | \$60,034,736 |
| CATS Sub-Total | \$29,968,240 | \$26,306,211 | \$27,930,767 | \$27,936,970 | \$26,999,765 | \$139,141,953 |
| CHARLOTTE WATER | | | | | | |
| Relocate Water/ Wastewater Infrastructure | \$5,000,000 | \$10,000,000 | \$22,500,000 | \$10,300,000 | \$10,609,000 | \$58,409,000 |
| Long Creek WWTP | \$12,000,000 | \$44,000,000 | \$86,100,000 | \$91,400,000 | \$75,800,000 | \$309,300,000 |
| Mallard Creek WWTP | \$19,500,000 | \$17,600,000 | \$31,000,000 | \$30,500,000 | \$24,750,000 | \$123,350,000 |
| McAlpine Creek WWTP | \$2,500,000 | \$41,100,000 | \$53,100,000 | - | \$4,800,000 | \$101,500,000 |
| McDowell Creek WWTP | - | - | - | \$1,500,000 | \$12,000,000 | \$13,500,000 |
| Water Treatment Plants | \$8,550,000 | \$5,600,000 | \$17,350,000 | \$4,850,000 | - | \$36,350,000 |
| WWTP Plants | \$13,000,000 | \$14,350,000 | \$19,250,000 | \$16,050,000 | \$11,050,000 | \$73,700,000 |
| Wastewater Infrastructure | \$119,800,000 | \$107,485,000 | \$86,550,000 | \$78,255,000 | \$76,674,150 | \$468,764,150 |

Nongeneral Capital Investment Plan

Funding Sources and Uses Summary (continued)

| | Funding Uses | | | | | |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| | <i>Adopted</i> | <i>Planned</i> | | | | |
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| CHARLOTTE WATER (continued) | | | | | | |
| Water Infrastructure | \$43,800,000 | \$31,125,000 | \$35,125,000 | \$16,450,000 | \$23,313,500 | \$149,813,500 |
| Alternative Energy Production | \$6,750,000 | - | \$5,500,000 | \$7,000,000 | \$4,500,000 | \$23,750,000 |
| New Water/Sewer Service | \$40,202,830 | \$43,142,252 | \$43,142,252 | \$43,913,252 | \$43,565,130 | \$213,965,716 |
| Dixie Berryhill Projects | - | - | - | - | \$7,000,000 | \$7,000,000 |
| Field and Admin Facilities | - | \$18,000,000 | \$22,000,000 | - | - | \$40,000,000 |
| Security and Technology | \$4,306,000 | \$5,040,000 | \$3,005,000 | \$3,005,000 | \$3,305,000 | \$18,661,000 |
| Water/Sewer Sub-Total | \$275,408,830 | \$337,442,252 | \$424,622,252 | \$303,223,252 | \$297,366,780 | \$1,638,063,366 |
| STORM WATER | | | | | | |
| Storm Drainage Improvements | \$58,308,000 | \$62,496,000 | \$57,415,000 | \$118,095,000 | \$116,400,000 | \$412,714,000 |
| Mitigation Programs | \$2,692,000 | \$1,504,000 | \$4,085,000 | \$9,905,000 | \$11,600,000 | \$29,786,000 |
| Watershed Improvements | \$1,500,000 | \$1,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$9,000,000 |
| Storm Water Sub-Total | \$62,500,000 | \$65,500,000 | \$63,500,000 | \$130,000,000 | \$130,000,000 | \$451,500,000 |
| Uses Total | \$860,646,479 | \$930,341,489 | \$875,316,593 | \$978,057,986 | \$572,250,360 | \$4,216,612,907 |

General CIP

Project Summary Schedule

PAY-AS-YOU-GO (PAYGO) Summary

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Transportation and Planning | | | | | | |
| Advance Cross Charlotte Trail | \$13,500,000 | - | - | - | - | \$13,500,000 |
| Advance Comprehensive Plan | \$550,000 | \$300,000 | - | - | - | \$850,000 |
| Complete Traffic Studies* | - | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$1,600,000 |
| Purchase Transportation Equipment | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,000,000 |
| Neighborhood Development | | | | | | |
| Support Environmental Services Program | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$8,500,000 |
| Replace Trees | \$900,000 | \$900,000 | \$900,000 | \$900,000 | \$900,000 | \$4,500,000 |
| Trim and Remove Trees | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$8,125,000 |
| Support for TreesCharlotte Endowment | \$250,000 | - | - | - | - | \$250,000 |
| Contribute to TreesCharlotte | \$100,000 | - | - | - | - | \$100,000 |
| Renovate Median Landscapes | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,250,000 |
| Support Aging in Place | \$750,000 | - | - | - | - | \$750,000 |
| Provide HOME Grant Match | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$3,715,140 |
| Support Innovative Housing | \$10,805,107 | \$3,805,107 | \$3,805,107 | \$3,805,107 | \$3,805,107 | \$26,025,535 |
| Offer In Rem Remedy - Residential | \$655,000 | \$655,000 | \$655,000 | \$655,000 | \$655,000 | \$3,275,000 |
| Increase Jumpstart Microgrants | \$500,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,500,000 |
| Support Neighborhood Grants | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,000,000 |
| Accelerate Police Training | \$2,000,000 | \$1,000,000 | - | - | - | \$3,000,000 |
| Support Placemaking | \$250,000 | - | - | - | - | \$250,000 |
| Economic Development | | | | | | |
| Improve Cultural Facilities (a) | \$9,744,955 | \$9,891,129 | \$10,039,496 | \$10,190,089 | \$10,342,940 | \$50,208,609 |
| Revitalize Business Corridors* | - | - | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$3,000,000 |
| Enhance Economic Development Programs | \$1,650,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,650,000 |
| Initiate Project P.I.E.C.E. 2.0 Workforce Development Program | \$300,000 | - | - | - | - | \$300,000 |
| Build MWSBE Capacity | \$450,000 | \$450,000 | - | - | - | \$900,000 |
| Create Westside Collaborative Initiative | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |
| Create Eastside Collaborative Initiative | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |
| Advance Historic West End Initiative | \$150,000 | \$150,000 | - | - | - | \$300,000 |
| Fund Synthetic TIG Cultural Projects | \$41,412 | \$41,412 | \$41,412 | \$41,412 | \$41,412 | \$207,060 |
| Support Synthetic TIG Developer Payments | \$52,727 | \$54,610 | \$56,530 | \$58,489 | \$60,487 | \$282,843 |
| Well-Managed Government | | | | | | |
| Maintain City-Owned Facilities | \$4,315,254 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$24,315,254 |
| Repair City-Owned Parking Lots/Decks | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |
| Maintain CMGC Parking Deck | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,000,000 |
| Invest in Technology and Disaster Recovery | \$2,000,000 | \$500,000 | \$1,000,000 | \$2,500,000 | \$2,500,000 | \$8,500,000 |
| Upgrade Business System Software | \$2,099,906 | \$2,466,405 | \$1,978,286 | - | - | \$6,544,597 |
| Purchase Police Technology and Equipment | \$1,500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,500,000 |
| Purchase Municipal Equipment | - | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$4,800,000 |
| Contribute One-Time to Firefighter Retirement | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Undesignated Balance | - | \$216,133 | \$2,061,777 | \$2,536,036 | \$3,306,989 | \$8,120,935 |
| TOTAL PAYGO | \$59,982,389 | \$35,697,824 | \$35,805,636 | \$35,954,161 | \$36,879,963 | \$204,319,973 |
| Use Categories | | | | | | |
| Direct Payments | \$1,052,727 | \$54,610 | \$56,530 | \$58,489 | \$60,487 | \$1,282,843 |
| Transfer to HOME | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$3,715,140 |
| Transfer to Cultural Facilities Operating | \$9,786,367 | \$9,932,541 | \$10,080,908 | \$10,231,501 | \$10,384,352 | \$50,415,669 |
| Transfer to CIP | \$48,400,267 | \$24,967,645 | \$24,925,170 | \$24,921,143 | \$25,692,096 | \$148,906,321 |
| TOTAL PAYGO | \$59,982,389 | \$35,697,824 | \$35,805,636 | \$35,954,161 | \$36,879,963 | \$204,319,973 |

General CIP

Project Summary Schedule

PAYGO Summary (continued)

| REVENUE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Property Tax (0.73¢) | \$10,328,752 | \$10,535,327 | \$10,746,034 | \$10,960,954 | \$11,180,173 | \$53,751,240 |
| Property Tax - Synthetic TIG | \$94,139 | \$96,022 | \$97,942 | \$99,901 | \$101,899 | \$489,903 |
| PAYGO Fund - Interest Income | \$732,600 | \$732,600 | \$732,600 | \$732,600 | \$732,600 | \$3,663,000 |
| Sales Tax | \$22,130,119 | \$23,125,974 | \$23,281,268 | \$23,960,706 | \$24,665,291 | \$117,163,358 |
| Parking Meter Revenue | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,000,000 |
| Enterprise Business System Software | \$705,536 | \$1,007,901 | \$747,792 | - | - | \$2,461,229 |
| Capital Reserve from FY 2018 | \$5,871,243 | - | - | - | - | \$5,871,243 |
| PAYGO Available Cash Balance | \$19,920,000 | - | - | - | - | \$19,920,000 |
| Sub-Total Revenue PAYGO | \$59,982,389 | \$35,697,824 | \$35,805,636 | \$35,954,161 | \$36,879,963 | \$204,319,973 |
| TOTAL REVENUE PAYGO | \$59,982,389 | \$35,697,824 | \$35,805,636 | \$35,954,161 | \$36,879,963 | \$204,319,973 |

(a) Contribution 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.

*Fund balance is available to continue program operation despite no additional funding.

General CIP

Project Summary Schedule

Transit PAYGO Summary

FY 2016 was the first full year of CityLYNX Gold Line Phase I operations, and federal funds to construct Phase II of the Gold Line were approved by Congress in FY 2016. In order to accept these federal funds and proceed with Phase II of the Gold Line, the city established the Transit PAYGO Fund to isolate the dedicated funding sources to support the current Phase I operations and future Phase II operations of the CityLYNX Gold Line.

Dedicated revenues totaling \$161.4 million over five years to support Transit PAYGO include vehicle rental tax and motor vehicle license revenue, a portion of the city's sales taxes, and Gold Line fare revenue upon commencement of Phase II operations. Surplus revenue from vehicle rental tax and motor vehicle license in FY 2019 and FY 2020 is placed in a reserve for future needs associated with CityLYNX Gold Line Phase III.

All but one of the revenue sources dedicated to the Transit PAYGO are from existing revenue streams transferred from General PAYGO. Future Gold Line fare revenue is the only new revenue programmed into this fund. Sales tax revenue supporting Transit PAYGO in FY 2021 through FY 2023 is from a partial transfer from the General PAYGO sales tax allocation, not from General Fund operating sales tax or from the dedicated Transit Sales Tax. There is no use of property taxes, General Fund operating funds, or other new fees and taxes to support funding of the CityLYNX Gold Line or other transit-related expenses, such as the CATS Maintenance of Effort (MOE).

The five-year schedule of revenues and expenditures for Transit PAYGO is presented in the table below.

Transit PAYGO Summary

| Revenue | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Vehicle Rental Tax (U-Drive-It) | \$12,944,463 | \$13,170,991 | \$13,401,484 | \$13,636,010 | \$13,874,640 | \$67,027,588 |
| Motor Vehicle License | \$16,374,233 | \$16,701,717 | \$17,035,751 | \$17,376,466 | \$17,723,996 | \$85,212,163 |
| CityLYNX Gold Line Fares | - | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$6,000,000 |
| Sales Tax-Partial Transfer from PAYGO | - | - | \$769,745 | \$1,052,348 | \$1,348,283 | \$3,170,376 |
| TOTAL REVENUE TRANSIT PAYGO | \$29,318,696 | \$31,372,708 | \$32,706,980 | \$33,564,824 | \$34,446,919 | \$161,410,127 |
| Expenditures | | | | | | |
| Transfer MOE to CATS | \$22,629,679 | \$23,308,569 | \$24,007,826 | \$24,728,061 | \$25,469,903 | \$120,144,038 |
| Allocate U-Drive-It Tax to County/Towns | \$737,282 | \$748,341 | \$759,566 | \$770,959 | \$782,523 | \$3,798,671 |
| Contribute to CityLYNX Gold Line Phase I | \$1,471,896 | \$1,500,745 | \$1,530,160 | \$1,560,151 | \$1,590,730 | \$7,653,682 |
| Contribute to CityLYNX Gold Line Phase II | - | \$4,815,053 | \$4,909,428 | \$5,005,653 | \$5,103,763 | \$19,833,897 |
| Reserve for CityLYNX Gold Line Equipment | \$2,000,000 | \$1,000,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Reserve for CityLYNX Gold Line Phase III | \$2,479,839 | - | - | - | - | \$2,479,839 |
| TOTAL TRANSIT PAYGO | \$29,318,696 | \$31,372,708 | \$32,706,980 | \$33,564,824 | \$34,446,919 | \$161,410,127 |
| Use Categories | | | | | | |
| Direct Payments | \$737,282 | \$748,341 | \$759,566 | \$770,959 | \$782,523 | \$3,798,671 |
| Transfer to CATS | \$24,101,575 | \$24,809,314 | \$25,537,986 | \$26,288,212 | \$27,060,633 | \$127,797,720 |
| Transfer to CIP | \$4,479,839 | \$5,815,053 | \$6,409,428 | \$6,505,653 | \$6,603,763 | \$29,813,736 |
| TOTAL TRANSIT PAYGO | \$29,318,696 | \$31,372,708 | \$32,706,980 | \$33,564,824 | \$34,446,919 | \$161,410,127 |

General CIP

Project Summary Schedule

Advanced Planning and Design Program Summary

PROJECT TITLE

Transportation and Planning

Cross Charlotte Trail Segments 10 and 11
 Ashley Road/Tuckaseegee Road/Freedom Drive Intersection
 Eastway Drive/Shamrock Drive Intersection
 Bryant Farms Road Extension
 Robinson Church Road

Neighborhood Development

Construct and Renovate Fire Stations
 Complete Police Division Stations
 Upgrade Existing Animal Care and Control Facility

| | |
|--|---------------------|
| TOTAL PLANNING AND DESIGN PROGRAM | \$20,000,000 |
|--|---------------------|

Planning and Design Revenue Summary

| | |
|-------------------------------------|--------------|
| Municipal Debt Service Fund Balance | \$20,000,000 |
|-------------------------------------|--------------|

| | |
|--|---------------------|
| TOTAL REVENUE PLANNING AND DESIGN PROGRAM | \$20,000,000 |
|--|---------------------|

General CIP

Project Summary Schedule

| | 2014 Bond | 2016 Bond | 2018 Bond | 2020 Bond* | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS | | | | | |
| Transportation and Planning (Mobility, Accessibility, and Connectivity) | | | | | |
| Extend Bryant Farms Road | | | \$2,000,000 | \$18,000,000 | \$20,000,000 |
| Improve Idlewild/Monroe Intersection | | \$6,100,000 | | \$2,500,000 | \$8,600,000 |
| Maintain Traffic Signal System Coordination | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$6,000,000 | \$15,000,000 |
| Upgrade Traffic Control Devices | \$7,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$19,000,000 |
| Repair and Replace Bridges | \$4,000,000 | \$3,000,000 | \$3,000,000 | \$4,000,000 | \$14,000,000 |
| Research Drive - J.W. Clay Connector | \$3,000,000 | \$12,480,000 | \$9,700,000 | | \$25,180,000 |
| University Pointe - IBM Drive to Ikea Boulevard | \$15,080,000 | | | | \$15,080,000 |
| Neighborhood Transportation Programs | \$5,200,000 | \$5,000,000 | | | \$10,200,000 |
| Eastern Circumferential | \$12,064,000 | | | | \$12,064,000 |
| Bicycle Travel | | | \$4,000,000 | | \$4,000,000 |
| Transportation Safety (Vision Zero) | | | \$2,000,000 | | \$2,000,000 |
| McKee Road/Providence Road Intersection | | | \$800,000 | | \$800,000 |
| Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | | |
| Create and Preserve Affordable Housing | \$15,000,000 | \$15,000,000 | \$50,000,000 | \$50,000,000 | \$130,000,000 |
| Complete Comprehensive Neighborhood Improvement Program (CNIP) | \$20,000,000 | \$40,000,000 | \$30,000,000 | \$30,000,000 | \$120,000,000 |
| Promote SouthPark CNIP | | \$5,000,000 | \$10,000,000 | | \$15,000,000 |
| Improve Pedestrian Safety | \$15,000,000 | \$15,000,000 | \$30,000,000 | \$15,000,000 | \$75,000,000 |
| Strengthen East/Southeast Sidewalk and Bikeway Connections | | \$2,000,000 | \$4,000,000 | \$2,000,000 | \$8,000,000 |
| Public/Private Redevelopment (Independence/Eastland Corridor) | | \$10,000,000 | \$10,000,000 | | \$20,000,000 |
| South End Pedestrian/Bicycle Connector | | \$2,000,000 | | | \$2,000,000 |
| Cross Charlotte Multi-Use Trail | \$5,000,000 | \$25,000,000 | \$5,000,000 | | \$35,000,000 |
| Cross Charlotte Trail - South Charlotte Connector | | \$3,000,000 | | | \$3,000,000 |
| Neighborhood Reinvestment Program | | | \$5,000,000 | | \$5,000,000 |
| Economic Development (Economy, Jobs, and Upward Mobility) | | | | | |
| Develop Dixie Berryhill Area Roads | | \$16,200,000 | \$8,520,000 | \$21,480,000 | \$46,200,000 |
| Acquire Land and Create Street Connections | \$12,500,000 | \$7,500,000 | | \$2,000,000 | \$22,000,000 |
| Beautify Monroe Road Streetscape | | \$2,080,000 | \$1,000,000 | \$10,320,000 | \$13,400,000 |
| Connect Northeast Corridor Infrastructure | \$16,640,000 | \$35,360,000 | \$27,300,000 | \$27,300,000 | \$106,600,000 |
| Extend Park South Drive | | \$4,000,000 | | \$4,632,000 | \$8,632,000 |
| Applied Innovation Corridor | \$12,480,000 | \$2,720,000 | \$13,760,000 | | \$28,960,000 |
| Total General Obligation Bonds | \$145,964,000 | \$218,440,000 | \$223,080,000 | \$197,232,000 | \$784,716,000 |

*The 2020 Bond, which will not occur until FY 2021, is currently planned and will be proposed for adoption during next year's budget.

General CIP

Project Summary Schedule

| | FY 2015 | FY 2017 | FY 2019 | FY 2021 | Total |
|---|----------------------|----------------------|----------------------|----------------------|------------------------|
| PROJECTS FUNDED WITH OTHER DEBT (Does Not Require Voter Approval)** | | | | | |
| Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | | | | |
| Construct Fire Stations | | | | \$9,350,000 | \$9,350,000 |
| Joint Communications Center | \$68,000,000 | \$8,300,000 | | | \$76,300,000 |
| Six Police Division Stations | \$10,500,000 | \$24,750,000 | \$46,100,000 | | \$81,350,000 |
| Animal Care and Control - Upgrades to Current Facility | | | \$4,000,000 | | \$4,000,000 |
| Circular Economy Innovation Barn | | | \$2,000,000 | | \$2,000,000 |
| Economic Development (Economy, Jobs, and Upward Mobility) | | | | | |
| Bojangles/Ovens Area Redevelopment | \$25,000,000 | | | | \$25,000,000 |
| Hold for Charlotte Gateway Station and Other Contingencies | | \$37,865,000 | | | \$37,865,000 |
| Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) | | | | | |
| Capital Building Improvements | | | | \$2,500,000 | \$2,500,000 |
| Replace Government Center HVAC | | | | \$5,460,000 | \$5,460,000 |
| Implement ADA Transition Plan | | | | \$200,000 | \$200,000 |
| Land Purchase for Future Fire Stations | | \$4,000,000 | | | \$4,000,000 |
| Infill Fire Station I-77 and Clanton Road Additional Funding | | | \$1,300,000 | | \$1,300,000 |
| Northeast Equipment Maintenance Facility | | \$2,080,000 | \$11,500,000 | | \$13,580,000 |
| Innovation and Technology Relocation | | | \$2,500,000 | | \$2,500,000 |
| Total Other Debt | \$103,500,000 | \$76,995,000 | \$67,400,000 | \$17,510,000 | \$265,405,000 |
| FY 2020 Adopted Total All Projects | | | | | |
| | \$249,464,000 | \$295,435,000 | \$290,480,000 | \$214,742,000 | \$1,050,121,000 |
| FY 2019 Adopted Total All Projects | | | | | |
| | \$249,464,000 | \$295,435,000 | \$290,480,000 | \$182,232,000 | \$1,017,611,000 |
| | \$ Change | \$0 | \$0 | \$32,510,000 | \$32,510,000 |

**Other debt does not require voter approval and may be issued at any time once approved by City Council.

General CIP

Project Summary Schedule

Operating Impact from Major CIP Projects

| | Total Planned Project Cost | Operating Cost | Estimated Annual Operating Cost | Anticipated First Year Needed |
|---|-------------------------------|---|--|-------------------------------------|
| Transportation and Planning | | | | |
| Cross Charlotte Trail | \$92,400,000 | Exact operating costs of city-maintained segments of the Trail cannot be determined until the segment reaches the design phase. Cost to maintain city portions of the Trail will likely be covered by existing transportation maintenance program budgets. Costs could include periodic infrastructure maintenance, debris removal, or maintenance of security cameras. | \$7,500 | FY 2023 |
| Uptown Cycle Track | \$6,500,000 | Periodic maintenance of bicycle lanes and streetscape. Cost to maintain will be covered by existing capital maintenance budgets. | \$3,375 | FY 2021 |
| Bryant Farms Road | \$20,000,000 | Periodic repaving, as well as maintenance of street signs and traffic signals. Increases in street resurfacing costs are anticipated to be offset by increases in Powell Bill revenue. Street sign and traffic signal maintenance will be covered within existing capital maintenance budgets. | \$15,000 | FY 2024 |
| Idlewild Road and Monroe Road Intersection | \$12,500,000 | Periodic maintenance of traffic signals and pedestrian crossings. Costs will be covered within existing capital maintenance budgets. | \$9,375 | FY 2023 |
| Traffic Signal System Coordination | \$15,000,000 | Costs will be covered within existing traffic system maintenance budget. | \$6,750 | FY 2020 |
| Traffic Control Devices | \$19,000,000 | Costs will be covered within existing traffic control devices budget. | \$6,000 | FY 2020 |
| Bridge Program | \$14,000,000 | Costs will be covered within existing bridge program budget. | \$10,000 | FY 2020 |
| Neighborhood Development | | | | |
| Comprehensive Neighborhood Improvement Program (CNIP) | \$135,000,000 | Periodic maintenance of sidewalks, curb and gutter, landscaping, and pedestrian crossings. Initial maintenance costs will be covered within existing capital maintenance budgets. At completion of all six CNIP areas, the capital maintenance budgets may require additional funding to fully support the new infrastructure. | \$52,500 | FY 2024 |
| Pedestrian Safety | \$75,000,000 | Costs will be covered within existing capital maintenance budgets. | \$56,250 | FY 2021 |
| East/Southeast Sidewalks and Bikeways | \$8,000,000 | Periodic maintenance of sidewalks, curb and gutter, and bicycle lanes. Costs will be covered within existing capital maintenance budgets. | \$6,000 | FY 2021 |
| Infill Fire Station | \$9,350,000 | Annual, ongoing facility maintenance and operations for a new fire station. The new station will house one Engine Company requiring the addition of 18 firefighters. Costs associated with the new Company include ongoing annual expenses for salaries, benefits, and operating supplies. | \$2,100,000 | FY 2024 |
| Police Central Division Station | \$27,800,000 | This new facility relocates an existing division out of a leased facility. The city is currently funding Central Division salaries and benefits and maintenance on the leased facility; therefore, only a marginal increase in cost is expected from the new facility. | \$25,000 | FY 2021 |
| Economic Development | | | | |
| Polk Park | \$1,000,000 | Periodic maintenance of additional public space that could include general upkeep, debris removal, or landscaping. Costs are anticipated to be covered within existing capital maintenance budgets. | \$1,500 | FY 2021 |
| Dixie Berryhill Area Roads | \$46,200,000 | Periodic repaving, as well as maintenance of street signs and traffic signals. Increases in street resurfacing costs are anticipated to be offset by increases in Powell Bill revenue. Street sign and traffic signal maintenance will be covered within existing capital maintenance budgets. | \$34,650 | FY 2023 |
| Land Acquisition and Street Connections | \$22,000,000 | Periodic repaving, as well as maintenance of street signs and traffic signals. Increases in street resurfacing costs are anticipated to be offset by increases in Powell Bill revenue. Street sign and traffic signal maintenance will be covered within existing capital maintenance budgets. | \$16,500 | FY 2022 |

General CIP

Project Summary Schedule

Operating Impact from Major CIP Projects (continued)

| | Total Planned Project Cost | Operating Cost | Estimated Annual Operating Cost | Anticipated First Year Needed |
|--|-------------------------------|---|--|-------------------------------------|
| Economic Development (continued) | | | | |
| Monroe Road Streetscape | \$13,400,000 | Periodic maintenance of sidewalks, curb and gutter, and landscaping. Costs will be covered within existing capital maintenance budgets. | \$10,050 | FY 2023 |
| Northeast Corridor Infrastructure (NECI) | \$106,600,000 | Periodic maintenance of sidewalks, curb and gutter, and pedestrian crossings. Costs will be covered within existing capital maintenance budgets. | \$79,950 | FY 2023 |
| Park South Drive | \$8,632,000 | Minimal increase in repaving, as well as maintenance of street signs and traffic signals. Increases in street resurfacing costs are anticipated to be offset by increases in Powell Bill revenue. Street sign and traffic signal maintenance will be covered within existing capital maintenance budgets. | \$6,474 | FY 2021 |
| Well-Managed Government | | | | |
| Land Acquisition Program | \$2,500,000 | Periodic maintenance cost of land between time of purchase and initiation of construction. Costs could include mowing, debris removal, or securing existing infrastructure. Costs are estimated at \$5,000 per acre. | \$15,000 | FY 2020 |
| TOTAL OPERATING COSTS | | | \$2,461,874 | |

General CIP

Project 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 ten percent of the total projected construction costs for bikeway and bridge projects.

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|---|------------------|------------------|----------------|----------------|----------------|------------------|
| Advance the Cross Charlotte Trail | \$326,400 | - | - | - | - | \$326,400 |
| Create Uptown Cycle Track | \$4,500 | - | - | - | - | \$4,500 |
| Repair and Replace Bridges | - | \$4,000 | - | - | - | \$4,000 |
| Complete Comprehensive Neighborhood Improvement Program | - | \$180,000 | - | - | - | \$180,000 |
| Improve Pedestrian Safety | - | \$15,000 | - | - | - | \$15,000 |
| Strengthen East/Southeast Sidewalk and Bikeway | - | \$2,000 | - | - | - | \$2,000 |
| Construct Fire Stations | - | \$60,000 | - | - | - | \$60,000 |
| Beautify Monroe Road Streetscape | - | \$10,320 | - | - | - | \$10,320 |
| Connect Northeast Corridor Infrastructure | - | \$163,800 | - | - | - | \$163,800 |
| TOTAL PUBLIC ART | \$330,900 | \$435,120 | - | - | - | \$766,020 |
| PUBLIC ART REVENUE SUMMARY | | | | | | |
| General Obligation (GO) Bonds (2020) | - | \$375,120 | - | - | - | \$375,120 |
| Other Debt | - | \$60,000 | - | - | - | \$60,000 |
| Cash | \$330,900 | - | - | - | - | \$330,900 |
| TOTAL REVENUE PUBLIC ART | \$330,900 | \$435,120 | - | - | - | \$766,020 |

Nongeneral Funds

Project Summary Schedules

Aviation Summary

| <u>PROJECT TITLE</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>FY 2024</u> | <u>TOTAL</u> |
|---|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| <u>Renovate Airport Terminal</u> | | | | | | |
| Terminal Rehabilitation | \$28,328,707 | \$3,579,340 | - | - | - | \$31,908,047 |
| Atrium Rehabilitation | \$1,428,471 | \$4,079,509 | \$382,472 | - | - | \$5,890,452 |
| Concourse A North Expansion Phase II and III | \$5,267,575 | \$127,557,203 | \$60,594,534 | - | - | \$193,419,312 |
| Concourse E Expansion - Phase VIII Amended | \$16,212,244 | \$9,141,896 | - | - | - | \$25,354,140 |
| Passenger Boarding Units and Bridges | \$7,719,832 | \$1,376,324 | \$36,213 | \$726,000 | - | \$9,858,369 |
| Terminal Lobby Expansion | \$14,772,535 | \$68,536,107 | \$119,602,443 | \$114,338,300 | \$57,220,271 | \$374,469,656 |
| Terminal Lobby Canopy | \$7,152,930 | \$54,794,141 | \$7,152,930 | - | - | \$69,100,001 |
| Central Energy Plant | \$63,000,000 | - | - | - | - | \$63,000,000 |
| Mezzanine Expansion | \$2,218,203 | \$17,405,639 | \$3,225,861 | - | - | \$22,849,703 |
| Charter Terminal | \$15,228,114 | - | - | - | - | \$15,228,114 |
| CBP Renovations | \$12,998,057 | \$93,324,023 | - | - | - | \$106,322,080 |
| Terminal Basement Rehabilitation | - | \$4,930,664 | \$569,336 | - | - | \$5,500,000 |
| Elevator Rehabilitation | - | - | \$100,000 | - | - | \$100,000 |
| Fire Sprinklers (not covered in Terminal Rehab) | \$100,000 | - | - | - | - | \$100,000 |
| Airport Comm Room Expansion | \$1,000,000 | \$1,000,000 | - | - | - | \$2,000,000 |
| Concourse A North Comm Room | \$500,000 | - | - | - | - | \$500,000 |
| Emergency Notification System | \$166,667 | - | - | - | - | \$166,667 |
| Centralized Receiving and Distribution Center | \$20,000,000 | - | - | - | - | \$20,000,000 |
| Sub-Total Airport Terminal | \$196,093,335 | \$385,724,846 | \$191,663,789 | \$115,064,300 | \$57,220,271 | \$945,766,541 |
| <u>Enhanced Airfield Capacity</u> | | | | | | |
| West Ramp Expansion Phase II and Fuel Station | \$35,783,179 | \$1,316,821 | - | - | - | \$37,100,000 |
| EIS for Master Plan Projects - Phase II | \$1,471,530 | - | - | - | - | \$1,471,530 |
| Taxiway M Rehabilitation | \$9,336,162 | - | - | - | - | \$9,336,162 |
| North EAT and Relos (Old Dowd, Overlook, RTR, ASOS) | \$128,760,100 | \$27,288,527 | \$39,322,300 | \$2,693,613 | - | \$198,064,540 |
| Taxiway F Extension, Deice Pad and Taxiway SCF | \$10,767,747 | \$1,287,943 | \$69,850,893 | \$109,205,679 | \$6,591,688 | \$197,703,950 |
| Runway 18L/36R Rehab and C7 Removal | \$8,485,134 | - | - | - | - | \$8,485,134 |
| Corporate Hangars Site Development | \$13,392,000 | - | - | - | - | \$13,392,000 |
| Airfield Pavement Improvements | \$1,500,000 | \$1,500,000 | - | - | - | \$3,000,000 |
| West Boulevard Relocation | \$809,510 | \$600,329 | \$11,205,183 | \$4,351,031 | - | \$16,966,053 |
| Fourth Parallel Runway | \$6,991,283 | \$18,004,612 | \$23,097,756 | \$269,362,977 | \$52,953,120 | \$370,409,748 |
| South Ramp Expansion | - | - | \$4,056,183 | \$3,387,634 | \$782,612 | \$8,226,429 |
| General Aviation Group Hangar | \$11,022,222 | \$2,927,778 | \$667,470 | \$832,530 | - | \$15,450,000 |
| Field Maintenance Facility | \$465,820 | \$4,034,180 | - | - | - | \$4,500,000 |
| Perimeter Fence Upgrade | \$2,280,411 | \$1,581 | - | - | - | \$2,281,992 |
| ARFF Truck Replacement | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Master Plan Land Acquisition Fifth Parallel Runway | - | - | - | - | \$336,124 | \$336,124 |
| Multifunction Snow Plows | \$1,200,000 | - | - | - | - | \$1,200,000 |
| Road Tractor | \$140,000 | - | - | - | - | \$140,000 |
| Dump Trucks | \$200,000 | - | - | - | - | \$200,000 |
| Crash Phone Replacement | \$66,800 | - | - | - | - | \$66,800 |
| Building Maintenance Facility Renovation | \$5,000,000 | - | - | - | - | \$5,000,000 |
| Sub-Total Airfield Capacity | \$238,671,898 | \$56,961,771 | \$148,199,785 | \$389,833,464 | \$60,663,544 | \$894,330,462 |
| <u>Increase Airport Fuel Capacity</u> | | | | | | |
| Terminal Fuel Farm Expansion - Phase III | \$10,000,000 | - | - | - | - | \$10,000,000 |
| Fuel Farm Pumping Station Expansion | \$651,923 | \$1,189 | - | - | - | \$653,112 |
| Concourse A Reno Fueling | \$1,679,012 | - | - | - | - | \$1,679,012 |
| Sub-Total Fuel Capacity | \$12,330,935 | \$1,189 | - | - | - | \$12,332,124 |

Nongeneral Funds

Project Summary Schedules

Aviation Summary (continued)

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| <u>Enhance Airport Services Facilities</u> | | | | | | |
| Joint Operations Center | \$10,161,976 | \$12,151,216 | - | - | - | \$22,313,192 |
| Part 150 (Sound Insulation) | \$3,270,996 | \$854,004 | - | - | - | \$4,125,000 |
| Roof Replacement | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |
| Asphalt and Parking Lot Improvements | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |
| Airfield Progressive Light Replacement | \$200,000 | \$200,000 | - | - | - | \$400,000 |
| FIDS for Cell Lot | | \$250,000 | - | - | - | \$250,000 |
| Video Management System | \$3,765,250 | - | - | - | - | \$3,765,250 |
| Software for Aviation Document Storage | \$125,000 | - | - | - | - | \$125,000 |
| ECA Land Acquisition | \$5,000,000 | \$10,000,000 | \$8,100,000 | \$10,500,000 | - | \$33,600,000 |
| Gateway Development District Central Site Readiness | \$350,000 | - | - | - | - | \$350,000 |
| Airport Phone System Replacement | \$2,050,000 | \$2,050,000 | - | - | - | \$4,100,000 |
| Two Knuckle Boom Lifts | \$220,000 | - | - | - | - | \$220,000 |
| Mobile Column Lifts | \$75,000 | - | - | - | - | \$75,000 |
| Technology Projects | \$2,726,500 | \$200,000 | - | - | - | \$2,926,500 |
| Sub-Total Airport Services Facilities | \$28,944,722 | \$26,705,220 | \$8,100,000 | \$10,500,000 | - | \$74,249,942 |
| <u>Expand Airport Cargo Capacity</u> | | | | | | |
| FedEx Projects | \$4,040,000 | - | - | - | - | \$4,040,000 |
| Air Cargo Cold Storage Facility | - | \$9,050,000 | - | - | - | \$9,050,000 |
| Steele Creek Cargo Facility | - | - | \$7,400,000 | - | - | \$7,400,000 |
| Sub-Total Cargo Capacity | \$4,040,000 | \$9,050,000 | \$7,400,000 | - | - | \$20,490,000 |
| <u>Expand Ground Transportation Capacity</u> | | | | | | |
| Bus Purchase | \$2,720,000 | \$2,400,000 | \$2,400,000 | - | - | \$7,520,000 |
| Other Maintenance Vehicles | \$310,000 | - | - | - | - | \$310,000 |
| Parking Revenue Control System Replacement and Enhancements | - | \$14,000,000 | - | - | - | \$14,000,000 |
| Landscape - Josh Birmingham Old Roadway Landscape Renovation | \$1,500,000 | - | - | - | - | \$1,500,000 |
| Sub-Total Ground Transportation Capacity | \$4,530,000 | \$16,400,000 | \$2,400,000 | - | - | \$23,330,000 |
| <u>Improve Private Aircraft Area</u> | | | | | | |
| FBO Ramp Expansion | \$2,893,519 | - | - | - | - | \$2,893,519 |
| FBO Terminal Expansion | - | \$3,000,000 | - | - | - | \$3,000,000 |
| Wilson Air Vehicles | \$515,000 | - | - | - | - | \$515,000 |
| On-Call Planning Services | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Architectural Consultation and Programming Services | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | - | \$6,000,000 |
| Planning Support Services - Sustainability | \$250,000 | \$250,000 | - | - | - | \$500,000 |
| Professional Engineering Scoping and Programming Contracts | \$2,000,000 | \$1,500,000 | - | - | - | \$3,500,000 |
| Sub-Total Private Aircraft Area | \$8,158,519 | \$6,250,000 | \$1,500,000 | \$1,500,000 | - | \$17,408,519 |
| TOTAL AVIATION | \$492,769,409 | \$501,093,026 | \$359,263,574 | \$516,897,764 | \$117,883,815 | \$1,987,907,588 |
| AVIATION REVENUE SUMMARY | | | | | | |
| Revenue Bonds | \$241,292,746 | \$379,008,923 | \$257,133,229 | \$172,414,196 | \$62,170,840 | \$1,112,019,934 |
| Federal Grants | \$87,509,730 | \$10,344,500 | \$41,364,468 | \$167,750,709 | \$28,053,108 | \$335,022,515 |
| Passenger Facility Charges | \$90,521,487 | \$13,716,910 | \$33,749,499 | \$164,350,329 | \$27,659,867 | \$329,998,092 |
| Customer Facility Charges | \$3,623,047 | \$27,753,906 | \$3,623,047 | - | - | \$35,000,000 |
| Aviation Pay-As-You-Go | \$68,500,900 | \$70,268,787 | \$23,393,331 | \$12,382,530 | - | \$174,545,548 |
| Other Funding | \$1,321,499 | - | - | - | - | \$1,321,499 |
| TOTAL REVENUE AVIATION | \$492,769,409 | \$501,093,026 | \$359,263,574 | \$516,897,764 | \$117,883,815 | \$1,987,907,588 |

Nongeneral Funds

Project Summary Schedules

Charlotte Area Transit System (CATS) Summary

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|--|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| <u>Plan and Design Silver Line Light Rail</u> | \$9,000,000 | \$9,000,000 | \$11,000,000 | \$11,000,000 | \$10,000,000 | \$50,000,000 |
| <u>Design South End Light Rail Station</u> | \$1,415,608 | \$1,581,717 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$11,997,325 |
| <u>Develop Transit Systems</u> | | | | | | |
| American Disability Act Improvements | - | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$800,000 |
| Blue Line Extension Local Share | \$1,232,804 | - | - | - | - | \$1,232,804 |
| Sub-Total Transit Systems | \$1,232,804 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$2,032,804 |
| <u>Enhance Safety and Security on Transit</u> | | | | | | |
| Blue Line Extension Cameras | \$218,649 | \$220,395 | \$222,144 | \$223,897 | \$226,136 | \$1,111,221 |
| Police Dispatch Upgrade (Transit Police) | \$172,069 | - | - | - | - | \$172,069 |
| Mobile Video Replacements | \$967,666 | \$952,921 | - | - | - | \$1,920,587 |
| New Video Management System | \$1,500,000 | \$549,000 | \$1,000,000 | \$770,000 | - | \$3,819,000 |
| Sub-Total Safety and Security on Transit | \$2,858,384 | \$1,722,316 | \$1,222,144 | \$993,897 | \$226,136 | \$7,022,877 |
| <u>Purchase New Transit Support Systems</u> | | | | | | |
| Server Refresh | \$130,500 | \$164,000 | \$133,500 | \$34,000 | \$538,000 | \$1,000,000 |
| Steam Bay Lifts | \$379,391 | - | - | - | - | \$379,391 |
| Maintenance of Way Backhoe | \$100,000 | - | - | - | - | \$100,000 |
| Upgrade Business System Software | \$262,285 | \$311,969 | \$231,459 | - | - | \$805,713 |
| Mobile Applications and Ticketing | \$218,051 | - | - | - | - | \$218,051 |
| Technology Project Contingency | \$100,000 | - | - | - | - | \$100,000 |
| Rail Shop Equipment | \$250,000 | - | - | - | - | \$250,000 |
| Mobile Network Upgrade | \$904,600 | - | - | - | - | \$904,600 |
| Sub-Total Transit Support Systems | \$2,344,827 | \$475,969 | \$364,959 | \$34,000 | \$538,000 | \$3,757,755 |
| <u>Purchase Vehicles for CATS</u> | | | | | | |
| Bus Operations Replacements | \$132,700 | \$136,450 | \$140,200 | \$143,950 | \$151,200 | \$704,500 |
| Bus Maintenance Replacements | \$213,500 | \$219,800 | \$226,100 | \$79,800 | - | \$739,200 |
| Special Transportation Service Replacements | \$98,500 | \$101,260 | \$104,020 | \$106,780 | \$109,540 | \$520,100 |
| Rail Operations Replacements | \$33,000 | - | - | - | - | \$33,000 |
| Track Maintenance Replacements | \$151,500 | \$60,000 | - | - | - | \$211,500 |
| Train Control Replacements | \$133,000 | - | - | - | - | \$133,000 |
| Emergency Response Replacements | \$446,000 | \$107,500 | - | - | - | \$553,500 |
| Facility Maintenance Replacements | \$32,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$272,000 |
| Sub-Total Vehicles for CATS | \$1,240,200 | \$685,010 | \$530,320 | \$390,530 | \$320,740 | \$3,166,800 |

Nongeneral Funds

Project Summary Schedules

CATS Summary (continued)

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| <u>Maintain Transit Facilities</u> | | | | | | |
| South Tryon HVAC Replacement | \$325,000 | - | - | - | - | \$325,000 |
| North Davidson Bus Wash | \$400,000 | - | - | - | - | \$400,000 |
| Contingency for Facilities | \$150,000 | - | - | - | - | \$150,000 |
| Bus Shelter Repairs | \$254,656 | - | - | - | - | \$254,656 |
| Sub-Total Facility State of Good Repair | \$1,129,656 | - | - | - | - | \$1,129,656 |
| <u>Maintain Transit Vehicles</u> | | | | | | |
| Bus Replacements | \$6,806,018 | \$8,566,897 | \$8,187,716 | \$9,068,182 | \$9,318,825 | \$41,947,638 |
| Special Transportation Service Replacements | \$1,706,990 | \$1,758,995 | \$1,812,560 | \$1,867,731 | \$1,924,558 | \$9,070,834 |
| Vanpool Replacements | \$818,145 | \$733,590 | \$507,120 | \$331,890 | \$344,726 | \$2,735,471 |
| NC DOT Urban Match | \$1,415,608 | \$1,581,717 | \$1,105,948 | \$1,050,740 | \$1,126,780 | \$6,280,793 |
| Sub-Total Vehicle State of Good Repair | \$10,746,761 | \$12,641,199 | \$11,613,344 | \$12,318,543 | \$12,714,889 | \$60,034,736 |
| TOTAL CATS | \$29,968,240 | \$26,306,211 | \$27,930,767 | \$27,936,970 | \$26,999,765 | \$139,141,953 |
| CATS REVENUE SUMMARY | | | | | | |
| Federal Grants | \$13,288,053 | \$10,551,885 | \$10,259,855 | \$10,308,984 | \$10,298,388 | \$54,707,165 |
| State Grants | \$1,627,828 | \$1,581,717 | \$1,105,948 | \$1,050,740 | \$1,126,780 | \$6,493,013 |
| CATS Pay-As-You-Go | \$15,052,359 | \$14,172,609 | \$16,564,964 | \$16,577,246 | \$15,574,597 | \$77,941,775 |
| TOTAL REVENUE CATS | \$29,968,240 | \$26,306,211 | \$27,930,767 | \$27,936,970 | \$26,999,765 | \$139,141,953 |

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary

| <u>PROJECT TITLE</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>FY 2024</u> | <u>TOTAL</u> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Relocate Water and Wastewater Infrastructure | | | | | | |
| Independence Boulevard Widening-Water | - | - | \$7,000,000 | - | - | \$7,000,000 |
| Independence Boulevard Widening-Sewer | - | - | \$3,000,000 | - | - | \$3,000,000 |
| Water Lines for Street Improvements | - | \$5,000,000 | \$5,000,000 | \$5,150,000 | \$5,304,500 | \$20,454,500 |
| McKee Road Water Main Extension | - | - | \$2,500,000 | - | - | \$2,500,000 |
| Sewer Line in Streets to be Widened | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,150,000 | \$5,304,500 | \$25,454,500 |
| Sub-Total Water and Wastewater Infrastructure | \$5,000,000 | \$10,000,000 | \$22,500,000 | \$10,300,000 | \$10,609,000 | \$58,409,000 |
| Construct Long Creek Wastewater Treatment Plant (WWTP) | | | | | | |
| Long Creek WWTP | \$12,000,000 | \$42,000,000 | \$81,600,000 | \$73,600,000 | \$75,800,000 | \$285,000,000 |
| Belmont Lift Station and Forcemain | - | - | \$4,500,000 | \$17,800,000 | - | \$22,300,000 |
| Mount Holly Lift Station and Forcemain | - | \$2,000,000 | - | - | - | \$2,000,000 |
| Sub-Total Long Creek WWTP | \$12,000,000 | \$44,000,000 | \$86,100,000 | \$91,400,000 | \$75,800,000 | \$309,300,000 |
| Expand Mallard Creek WWTP | | | | | | |
| Reliability Improvements | \$8,000,000 | \$9,000,000 | \$1,300,000 | - | - | \$18,300,000 |
| Generator Project | \$10,000,000 | - | - | - | - | \$10,000,000 |
| Solids Handling Improvements | \$1,500,000 | \$2,500,000 | \$6,500,000 | \$6,500,000 | \$750,000 | \$17,750,000 |
| Expansion and Improvements | - | \$6,100,000 | \$23,200,000 | \$24,000,000 | \$24,000,000 | \$77,300,000 |
| Sub-Total Mallard Creek WWTP | \$19,500,000 | \$17,600,000 | \$31,000,000 | \$30,500,000 | \$24,750,000 | \$123,350,000 |
| Improve McAlpine Creek WWTP | | | | | | |
| Dewatering Complex Upgrade | - | \$1,100,000 | \$8,200,000 | - | - | \$9,300,000 |
| Facilities Improvements | - | - | \$4,900,000 | - | \$4,800,000 | \$9,700,000 |
| Digester Facility Rehabilitation | \$2,500,000 | - | - | - | - | \$2,500,000 |
| Aeration and Clarifier Rehab and Upgrades | - | \$40,000,000 | \$40,000,000 | - | - | \$80,000,000 |
| Sub-Total McAlpine Creek WWTP | \$2,500,000 | \$41,100,000 | \$53,100,000 | - | \$4,800,000 | \$101,500,000 |
| Upgrade McDowell Creek WWTP | | | | | | |
| Maintenance and Upgrades | - | - | - | \$1,500,000 | \$12,000,000 | \$13,500,000 |
| Sub-Total McDowell Creek WWTP | - | - | - | \$1,500,000 | \$12,000,000 | \$13,500,000 |
| Upgrade Water Treatment Plants (WTPs) | | | | | | |
| WTP Rehabilitation and Upgrades | - | - | \$4,850,000 | \$4,850,000 | - | \$9,700,000 |
| Franklin WTP Reliability Improvements Project | - | - | \$9,500,000 | - | - | \$9,500,000 |
| Franklin WTP Water Quality Improvement Project | \$500,000 | - | \$3,000,000 | - | - | \$3,500,000 |
| Vest and Franklin WTP Rehabilitation and Upgrades | \$5,000,000 | \$5,000,000 | - | - | - | \$10,000,000 |
| Energy Optimization-Pumping | \$550,000 | - | - | - | - | \$550,000 |
| Generator for Lee S. Dukes WTP | \$2,500,000 | \$600,000 | - | - | - | \$3,100,000 |
| Sub-Total WTPs | \$8,550,000 | \$5,600,000 | \$17,350,000 | \$4,850,000 | - | \$36,350,000 |
| Improve WWTPs | | | | | | |
| Ultraviolet Disinfection System Improvements | - | - | - | \$2,000,000 | - | \$2,000,000 |
| Vacuum Truck Debris Receiving Stations | - | - | \$1,200,000 | - | - | \$1,200,000 |
| Rehabilitation and Upgrades | \$10,700,000 | \$8,800,000 | \$7,800,000 | \$7,800,000 | \$7,800,000 | \$42,900,000 |
| Roofing at Wastewater Treatment Facilities | \$800,000 | \$700,000 | - | - | - | \$1,500,000 |
| Site Work at all WWTPs | \$600,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,600,000 |
| PS and WAS Pipeline from Long Creek WWTP to Irwin Creek WWTP | - | \$4,200,000 | \$6,000,000 | \$6,000,000 | \$1,000,000 | \$17,200,000 |
| PS and WAS Pipeline from Irwin Creek WWTP to McAlpine Creek WWTP | - | - | - | - | \$2,000,000 | \$2,000,000 |
| Sugar and Irwin WAS Equalization Tanks at McAlpine Creek WWTP | \$900,000 | \$400,000 | \$4,000,000 | - | - | \$5,300,000 |
| Sub-Total WWTPs | \$13,000,000 | \$14,350,000 | \$19,250,000 | \$16,050,000 | \$11,050,000 | \$73,700,000 |

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary (continued)

| <u>PROJECT TITLE</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>FY 2024</u> | <u>TOTAL</u> |
|---|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|
| Rehabilitate and Improve Wastewater Infrastructure | | | | | | |
| Sanitary Sewer Condition Based Needs Assessment | \$2,000,000 | \$2,000,000 | - | - | - | \$4,000,000 |
| Sanitary Sewer Line Rehabilitation | \$19,500,000 | \$19,500,000 | \$19,500,000 | \$20,085,000 | \$20,687,550 | \$99,272,550 |
| Large Diameter Sanitary Sewer Rehabilitation | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$4,120,000 | \$4,243,600 | \$20,363,600 |
| Pump Station Elimination Program | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Sanitary Sewer Capacity Assurance Support | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$7,500,000 |
| Sewer Capacity Improvements | - | \$15,000,000 | \$15,000,000 | \$15,000,000 | \$15,000,000 | \$60,000,000 |
| Trunk Sewer Stream Bank Repairs | - | \$3,450,000 | \$3,450,000 | \$3,450,000 | - | \$10,350,000 |
| Paw Creek Forcemain Replacement | \$7,000,000 | - | - | - | - | \$7,000,000 |
| Little Hope Creek Outfall Replacement | \$8,000,000 | \$7,000,000 | \$7,500,000 | - | - | \$22,500,000 |
| Davidson South Street Sewer Replacement | \$1,500,000 | - | - | - | - | \$1,500,000 |
| Hidden Valley Trunk Sewer Replacement | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Coffey Creek Interceptor Condition Assessment and Rehabilitation | \$5,000,000 | \$4,000,000 | - | - | - | \$9,000,000 |
| Upper Little Sugar Creek Trunk Sewer Interceptor | - | \$3,835,000 | - | \$10,000,000 | - | \$13,835,000 |
| Mallard Creek Basin Sanitary Sewer Improvements | - | \$9,600,000 | \$23,500,000 | \$13,500,000 | \$16,400,000 | \$63,000,000 |
| Paw Creek Tributary Outfall Replacement | \$6,000,000 | - | - | - | - | \$6,000,000 |
| Little Sugar Creek Tributary Sewer to Central Business District and South Boulevard | \$9,000,000 | - | - | - | - | \$9,000,000 |
| Derita Branch Tributary Sanitary Sewer Improvements | \$6,500,000 | \$10,000,000 | - | - | - | \$16,500,000 |
| Irwin Creek Tributaries to Dewitt Ln. and Yeoman Rd. Sanitary Sewer | \$6,000,000 | \$6,000,000 | - | - | - | \$12,000,000 |
| Dairy Branch Tributary Sanitary Sewer Improvements | \$4,500,000 | \$7,000,000 | - | - | - | \$11,500,000 |
| Wilmore Drive to I-77 Sanitary Sewer Improvements | \$2,500,000 | - | - | - | - | \$2,500,000 |
| Taggart Creek Outfall Flow Diversion Structure | \$2,500,000 | - | - | - | - | \$2,500,000 |
| Upper Taggart Creek Outfall Replacement | \$1,000,000 | - | - | - | - | \$1,000,000 |
| North Tryon Sanitary Sewer Improvements | \$5,100,000 | - | - | - | - | \$5,100,000 |
| Toby Creek Basin Sanitary Sewer Improvements | \$3,000,000 | \$7,000,000 | \$6,000,000 | \$6,000,000 | - | \$22,000,000 |
| McMullen Creek Basin Sanitary Sewer Improvements | \$5,400,000 | - | - | - | - | \$5,400,000 |
| Stevens Creek Outfall-Phase 2 | \$2,300,000 | - | - | - | - | \$2,300,000 |
| Paw Creek Pump Station Improvements | \$8,000,000 | \$5,000,000 | - | - | - | \$13,000,000 |
| Goose Creek Pump Station and Outfall | \$5,000,000 | - | - | - | - | \$5,000,000 |
| Six Mile Creek Pump Station Improvements | \$2,500,000 | - | - | - | - | \$2,500,000 |
| Duck Creek Basin Pump Station | - | \$500,000 | \$4,000,000 | \$2,500,000 | - | \$7,000,000 |
| Lift Station Improvements | - | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$8,000,000 |
| Sewer Lift Station Forcemain Replacement and Rehabilitation | - | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$400,000 |
| Mountain Island Tributary Extension | - | - | - | - | \$510,000 | \$510,000 |
| Cane Creek Trunk Sewer North | - | - | - | - | \$450,000 | \$450,000 |
| Cane Creek Southeast Tributary Trunk Sewer | - | - | - | - | \$700,000 | \$700,000 |
| Davidson Western Rocky River Sanitary Sewer Outfall | - | - | - | - | \$1,250,000 | \$1,250,000 |
| Davidson Eastern Rocky River Sanitary Sewer Outfall | - | - | - | - | \$1,250,000 | \$1,250,000 |
| Bailey Road Gravity Main | - | - | - | - | \$233,000 | \$233,000 |
| Campus Ridge Road Gravity Sewer | - | - | - | - | \$2,500,000 | \$2,500,000 |
| North Fork of Crooked Creek Trunk Sewer | - | - | - | - | \$2,700,000 | \$2,700,000 |
| Dixon Branch Trunk Sewer Extension | - | - | - | - | \$1,600,000 | \$1,600,000 |
| McCullough Branch Lift Station Improvements | - | - | - | - | \$1,500,000 | \$1,500,000 |
| Fuda Creek Trunk Sewer | - | - | - | - | \$1,550,000 | \$1,550,000 |
| McKee Creek Tributary-Larkhaven GC Trunk Sewer | - | - | - | - | \$2,500,000 | \$2,500,000 |
| Sub-Total Wastewater Infrastructure | \$119,800,000 | \$107,485,000 | \$86,550,000 | \$78,255,000 | \$76,674,150 | \$468,764,150 |

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary (continued)

| <u>PROJECT TITLE</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>FY 2024</u> | <u>TOTAL</u> |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Rehabilitate and Improve Water Infrastructure | | | | | | |
| Water Quality Sampling Stations | - | - | \$1,000,000 | - | - | \$1,000,000 |
| Pressure Zone Boundary Changes | - | - | \$3,125,000 | - | - | \$3,125,000 |
| Valve Rehabilitation and Replacement | \$1,300,000 | - | - | - | - | \$1,300,000 |
| Water Line Rehabilitation and Replacement | \$15,000,000 | \$15,000,000 | \$15,000,000 | \$15,450,000 | \$15,913,500 | \$76,363,500 |
| Water Distribution System Design and Reliability Improvements | \$4,500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$8,500,000 |
| Idlewild Booster Pump Station Supply Main | - | \$5,125,000 | - | - | - | \$5,125,000 |
| Plaza Storage Tank Reinforcement Main | - | - | \$1,000,000 | - | - | \$1,000,000 |
| Old Dowd Road Airport 24-inch Water Main Connection | \$10,000,000 | - | - | - | - | \$10,000,000 |
| South Boulevard Water Main from Worthington Avenue to Clanton Road | \$7,000,000 | - | - | - | - | \$7,000,000 |
| Davidson Water Transmission Main from NC-115 | \$6,000,000 | - | - | - | - | \$6,000,000 |
| 960 Zone North-South Transmission Main | - | \$10,000,000 | \$5,000,000 | - | - | \$15,000,000 |
| 960 Zone West-East Transmission Main | - | - | \$9,000,000 | - | - | \$9,000,000 |
| Verhoeff Drive Water Main | - | - | - | - | \$1,300,000 | \$1,300,000 |
| Hambright Road Water Main | - | - | - | - | \$500,000 | \$500,000 |
| East Rocky River Rd to Shearer Rd Davidson Ext 16/12 Water Main | - | - | - | - | \$3,100,000 | \$3,100,000 |
| Brief Road Water Main Extension | - | - | - | - | \$1,500,000 | \$1,500,000 |
| Sub-Total Water Infrastructure | \$43,800,000 | \$31,125,000 | \$35,125,000 | \$16,450,000 | \$23,313,500 | \$149,813,500 |
| Increase Alternative Energy Production | | | | | | |
| Biogas Use Pilot at Mallard Creek WWTP | - | - | \$2,000,000 | \$4,000,000 | - | \$6,000,000 |
| Solar Panel Pilot at Irwin Creek WWTP | - | - | \$1,000,000 | - | - | \$1,000,000 |
| Thermal Hydrolysis System at McAlpine Creek WWTP | - | - | \$2,500,000 | \$3,000,000 | \$4,500,000 | \$10,000,000 |
| Combined Heat and Power-Phase II at McAlpine WWTP | \$6,750,000 | - | - | - | - | \$6,750,000 |
| Sub-Total Alternative Energy | \$6,750,000 | - | \$5,500,000 | \$7,000,000 | \$4,500,000 | \$23,750,000 |
| Install and Expand New Water and Sewer Service | | | | | | |
| Street and Minor Water Main Extensions | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,500,000 | \$25,500,000 |
| Street and Minor Sewer Main Extensions | \$7,000,000 | \$7,000,000 | \$7,000,000 | \$7,000,000 | \$7,500,000 | \$35,500,000 |
| Water Meter Operations Program | - | \$3,300,000 | \$3,300,000 | \$3,300,000 | \$3,300,000 | \$13,200,000 |
| Reimbursable Developer Constructed-Water | \$268,289 | \$88,000 | \$88,000 | \$88,000 | - | \$532,289 |
| Reimbursable Developer Constructed-Sewer | \$2,234,541 | \$2,054,252 | \$2,054,252 | \$2,054,252 | - | \$8,397,297 |
| New Service Installation-Water | \$17,476,000 | \$17,476,000 | \$17,476,000 | \$18,000,280 | \$18,540,288 | \$88,968,568 |
| New Service Installation-Sewer | \$8,224,000 | \$8,224,000 | \$8,224,000 | \$8,470,720 | \$8,724,842 | \$41,867,562 |
| Sub-Total New Water and Sewer Service | \$40,202,830 | \$43,142,252 | \$43,142,252 | \$43,913,252 | \$43,565,130 | \$213,965,716 |
| Construct Dixie Berryhill Water and Sewer Projects | | | | | | |
| Dixie Berryhill Water Projects | - | - | - | - | \$1,000,000 | \$1,000,000 |
| Beaver Dam Creek West Branch Outfall | - | - | - | - | \$2,500,000 | \$2,500,000 |
| Beaver Dam Creek West Branch Outfall Phase II | - | - | - | - | \$2,500,000 | \$2,500,000 |
| Beaver Dam Creek Lift Station Improvements | - | - | - | - | \$1,000,000 | \$1,000,000 |
| Sub-Total Dixie Berryhill | - | - | - | - | \$7,000,000 | \$7,000,000 |
| Replace and Upgrade Field and Administrative Facilities | | | | | | |
| Zone 2 Field Operations Facility Expansion | - | \$2,000,000 | - | - | - | \$2,000,000 |
| Zone 4 Field Operations Facility Replacement | - | \$15,000,000 | - | - | - | \$15,000,000 |
| Brookshire Boulevard Campus Facility Improvements | - | \$1,000,000 | \$22,000,000 | - | - | \$23,000,000 |
| Sub-Total Field and Administrative Facilities | - | \$18,000,000 | \$22,000,000 | - | - | \$40,000,000 |

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary (continued)

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Enhanced Security and Technology | | | | | | |
| Security Improvements | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,000,000 |
| Technology Projects | \$2,000,000 | \$1,100,000 | \$1,100,000 | \$1,100,000 | \$1,100,000 | \$6,400,000 |
| GIS Facilities Mapping | \$956,000 | \$1,760,000 | \$1,530,000 | \$1,530,000 | \$1,580,000 | \$7,356,000 |
| UMS/Banner CIS and Billing System Improvements | \$700,000 | \$1,730,000 | \$150,000 | \$150,000 | \$150,000 | \$2,880,000 |
| Automatic Vehicle Location System Implementation | \$300,000 | \$225,000 | - | - | - | \$525,000 |
| Water and Wastewater WIMS Program | \$150,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$250,000 |
| Work and Asset Management System | - | - | - | - | \$250,000 | \$250,000 |
| Sub-Total Security and Technology | \$4,306,000 | \$5,040,000 | \$3,005,000 | \$3,005,000 | \$3,305,000 | \$18,661,000 |
| TOTAL CHARLOTTE WATER | 275,408,830 | 337,442,252 | 424,622,252 | 303,223,252 | 297,366,780 | 1,638,063,366 |
| Charlotte Water Revenue Summary | | | | | | |
| Water Revenue Bonds | 33,000,000 | 25,125,000 | 47,975,000 | 9,850,000 | 11,100,000 | 127,050,000 |
| Sewer Revenue Bonds | 112,408,830 | 172,600,000 | 225,500,000 | 139,850,000 | 157,954,500 | 808,313,330 |
| Pay-As-You-Go | 130,000,000 | 139,717,252 | 151,147,252 | 153,523,252 | 128,312,280 | 702,700,036 |
| TOTAL REVENUE CHARLOTTE WATER | 275,408,830 | 337,442,252 | 424,622,252 | 303,223,252 | 297,366,780 | 1,638,063,366 |

Nongeneral Funds

Project Summary Schedules

Storm Water Summary

| <u>PROJECT TITLE</u> | <u>FY 2020</u> | <u>FY 2021</u> | <u>FY 2022</u> | <u>FY 2023</u> | <u>FY 2024</u> | <u>TOTAL</u> |
|--|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| <u>Improve Drainage for Storm Water</u> | | | | | | |
| Major Storm Water Projects | \$24,739,000 | \$22,560,750 | \$4,597,000 | \$25,508,000 | \$25,706,000 | \$103,110,750 |
| Minor Storm Water Projects | \$29,289,000 | \$29,150,000 | \$23,600,000 | \$54,289,000 | \$60,602,000 | \$196,930,000 |
| CNIP Projects | \$1,650,000 | \$800,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,450,000 |
| <u>Area Improvements</u> | | | | | | |
| 6 th and Graham Storm Drainage Improvement Project (SDIP) | \$120,000 | \$200,000 | \$1,150,000 | \$6,910,000 | \$2,304,000 | \$10,684,000 |
| Barrington Study Area | - | - | - | - | \$460,000 | \$460,000 |
| Beckwith/Meadow SDIP | - | - | \$1,500,000 | \$2,770,000 | \$3,547,000 | \$7,817,000 |
| Bonlyn Study Area | - | \$460,000 | \$300,000 | \$1,000,000 | \$1,500,000 | \$3,260,000 |
| Bonwood SDIP | \$131,000 | \$331,000 | \$562,000 | - | - | \$1,024,000 |
| Camp Greene SDIP | \$224,000 | \$300,000 | \$650,000 | \$656,000 | - | \$1,830,000 |
| Chandworth SDIP | - | \$1,734,000 | \$3,470,000 | \$1,600,000 | - | \$6,804,000 |
| Chatham SDIP | - | \$128,000 | \$128,000 | \$7,107,000 | \$6,720,000 | \$14,083,000 |
| Country Club SDIP | - | \$828,000 | \$167,000 | - | - | \$995,000 |
| Distribution Study Area | - | \$460,000 | - | \$360,000 | \$50,000 | \$870,000 |
| Eaglewood SDIP | \$126,000 | \$227,000 | \$1,020,000 | - | - | \$1,373,000 |
| East 4 th Study Area | - | - | - | \$300,000 | \$930,000 | \$1,230,000 |
| Edgewater/Rosecrest SDIP | \$336,000 | - | \$1,170,000 | \$2,827,000 | \$1,651,000 | \$5,984,000 |
| Elvis SDIP | \$105,000 | \$181,250 | \$530,000 | \$428,000 | - | \$1,244,250 |
| Farmer SDIP | \$257,000 | \$434,000 | \$1,685,000 | \$2,810,000 | - | \$5,186,000 |
| Foxrun Study Area | \$156,000 | \$127,000 | \$775,000 | \$1,204,000 | \$4,780,000 | \$7,042,000 |
| Hidden Valley Study Area | \$336,000 | \$84,000 | \$225,000 | \$940,000 | \$4,220,000 | \$5,805,000 |
| Hill Street SDIP | - | \$1,300,000 | \$1,715,000 | \$2,260,000 | \$756,000 | \$6,031,000 |
| Hinsdale/Tinkerbell SDIP | \$550,000 | \$2,217,000 | \$1,660,000 | - | - | \$4,427,000 |
| Parkwood SDIP | - | - | \$815,000 | \$1,366,000 | \$114,000 | \$2,295,000 |
| Perth/Milton Study Area | - | - | - | - | \$300,000 | \$300,000 |
| Queens Study Area | - | - | \$460,000 | \$300,000 | \$1,000,000 | \$1,760,000 |
| Sharon Hills Study Area | - | - | - | \$460,000 | \$300,000 | \$760,000 |
| Toomey SDIP | \$163,000 | \$350,000 | \$1,550,000 | - | - | \$2,063,000 |
| Valleyview/Bayswater Study Area | - | - | \$2,000,000 | \$1,000,000 | \$460,000 | \$3,460,000 |
| Westbourne SDIP | \$126,000 | \$624,000 | \$1,686,000 | - | - | \$2,436,000 |
| Sunnyvale | - | - | \$3,000,000 | \$2,000,000 | - | \$5,000,000 |
| Shamrock Gardens | - | - | \$2,000,000 | \$1,000,000 | - | \$3,000,000 |
| Sub-Total Storm Drainage | \$58,308,000 | \$62,496,000 | \$57,415,000 | \$118,095,000 | \$116,400,000 | \$412,714,000 |
| <u>Mitigate Impacts to Streams and Wetlands</u> | | | | | | |
| Post Construction Control Program | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$7,500,000 |
| Stream Mitigation Bank | - | - | \$500,000 | \$500,000 | \$500,000 | \$1,500,000 |
| Total Streams and Wetlands | \$1,500,000 | \$1,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$9,000,000 |

Nongeneral Funds

Project Summary Schedules

Storm Water Summary (continued)

| PROJECT TITLE | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| <u>Enhance Storm Water Mitigation Programs</u> | | | | | | |
| Storm Water Pollution Control | - | \$410,000 | - | \$3,450,000 | \$3,980,000 | \$7,840,000 |
| Stream Restoration/Mitigation | \$1,260,000 | - | \$1,900,000 | \$2,185,000 | \$5,700,000 | \$11,045,000 |
| Colonial Pond | \$484,000 | \$90,000 | \$730,000 | \$1,050,000 | \$400,000 | \$2,754,000 |
| Johnson Creek Pond Study Area PC | \$50,000 | - | - | - | - | \$50,000 |
| Little Rock Pond Study Area PC | \$358,000 | \$385,000 | \$455,000 | \$820,000 | \$620,000 | \$2,638,000 |
| Coffey Creek Study Area SR | - | \$400,000 | \$1,000,000 | \$1,350,000 | \$900,000 | \$3,650,000 |
| Coulwood Branch SR | - | - | - | \$1,050,000 | - | \$1,050,000 |
| Newell SR | \$382,000 | \$219,000 | - | - | - | \$601,000 |
| Ribbon Walk Wetland | \$158,000 | - | - | - | - | \$158,000 |
| Total Mitigation Programs | \$2,692,000 | \$1,504,000 | \$4,085,000 | \$9,905,000 | \$11,600,000 | \$29,786,000 |
| TOTAL STORM WATER | \$62,500,000 | \$65,500,000 | \$63,500,000 | \$130,000,000 | \$130,000,000 | \$451,500,000 |
| STORM WATER REVENUE SUMMARY | | | | | | |
| Revenue Bonds | - | \$15,000,000 | \$15,000,000 | \$80,000,000 | \$80,000,000 | \$190,000,000 |
| Storm Water Pay-As-You-Go | \$61,000,000 | \$49,000,000 | \$46,500,000 | \$48,000,000 | \$48,000,000 | \$252,500,000 |
| Program Income | \$1,500,000 | \$1,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$9,000,000 |
| TOTAL REVENUE STORM WATER | \$62,500,000 | \$65,500,000 | \$63,500,000 | \$130,000,000 | \$130,000,000 | \$451,500,000 |

CAPITAL INVESTMENT PLAN

PAY-AS-YOU-GO (PAYGO)



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Transportation and Planning Projects

Advance the Cross Charlotte Trail

The FY 2020 Budget includes \$13.5 million of PAYGO funding, combined with capital funding, to complete currently planned segments of the Cross Charlotte Trail.

Advance Comprehensive Plan

The Charlotte Future 2040 Comprehensive Plan is a long-range vision to guide city-wide decision making about physical growth and public infrastructure over the next 20 years. The plan is a four-phase process that includes the review of existing conditions and trends, community engagement, growth scenarios and place types, and implementation.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-----------|-----------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$550,000 | \$300,000 | - | - | - | \$850,000 |
| Total | \$550,000 | \$300,000 | - | - | - | \$850,000 |

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. Existing program fund balance is available to continue operation despite no additional funding in FY 2020.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|---------|-----------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | - | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$1,600,000 |
| Total | - | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$1,600,000 |

Transportation and Planning Projects

Purchase Transportation Equipment

Program funding allows for the purchase of transportation-related equipment, including parking meters or automated license plate readers.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| 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 |

Transportation and Planning Projects

Transfer Maintenance of Effort (MOE) to CATS

CATS was established as department in 1998, and an annual transfer was initiated from General PAYGO to the department to support the cost of service provision. 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 2020, the MOE transfer totals \$22,629,679.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$22,629,679 | \$23,308,569 | \$24,007,826 | \$24,728,061 | \$25,469,903 | \$120,144,038 |
| Total | \$22,629,679 | \$23,308,569 | \$24,007,826 | \$24,728,061 | \$25,469,903 | \$120,144,038 |

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.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$737,282 | \$748,341 | \$759,566 | \$770,959 | \$782,523 | \$3,798,671 |
| Total | \$737,282 | \$748,341 | \$759,566 | \$770,959 | \$782,523 | \$3,798,671 |

Contribute to CityLYNX Gold Line Phase I Operations

This transfer to CATS is based on the anticipated cost of operations for Phase I of CityLYNX Gold Line. Phase I of the rail line is 1.5 miles and six-stops. This segment opened for service in 2015.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$1,471,896 | \$1,500,745 | \$1,530,160 | \$1,560,151 | \$1,590,730 | \$7,653,682 |
| Total | \$1,471,896 | \$1,500,745 | \$1,530,160 | \$1,560,151 | \$1,590,730 | \$7,653,682 |

Transportation and Planning Projects

Contribute to CityLYNX Gold Line Phase II Operations

This transfer to CATS is based on the anticipated cost of operations for Phase II of CityLYNX Gold Line. Phase II adds 2.5 miles to Phase I, creating a total rail line of four miles. The first year of funding will coincide with the opening of Phase II service.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | - | \$4,815,053 | \$4,909,428 | \$5,005,653 | \$5,103,763 | \$19,833,897 |
| Total | - | \$4,815,053 | \$4,909,428 | \$5,005,653 | \$5,103,763 | \$19,833,897 |

Reserve Funds for CityLYNX Gold Line Equipment Replacement

This funding is reserved for future replacement needs of capital assets associated with the CityLYNX Gold Line. Currently the city serves this line with vintage-style streetcars that are no longer supported with parts inventory. Phase II of the CityLYNX Gold Line will put modern streetcars into service and a replacement plan will be managed using this funding.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$2,000,000 | \$1,000,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$7,500,000 |
| Total | \$2,000,000 | \$1,000,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$7,500,000 |

Reserve Funds for CityLYNX Gold Line Phase III

This funding is reserved for the future CityLYNX Gold Line Phase III. This funding could be utilized to initiate planning on Phase III, which may help capitalize on future federal funding opportunities.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|--------------------|----------------|----------|----------|----------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$2,479,839 | - | - | - | - | \$2,479,839 |
| Total | \$2,479,839 | - | - | - | - | \$2,479,839 |

Neighborhood Development Projects

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 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. This funding also supports sustainability initiatives such as electric vehicle charging stations.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$8,500,000 |
| Total | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$8,500,000 |

Replace Trees

Replacing trees along public streets and in public areas supports City Council's-adopted Urban Forest Master Plan. This funding helps ensure that the city retains the ecosystem benefits and character that the tree canopy provides.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$900,000 | \$900,000 | \$900,000 | \$900,000 | \$900,000 | \$4,500,000 |
| Total | \$900,000 | \$900,000 | \$900,000 | \$900,000 | \$900,000 | \$4,500,000 |

Trim and Remove Trees

As the city's tree canopy ages and experiences loss due to storm damage, this funding supports the proactive pruning of trees before they become a hazard, as well as the rapid response to remove downed trees and limbs.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$8,125,000 |
| Total | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$8,125,000 |

Neighborhood Development Projects

Support for TreesCharlotte Endowment

Established in 2010, TreesCharlotte is a non-profit collaboration that works to grow and diversify Charlotte's urban forest by engaging with residents to plant, preserve, and care for trees. In FY 2017, City Council committed \$1.0 million to the TreesCharlotte Endowment Fund. The contribution was planned to be provided over four fiscal years; the \$250,000 contribution in FY 2020 represents the final installment.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$250,000 | - | - | - | - | \$250,000 |
| Total | \$250,000 | - | - | - | - | \$250,000 |

Contribute to TreesCharlotte

Established in 2010, TreesCharlotte is a non-profit collaboration that works to grow and diversify Charlotte's urban forest by engaging with residents to plant, preserve, and care for trees. The FY 2020 contribution of \$100,000 supports neighborhood engagement, education about the canopy in coordination with the city Arborist, and community tree plantings.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$100,000 | - | - | - | - | \$100,000 |
| Total | \$100,000 | - | - | - | - | \$100,000 |

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

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| 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 |

Neighborhood Development Projects

Support Aging in Place

The city will provide additional funds to assist homeowners with impacts from the 2019 revaluation. Homeowners must be 65 and older, must earn less than 80 percent of the area median income, must have owned the home for at least five years prior to the program application, and cannot be eligible for Mecklenburg County's homestead exemption program.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|------------------|----------------|----------|----------|----------|------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$750,000 | - | - | - | - | \$750,000 |
| Total | \$750,000 | - | - | - | - | \$750,000 |

Provide HOME Grant Match

The Federal HOME Grant requires a 25 percent match. Funds in PAYGO provide for the cash match, which is used for housing programs such as tenant based rental assistance, neighborhood revitalization, and down payment assistance.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$3,715,140 |
| Total | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$743,028 | \$3,715,140 |

Support Innovative Housing

The Innovative Housing program provides funds for partnerships such as the Charlotte-Mecklenburg Housing Partnership and the Local Initiative Support Corporation; and for programs such as down payment assistance, urgent repair, and environmental reviews. The FY 2020 program also includes \$7.0 million in funds for naturally occurring affordable housing (NOAH) and to enhance existing programs.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$10,805,107 | \$3,805,107 | \$3,805,107 | \$3,805,107 | \$3,805,107 | \$26,025,535 |
| Total | \$10,805,107 | \$3,805,107 | \$3,805,107 | \$3,805,107 | \$3,805,107 | \$26,025,535 |

Neighborhood Development Projects

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 | Adopted | Planned | | | | TOTAL |
|------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$655,000 | \$655,000 | \$655,000 | \$655,000 | \$655,000 | \$3,275,000 |
| Total | \$655,000 | \$655,000 | \$655,000 | \$655,000 | \$655,000 | \$3,275,000 |

Increase JumpStart Microgrants

The JumpStart Community Safety microgrant program was born out of the community empowerment initiative and was first funded in FY 2019. Grants are provided to organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents. The FY 2020 funding expands the grant program by increasing the FY 2019 funding from \$100,000 to \$500,000.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$500,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,500,000 |
| Total | \$500,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,500,000 |

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 | Adopted | Planned | | | | TOTAL |
|------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| 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 |

Neighborhood Development Projects

Accelerate Police Training

The Accelerated Police Training program provides funds for the training of Police Officers without reducing the available daily staffing compliment. Program funds will be used for training costs and overtime of officers.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-------------|-------------|---------|---------|---------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$2,000,000 | \$1,000,000 | - | - | - | \$3,000,000 |
| Total | \$2,000,000 | \$1,000,000 | - | - | - | \$3,000,000 |

Support Placemaking

Funding is provided to continue placemaking efforts that were launched in FY 2019. The program intends to create active and inviting public spaces through: activating underutilized public spaces, implementing enhanced streetscapes, and enhancing vibrant gathering places.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-----------|---------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$250,000 | - | - | - | - | \$250,000 |
| Total | \$250,000 | - | - | - | - | \$250,000 |

Economic Development Projects

Improve Cultural Facilities

This funding is used to repair, maintain, and make debt service payments on cultural arts and entertainment facilities that are owned and maintained by the city. These facilities include the Bechtler Museum of Modern Art, Blumenthal Performing Arts, Discovery Place, Harvey B. Gantt Center for African-American Arts + Culture, Knight Theater, Mint Museum Randolph, and Mint Museum Uptown.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-------------|-------------|--------------|--------------|--------------|--------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$9,744,955 | \$9,891,129 | \$10,039,496 | \$10,190,089 | \$10,342,940 | \$50,208,609 |
| Total | \$9,744,955 | \$9,891,129 | \$10,039,496 | \$10,190,089 | \$10,342,940 | \$50,208,609 |

Revitalize Business Corridors

The Business Matching Grant program provides commercial businesses within the Business Corridor geography the opportunity to apply for façade, security, and brownfield improvements grants. These grants are a 50 percent matching grant that are paid through reimbursement. Areas within the Business Corridor may have a pattern of disinvestment, higher vacancies of commercial properties, or declining property values. Existing program fund balance is available to continue operation despite no additional funding in FY 2020 or planned in FY 2021.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|---------|---------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | - | - | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$3,000,000 |
| Total | - | - | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$3,000,000 |

Enhance Economic Development Programs

The city is providing additional funds to facilitate the Economic Development department taking a more active regional role around four core priorities. Included funds are for an innovation lab, mapping the talent development ecosystem, attracting and retaining prospective businesses, department communications, market research, and strategic plan continuation.

Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$1,650,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,650,000 |
| Total | \$1,650,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,650,000 |

Economic Development Projects

Initiate Project P.I.E.C.E. 2.0 Workforce Development Program

Project P.I.E.C.E. provides training and employment opportunities for individuals with multiple barriers to employment including homelessness, criminal records, health issues, and/or lack of transportation. FY 2020 provides funding to continue the city's investment and to expand to trade and logistics training.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$300,000 | - | - | - | - | \$300,000 |
| Total | \$300,000 | - | - | - | - | \$300,000 |

Build Minority, Women, and Small Business Enterprise (MWSBE) Capacity

The city will provide \$450,000 in FY 2020 for MWSBEs. The funds will support the AmpUp Program, provide resources for training around procurement processes, target outreach about contracting opportunities, and provide additional capacity for needs and enhancements in the future.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$450,000 | \$450,000 | - | - | - | \$900,000 |
| Total | \$450,000 | \$450,000 | - | - | - | \$900,000 |

Create Westside Collaborative Initiative

The city will provide \$500,000 in funds to enhance community redevelopment objectives on the west side including loans and grants to support small businesses, façade and property improvements, community engagement, beautification, strengthening neighborhoods, and creating a financial opportunity center to help upward mobility of families.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |
| Total | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |

Economic Development Projects

Create Eastside Collaborative Initiative

The city will provide \$500,000 in funds to enhance community redevelopment objectives on the east side including loans and grants to support small businesses, façade and property improvements, community engagement, beautification, strengthening neighborhoods, and creating a financial opportunity center to help upward mobility of families.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |
| Total | \$500,000 | \$500,000 | - | - | - | \$1,000,000 |

Advance Historic West End Initiative

Funds are provided to facilitate economic investment in historic west end. The work focuses on creating social and cultural connections, developing an anti-displacement strategy, and planning for future transportation development.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$150,000 | \$150,000 | - | - | - | \$300,000 |
| Total | \$150,000 | \$150,000 | - | - | - | \$300,000 |

Fund Synthetic Tax Increment Grant (TIG) 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 funding through a combination of financing sources, including tourism revenues, private donations, and a synthetic TIG.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|----------|----------|----------|-----------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$41,412 | \$41,412 | \$41,412 | \$41,412 | \$41,412 | \$207,060 |
| Total | \$41,412 | \$41,412 | \$41,412 | \$41,412 | \$41,412 | \$207,060 |

Economic Development Projects

Support Synthetic TIG Developer Payments

This funding represents payments to various developers with whom the city has entered into synthetic TIG agreements.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-------------------------|----------------|----------------|----------|----------|----------|--------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| PAYGO | \$52,727 | \$54,610 | \$56,530 | \$58,489 | \$60,487 | \$282,843 |
| Total | \$52,727 | \$54,610 | \$56,530 | \$58,489 | \$60,487 | \$282,843 |

Well-Managed Government Projects

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

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|--------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$4,315,254 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$24,315,254 |
| Total | \$4,315,254 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$24,315,254 |

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

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |
| Total | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |

Maintain Charlotte-Mecklenburg Government Center (CMGC) Parking Deck

This program keeps the CMGC parking deck structurally safe and in good repair. Projects could include concrete repairs, structural repairs, or lighting upgrades.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-----------|-----------|-----------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| 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 Projects

Invest in Technology and Disaster Recovery

In FY 2019, the city commissioned a review of city technology systems to assess their abilities to withstand the most common threats to city operations. This funding allows for system improvements, such as hardware redundancy, to ensure uninterrupted service provision. Additional funds are also included to maintain the city's Human Resources management system.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$2,000,000 | \$500,000 | \$1,000,000 | \$2,500,000 | \$2,500,000 | \$8,500,000 |
| Total | \$2,000,000 | \$500,000 | \$1,000,000 | \$2,500,000 | \$2,500,000 | \$8,500,000 |

Upgrade Business System Software

The city continues its commitment to streamlining business processes through technology. This funding will replace hardware and address several cross-department software efforts to align business processes.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|---------|---------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$2,099,906 | \$2,466,405 | \$1,978,286 | - | - | \$6,544,597 |
| Total | \$2,099,906 | \$2,466,405 | \$1,978,286 | - | - | \$6,544,597 |

Purchase Police Technology and Equipment

This funding addresses the changing landscape of law enforcement by replacing technology and communications equipment utilized in modern law enforcement. Technology that could be replaced includes radios, laptops, license plate readers, and security systems within Police facilities.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$1,500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,500,000 |
| Total | \$1,500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,500,000 |

Well-Managed Government Projects

Purchase Municipal Equipment

The Municipal Debt Service Fund purchases select equipment for the city to be paid back over a period of five years. FY 2021 through FY 2024 includes necessary funds to reimburse the Municipal Debt Service Fund for costs related to voting equipment. The city is required to contribute to the purchase as part of an interlocal agreement with Mecklenburg County.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | - | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$4,800,000 |
| Total | - | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$4,800,000 |

Contribute One-time to Firefighter Retirement

Funds are included for a one-time payment to the Charlotte Firefighter's Retirement System. The city anticipates working collaboratively with the Charlotte Firefighter's Retirement System in FY 2020 on a long-term funding strategy recommendation.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Total | \$1,000,000 | - | - | - | - | \$1,000,000 |

Reserve PAYGO Undesignated Balance

This funding represents anticipated PAYGO revenue available to be appropriated in future years.

Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| PAYGO | - | \$216,133 | \$2,061,777 | \$2,536,036 | \$3,306,989 | \$8,120,935 |
| Total | - | \$216,133 | \$2,061,777 | \$2,536,036 | \$3,306,989 | \$8,120,935 |

CAPITAL INVESTMENT PLAN

ADVANCED PLANNING AND DESIGN PROGRAM



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Transportation and Planning Projects

Program Description

Funding for advanced planning and design is used to advance high-priority projects. Through advanced planning work, project scopes become better defined and cost estimates are more precise, creating less risk of future cost overruns. After planning and design phases have produced cost estimates, 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.

Projects within the Transportation and Planning (Mobility, Accessibility, and Connectivity) priority areas, included for planning and design, are outlined on the following pages. Each project contains a description and justification, as well as a concept drawing of one possible alignment. During planning and design, the scopes will be finalized and a final alignment will be selected prior to appropriating funding. Justifications of road and intersection projects revolve around four categories of technical analysis: safety, congestion, connectivity, and leverage opportunities. Descriptions of each evaluation component are presented below.

Roadway Projects

Safety (0-4 pts based on High Injury Network)

- Number of crashes per mile

Congestion (1-10 pts based on calculated volume-to-capacity ratio)

- Traffic delays and backups

Connectivity (1-3 pts based on completing connections for pedestrians, cyclists, motorists (1 pt per category))

- Number of jobs within a half-mile
- Population within a half-mile
- New sidewalk connection
- New bicycle connection
- Transit station area
- Bus routes

Leverage (1 pt per opportunity)

- Partnership opportunities (private development, NCDOT, and/or other programs)

Intersection Projects

Safety (0-4 pts based on High Injury Network)

- Crash history

Congestion (0-8 pts based on High Congestion List)

- Traffic delays and backups (as defined by the High Congestion Location map)

Connectivity (1-3 pts based on completing connections for pedestrians, cyclists, motorists (1 pt per category))

- Addresses bottlenecks along major corridors

Leverage (1 pt per opportunity)

- Partnership opportunities (private development, NCDOT, and/or other programs)

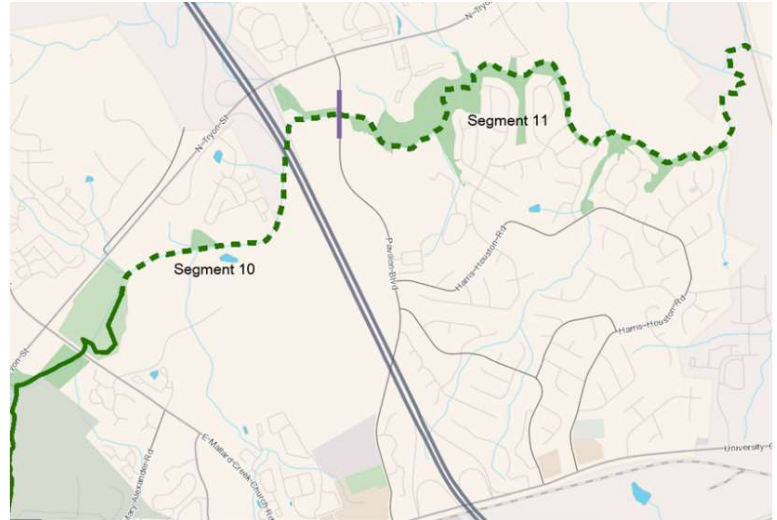
Adoption of the pool of projects will initiate planning work on each project. If a project remains feasible after planning work has been completed, the project will enter the design phase. The feasibility of the project will continue to be assessed throughout design. Funding for the project may be considered in a future budget based on the final outcomes.

Funding for advanced planning and design will be available from the Municipal Debt Service Fund and reimbursed when the project is permanently financed.

Transportation and Planning Projects

Cross Charlotte Trail Segments 10 and 11

The Cross Charlotte Trail is a multi-use path that extends more than 30 miles from Ballantyne, through the Town of Pineville, Uptown, and UNC Charlotte, to the Cabarrus County line. The trail is divided into 11 segments; segment one is currently under construction, segments two and three are in design, and segment four is complete. Funding to complete design and construction on segments five, six, seven, eight, and nine is included in the FY 2020 – 2024 CIP. This project will plan and design the final two segments, 10 and 11. Once planning and design have been completed for segments 10 and 11 and an accurate cost estimate has been determined, funding will be proposed in a future budget.



Council District: 4

Ashley Road/Tuckaseegee Road/Freedom Drive Intersection

This project would modify the Ashley Road/Tuckaseegee Road/Freedom Drive intersection to improve pedestrian and bicycle safety and traffic operations. Improvements could include extending turn lanes, adding pedestrian refuge islands, and/or widening sidewalks and bicycle lanes. The project is intended to support a more connected pedestrian and bicycle network in the area.

Council District: 3

Priority Score:

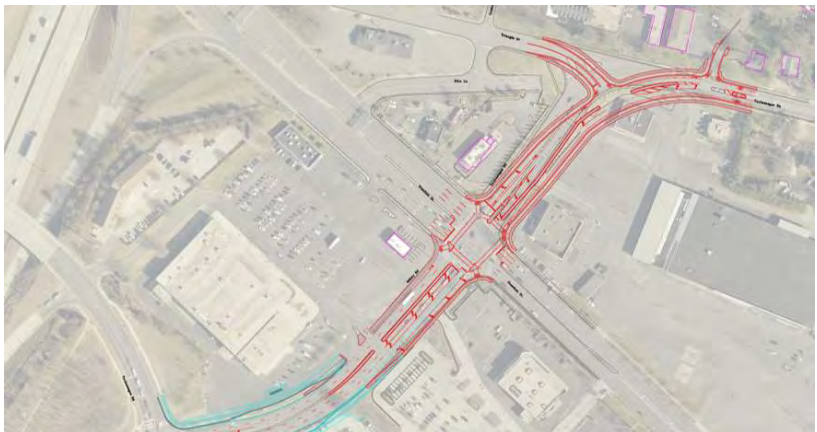
Safety: 4

Congestion: 4

Connectivity: 3

Leverage: 3

Total Score: 14



Transportation and Planning Projects

Eastway Drive/Shamrock Drive Intersection

This project would modify the Eastway Drive/Shamrock Drive/Frontenac Avenue intersection to improve safety and alleviate congestion. Safety improvements could include reduced pedestrian and bicycle crossing distances, and/or construction of pedestrian refuge islands, crosswalks, sidewalks, and bicycle lanes. All possible improvements complement the planned Shamrock Drive Complete Street project that is underway as part of the Central/Albemarle/Shamrock CNIP. This intersection project is anticipated to be completed in partnership with NCDOT. Additionally, the Central/Albemarle/Shamrock CNIP has dedicated funding to complete a planning study in advance of the project.

Council District: 1

Priority Score:

Safety: 4

Congestion: 4

Connectivity: 3

Leverage: 3

Total Score: 14



Bryant Farms Road Extension

This project would expand upon the current Bryant Farm Road project (phase one) and extend it further from Rea Road to Ardrey Kell Road (phase two). The full Bryant Farms Road extension to Ardrey Kell Road enhances the east/west capacity in the rapidly-growing Ballantyne area by providing a parallel alternative to Ardrey Kell Road and Ballantyne Commons Parkway.

Council District: 7

Priority Score:

Safety: 3

Congestion: 4

Connectivity: 3

Leverage: 2

Total Score: 12



Transportation and Planning Projects

Robinson Church Road

This project would widen the existing two-lane, undivided Robinson Church Road between Harris Boulevard and Hood Road. Possible improvements could include a center space for turn lanes, landscaped medians, pedestrian refuge islands, bicycle lanes, sidewalks, street trees, and/or lighting. The possibility of a roundabout at the intersection of Plott Road will also be explored during planning. A roundabout could be used to safely and efficiently accommodate future projected traffic volumes.

Council District: 5

Priority Score:

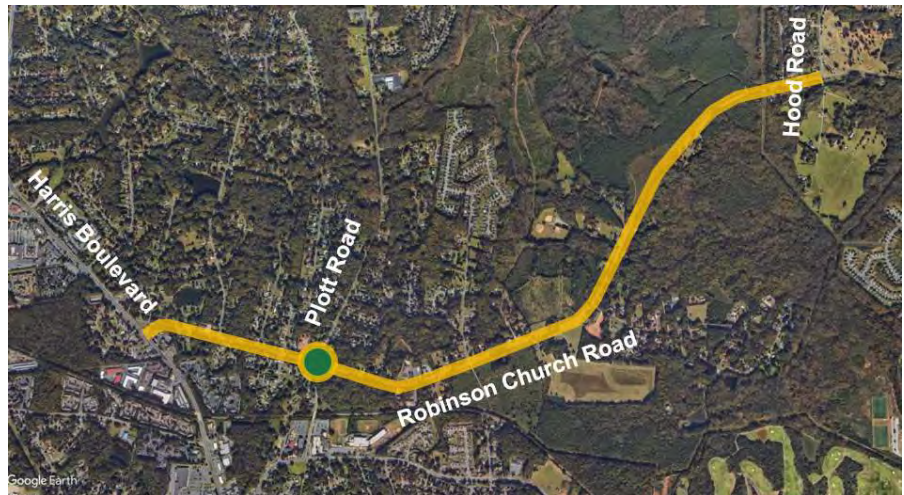
Safety: 3

Congestion: 2

Connectivity: 2

Leverage: 3

Total Score: 10



Neighborhood Development Projects

Program Description

Neighborhood Development (Safe, Healthy, and Inclusive Communities) projects included for planning and design focus on enhancing public safety in our community. Each project is outlined on the following pages and contains a description and a photo of what the project could look like. During planning and design, each project's scope will be finalized and a final design will be selected prior to appropriating funding. When constructing a new facility, it is critical to identify a site prior to design of the facility. The FY 2020 – 2024 CIP proposes funding for early land acquisition to support the new advanced planning and design initiative.

Construct and Renovate Fire Stations

The city is currently in the process of completing a Fire facilities master plan to establish station construction priorities. Station priorities are determined based on analysis of call load, street connectivity, resource availability, and response times. Once the master plan is complete and the priorities have been outlined, funding will be considered for additional fire stations.

The FY 2020 – 2024 CIP contains a new infill fire station planned to be funded in FY 2021 at \$9,350,000. This station is anticipated to be 12,600 square feet with

three fire truck bays. Once the master plan is complete and the highest priority infill location has been identified, land acquisition funds will be available to purchase property to begin planning and design of the facility.

In addition to constructing new fire stations, the Planning and Design Revolving Fund allows the advancement of fire station renovations that could include the addition of standalone female locker rooms, weight rooms, and/or dormitory expansions.



Complete Police Division Stations

The Charlotte-Mecklenburg Police Department currently operates a 13-division response area across the city. It is anticipated that Police may need to expand to 15 response areas in the future based on population growth and call volume. The new areas result from splitting the North and South response areas from two divisions into four. The South Division would carve out a portion called Park South, and the North division will be split in Northeast and Northwest. The addition of two response areas requires construction of a new division station in each. The FY 2020 Planning and Design Revolving Fund advances one of the new division stations based on priorities outlined in the Police Facilities Strategic Plan. Land acquisition is also anticipated.



Neighborhood Development Projects

Upgrade Existing Animal Care and Control Facility

The adopted FY 2019 – 2023 CIP included \$4,000,000 in FY 2019 for upgrades to the existing Animal Care and Control facility located at 8315 Byrum Drive in Council District 3. Several upgrades have already been implemented. This project is included in the FY 2020 Planning and Design Revolving Fund to determine if additional upgrades are needed.



CAPITAL INVESTMENT PLAN

TRANSPORTATION AND PLANNING





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Advance the Cross Charlotte Trail

Project Description

The Cross Charlotte Trail, in partnership with Mecklenburg County, creates over 30 miles of trail and greenway facility from Ballantyne, through the Town of Pineville, Uptown, and UNC Charlotte, to the Cabarrus County line. Once complete, this multi-use path will offer residents transportation choices 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 connecting greenways.

The Cross Charlotte Trail is divided into 11 segments; segment one is currently under construction, segments two and three are in design, and segment four is complete. This funding would complete segments five, six, seven, eight, and nine, which have benefitted from planning and design work. Segments 10 and 11, which have received no planning or design money, are included in the Advanced Planning and Design Program. Once planning and design has been completed for segments 10 and 11 and an accurate cost estimate has been determined, funding will be proposed in a future year.

| | |
|-------------------------|---|
| Department | Transportation |
| Location | Ballantyne, through Pineville, Uptown, UNC Charlotte, to the Cabarrus County line |
| Council District | 1, 4, 6, 7 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------------------|---------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$15,000,000 | - | - | - | - | \$15,000,000 |
| Construction | \$39,073,600 | - | - | - | - | \$39,073,600 |
| Public Art | \$326,400 | - | - | - | - | \$326,400 |
| Total | \$54,400,000 | - | - | - | - | \$54,400,000 |
| Prior Appropriations | | | | | | \$38,000,000 |
| Grand Total | | | | | | \$92,400,000 |

Create

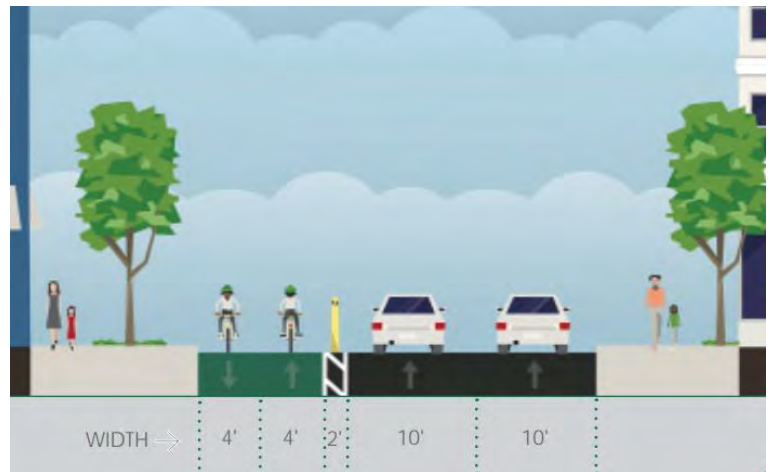
Uptown Cycle Track

Project Description

This project plans, designs, and implements a two-way protected cycle track in Uptown along portions of 5th Street and 6th Street. The Uptown Cycle Track provides the only protected east/west bicycle connector through Uptown. It is approximately 1.6 miles long and connects Mecklenburg County's Little Sugar Creek Greenway, Irwin Creek Greenway, and Stewart Creek Greenway.

The project is expected to be completed in two phases; the first phase was completed in April 2019, and the second phase is anticipated to be completed in 2021. This project originated from the Uptown Connects study and will increase accessibility and safety for pedestrians and bicyclists, advancing Charlotte towards becoming a true city of bikes.

| | |
|-------------------------|---|
| Department | Transportation |
| Location | 5 th Street and 6 th Street |
| Council District | 1 and 2 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|---------|---------|---------|---------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | \$4,495,500 | - | - | - | - | \$4,495,500 |
| Public Art | \$4,500 | - | - | - | - | \$4,500 |
| Total | \$4,500,000 | - | - | - | - | \$4,500,000 |
| Prior Appropriations | | | | | | \$2,000,000 |
| Grand Total | | | | | | \$6,500,000 |

Bryant Farms Road

Project Description

This project extends Bryant Farms Road by 0.4 miles from Elm Lane to Rea Road and rebuilds the intersection of Bryant Farms Road, Elm Lane, and Blakeney Heath Road. This extension provides a critical east/west connection in the rapidly-growing Ballantyne area. Pedestrian and bicycle facilities will also be included in this project.

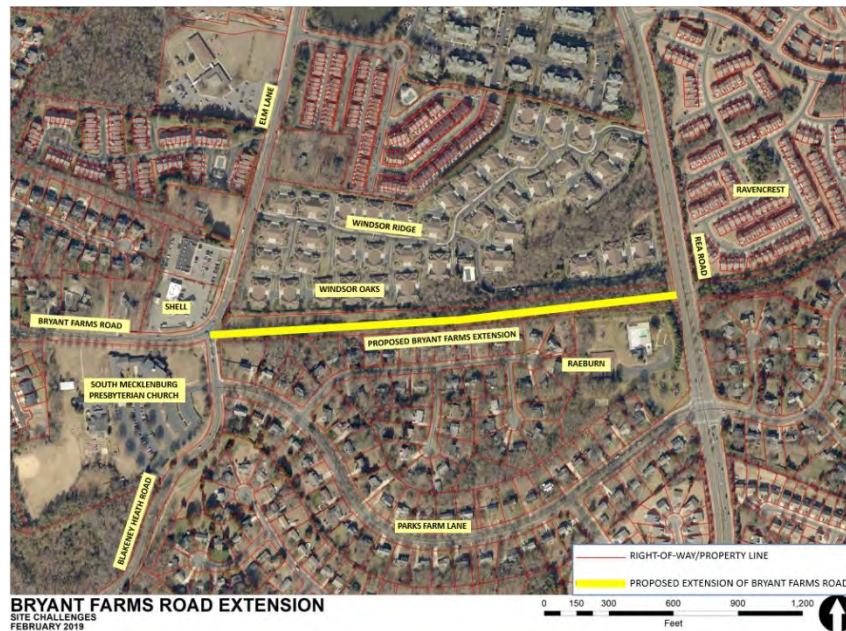
The Adopted FY 2019 Budget included \$2,000,000 for planning and design, which is currently underway.

Department Transportation

Location Bryant Farms Road from Elm Lane and Rea Road

Council District 7

Priority Area Transportation and Planning (Mobility, Accessibility, and Connectivity)



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|---------------------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | \$2,000,000 | - | - | - | \$2,000,000 |
| Construction | - | \$16,000,000 | - | - | - | \$16,000,000 |
| Public Art | - | - | - | - | - | - |
| Total | - | \$18,000,000 | - | - | - | \$18,000,000 |
| Prior Appropriations | | | | | | \$2,000,000 |
| Grand Total | | | | | | \$20,000,000 |

Improve Idlewild Road and Monroe Road Intersection

Project Description

The Idlewild Road/Rama Road and Monroe Road intersection project will add a multi-use path, bike lanes, new turning lanes to increase vehicular capacity, and will support economic development. It is anticipated that \$3,400,000 will be leveraged through the North Carolina Department of Transportation.

| | |
|-------------------------|---|
| Department | Transportation |
| Location | Idlewild Road/Rama Road and Monroe Road Intersection |
| Council District | 5 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|-------------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$2,500,000 | - | - | - | \$2,500,000 |
| Public Art | - | - | - | - | - | - |
| Total | - | \$2,500,000 | - | - | - | \$2,500,000 |
| Prior Appropriations | | | | | | \$6,600,000 |
| NCDOT Funding | | | | | | \$3,400,000 |
| Grand Total | | | | | | \$12,500,000 |

Develop Dixie Berryhill

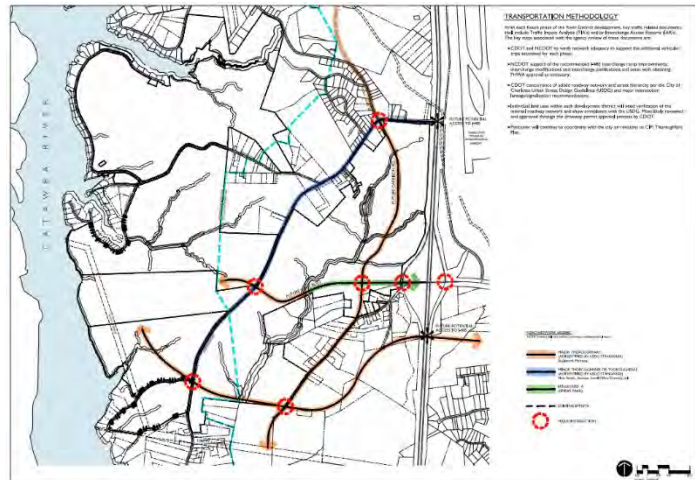
Area Roads

Project Description

Dixie Berryhill Area Roads funding aims to improve the road system in the area west of CLT Airport by leveraging private funding and development efforts. Improvements will be made to major roads, which may include Dixie River Road, West Boulevard, and/or Garrison Road. This project will promote economic development and job growth around the Charlotte Regional Intermodal Facility at CLT Airport and provide access to underdeveloped land west of I-485.

A portion of the total project budget has been committed to the extension of West Boulevard, which is anticipated to be completed in partnership with a private developer. The remaining projects are also anticipated to be completed in partnership with a private developer. The city contribution outlined in the table below represents a portion of the total potential project costs. All road projects receiving funding will be annexed into the city limits.

| | |
|-------------------------|--|
| Department | Economic Development |
| Location | Area west of CLT Airport |
| Council District | 3 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|--------------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Public/Private Partnership | - | \$21,480,000 | - | - | - | \$21,480,000 |
| Total | - | \$21,480,000 | - | - | - | \$21,480,000 |
| Prior Appropriations | | | | | | \$24,720,000 |
| Grand Total | | | | | | \$46,200,000 |

Project Description

This project extends Park South Drive by 0.2 miles from Fairview Road to a new roundabout at Carnegie Boulevard. The new connection will provide a two-lane street and extend the existing eastbound left-turn lane on Fairview Road.

This project is anticipated to be completed in partnership with a private developer. The city contribution outlined in the table below represents a portion of the total project costs.

| | |
|-------------------------|--|
| Department | Transportation |
| Location | Park South Drive from Fairview Road to Carnegie Boulevard |
| Council District | 6 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|-------------|---------|---------|---------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Public/Private Partnership | - | \$4,432,000 | - | - | - | \$4,432,000 |
| Total | - | \$4,632,000 | - | - | - | \$4,632,000 |
| Prior Appropriations | | | | | | \$4,000,000 |
| Grand Total | | | | | | \$8,632,000 |

Connect Northeast Corridor

Infrastructure

Project Description

Northeast Corridor Infrastructure (NECI) is a collection of projects targeted at improving pedestrian, bicycle, and vehicular access to the CATS Blue Line Extension. These investments also make connections to other community assets like the Cross Charlotte Trail, Mecklenburg County greenway system, UNC Charlotte, NoDa, and the Applied Innovation Corridor.

Department General Services

Location Area around the CATS Blue Line Extension

Council District 1 and 4

Priority Area Transportation and Planning (Mobility, Accessibility, and Connectivity)



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|---------------------|---------|---------|---------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | \$6,700,000 | - | - | - | \$6,700,000 |
| Construction | - | \$20,436,200 | - | - | - | \$20,436,200 |
| Public Art | - | \$163,800 | - | - | - | \$163,800 |
| Total | - | \$27,300,000 | - | - | - | \$27,300,000 |
| Prior Appropriations | | | | | | \$79,300,000 |
| Grand Total | | | | | | \$106,600,000 |

Maintain Traffic Signal System Coordination

Project Description

This program installs 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 (Mobility, Accessibility, and Connectivity) |



Budget Overview

| <i>Uses</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|----------------|----------------|---------|---------|---------|---------------------|
| Expense Category | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$6,000,000 | - | - | - | \$6,000,000 |
| Public Art | - | - | - | - | - | - |
| Expenses Total | - | \$6,000,000 | - | - | - | \$6,000,000 |
| Prior Appropriations | | | | | | \$9,000,000 |
| Grand Total | | | | | | \$15,000,000 |

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 (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|-------------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$4,000,000 | - | - | - | \$4,000,000 |
| Public Art | - | - | - | - | - | - |
| Total | - | \$4,000,000 | - | - | - | \$4,000,000 |
| Prior Appropriations | | | | | | \$15,000,000 |
| Grand Total | | | | | | \$19,000,000 |

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, which is required by the North Carolina Department of Transportation.

| | |
|-------------------------|--|
| Department | Transportation |
| Location | To be determined (TBD) |
| Council District | TBD |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|----------------|--------------------|----------------|----------------|----------------|---------------------|
| | <i>FY 2020</i> | <i>FY 2021</i> | <i>FY 2022</i> | <i>FY 2023</i> | <i>FY 2024</i> | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$3,996,000 | - | - | - | \$3,996,000 |
| Public Art | - | \$4,000 | - | - | - | \$4,000 |
| Total | - | \$4,000,000 | - | - | - | \$4,000,000 |
| Prior Appropriations | | | | | | \$10,000,000 |
| Grand Total | | | | | | \$14,000,000 |

Plan and Design

Silver Line Light Rail

Project Description

The LYNX Silver Line light rail alignment is anticipated to run from the Town of Matthews, through Uptown, to CLT Airport, and beyond to Gaston County/City of Belmont. This begins early efforts to plan and design the line, which will continue over the next several years. Planning and design work is necessary prior to seeking federal funding.

| | |
|-------------------------|--|
| Department | Charlotte Area Transit System |
| Location | Town of Matthews, through Uptown, to CLT Airport, and Gaston County/ the City of Belmont |
| Council District | 1, 2, 3, 5, 6 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | \$9,000,000 | \$9,000,000 | \$11,000,000 | \$11,000,000 | \$10,000,000 | \$50,000,000 |
| Total | \$9,000,000 | \$9,000,000 | \$11,000,000 | \$11,000,000 | \$10,000,000 | \$50,000,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$50,000,000 |

Design South End Light Rail Station

Project Description

Design for a new South End LYNX Blue Line light rail station explores conceptual alignments and adds a pedestrian crossing across the tracks. This project is anticipated to be completed in partnership with a private developer. The contribution outlined in the table below represents a portion of the total project costs.

| | |
|-------------------------|--|
| Department | Charlotte Area Transit System |
| Location | LYNX Blue Line between the East/West and New Bern stations |
| Council District | 3 |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



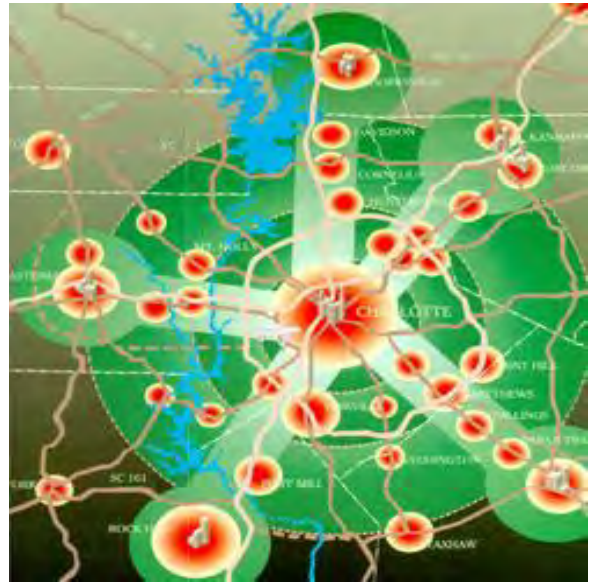
Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | | |
| Planning and Design | \$1,415,608 | \$1,581,717 | - | - | - | | \$2,997,325 |
| Construction | - | - | \$3,000,000 | \$3,000,000 | \$3,000,000 | | \$9,000,000 |
| Total | \$1,415,608 | \$1,581,717 | \$3,000,000 | \$3,000,000 | \$3,000,000 | | \$11,997,325 |
| Prior Appropriations | | | | | | | \$0 |
| Grand Total | | | | | | | \$11,997,325 |

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, and supporting infrastructure, such as Americans with Disabilities Act (ADA) enhancements. Two projects within this funding category, the Silver Line Light Rail and the South End Light Rail Station, have been outlined on individual project pages because of the size and scope of the projects.

| | |
|-------------------------|--|
| Department | Charlotte Area Transit System |
| Location | Mecklenburg County/Citywide |
| Council District | Citywide |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|------------------|------------------|------------------|------------------|------------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Local Match Expense | \$1,232,804 | - | - | - | - | \$1,232,804 |
| Design | - | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$800,000 |
| Total | \$1,232,804 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$2,032,804 |
| Prior Appropriations | | | | | | \$1,167,965,699 |
| Grand Total | | | | | | \$1,169,998,503 |

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 could include mobile video replacement on the existing bus fleet, transit police dispatch upgrade, cameras on the LYNX Blue Line Extension, or a video management system project.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Transportation and Planning
(Mobility, Accessibility, and Connectivity)



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | | <i>Planned</i> | | | <i>TOTAL</i> |
|-----------------------------|--------------------|--------------------|--------------------|------------------|------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Equipment | \$2,858,384 | \$1,722,316 | \$1,222,144 | \$993,897 | \$226,136 | \$7,022,877 |
| Total | \$2,858,384 | \$1,722,316 | \$1,222,144 | \$993,897 | \$226,136 | \$7,022,877 |
| Prior Appropriations | | | | | | \$4,359,689 |
| Grand Total | | | | | | \$11,382,566 |

Purchase New Transit Support Systems

Project Description

This funding purchases new equipment required to sustain operations and address changing technology needs. Examples of items that may be purchased include mobile payment equipment and supportive technology for public Wi-Fi amenities. Equipment for maintenance and support such as vehicle bay lifts, backhoes, and shop equipment also support transit operations.

| | |
|-------------------------|---|
| Department | Charlotte Area Transit System |
| Location | Mecklenburg County/Citywide |
| Council District | Citywide |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| <i>Uses</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|----------------------|----------------|----------------|-----------|----------|-----------|---------------------|
| Expense Category | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Equipment | \$2,344,827 | \$475,969 | \$364,959 | \$34,000 | \$538,000 | \$3,757,755 |
| Expenses Total | \$2,344,827 | \$475,969 | \$364,959 | \$34,000 | \$538,000 | \$3,757,755 |
| Prior Funding | | | | | | \$64,838,100 |
| Grand Total | | | | | | \$68,595,855 |

Purchase 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 (Mobility, Accessibility, and Connectivity) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|--------------------|------------------|------------------|------------------|------------------|--------------------|
| | | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Equipment | \$1,240,200 | \$685,010 | \$530,320 | \$390,530 | \$320,740 | \$3,166,800 |
| Total | \$1,240,200 | \$685,010 | \$530,320 | \$390,530 | \$320,740 | \$3,166,800 |
| Prior Appropriations | | | | | | \$2,081,446 |
| Grand Total | | | | | | \$5,248,246 |

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 future-identified Charlotte Water infrastructure improvements.

| | |
|-------------------------|--|
| Department | Charlotte Water |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Transportation and Planning (Mobility, Accessibility, and Connectivity) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | \$1,500,000 | \$3,000,000 | \$6,750,000 | \$3,090,000 | \$3,182,700 | \$17,522,700 |
| Construction | \$3,500,000 | \$7,000,000 | \$15,750,000 | \$7,210,000 | \$7,426,300 | \$40,886,300 |
| Total | \$5,000,000 | \$10,000,000 | \$22,500,000 | \$10,300,000 | \$10,609,000 | \$58,409,000 |
| Prior Appropriations | | | | | | \$111,598,975 |
| Grand Total | | | | | | \$170,007,975 |



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CAPITAL INVESTMENT PLAN

NEIGHBORHOOD DEVELOPMENT





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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 our community.

The FY 2020 – FY 2024 CIP increases the planned 2020 bond funding for affordable housing from \$25.0 million to \$50.0 million. This funding represents the second \$50.0 million housing bond in Charlotte, for a total voter-approved investment of \$130.0 million since 2014.

Department Housing and Neighborhood Services

Location TBD

Council District TBD

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|--------------|---------|---------|---------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$50,000,000 | - | - | - | \$50,000,000 |
| Public Art | - | - | - | - | - | - |
| Total | - | \$50,000,000 | - | - | - | \$50,000,000 |
| Prior Appropriations | | | | | | \$80,000,000 |
| Grand Total | | | | | | \$130,000,000 |

Neighborhood Improvement Program

Project Description

The Comprehensive Neighborhood Improvement Program (CNIP) focuses on connecting six, multi-neighborhood geographies to major employment, institutional, and retail areas through a network of streets, sidewalks, greenways, and bike lanes. This program provides a comprehensive approach to placemaking by promoting vibrant, diverse, and economically strong communities. The identification process for potential CNIP projects spanned across city departments and selection was influenced by active community engagement. The collection of projects within each area are intended to create impactful changes within the surrounding communities.

Each of the six CNIP areas are described in the following pages. The funding table below represents the overall program funding.

Department Housing and Neighborhood Services

Location Central/Albemarle/Shamrock,
Prosperity Village,
SouthPark,
Sunset/Beatties Ford,
West Trade/Rozzelles Ferry,
Whitehall/Ayrsley

Council District 1, 2, 3, 4, 5, 6

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|---------------------|---------|---------|---------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$29,820,000 | - | - | - | \$29,820,000 |
| Public Art | - | \$180,000 | - | - | - | \$180,000 |
| Total | - | \$30,000,000 | - | - | - | \$30,000,000 |
| Prior Appropriations | | | | | | \$105,000,000 |
| Grand Total | | | | | | \$135,000,000 |

Central/Albemarle/Shamrock CNIP

Project Description

The Central/Albemarle/Shamrock CNIP area is east of Uptown and encompasses the neighborhoods of Country Club Heights, Four Seasons, Farm Pond, Wilora Lake, Idlewild Farms, Winterfield, Windsor Park, Kilborne, Eastway-Sheffield, Plaza Shamrock, Shamrock Hills, Howie Acres, and Eastway Acres.

Points of interest within CNIP boundaries include the old Eastland Mall site, Evergreen Cemetery, Evergreen Nature Preserve, Kilborne Park, Shamrock Park, Methodist Home Park, Garinger High School, Eastway Middle School, Shamrock Gardens Elementary School, and Aldersgate Community. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

| | | | |
|-------------------------|---|---------------------|--|
| Department | Housing and Neighborhood Services | | |
| Council District | 1 and 5 | | |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) | | |
| Budget | CNIP: | \$20,000,000 | |
| | Sidewalk Program: | \$2,000,000 | |
| | Total: | \$22,000,000 | |



Project List

- **Shamrock Drive Complete Street** – Upgrade 0.9 miles of Shamrock Drive from Virginia Avenue to Cardiff Avenue with bicycle lanes, sidewalks, accessibility ramps, medians, and crosswalks. This project will complement future projects that result from the Eastway Drive/Shamrock Drive Intersection Planning Study.
- **Eastway Drive/Shamrock Drive Intersection Planning Study** – Contribution to a larger intersection project included for early planning and design. The intersection project is anticipated to be completed in partnership with the North Carolina Department of Transportation (NCDOT).
- **Kilborne Drive Streetscape** – Construct 0.9 miles of new sidewalk on the west side of Kilborne Drive from Eastway Drive to existing sidewalk adjacent to the entrance of Kilborne Apartments at Havenwood Road. This project will install new curb and gutter, storm drainage, planted medians, a pedestrian island and crosswalks, street trees, and bicycle facilities.
- **Central Avenue/Kilborne Drive/Norland Road Pedestrian and Bicycle Improvements** – Highlight the historical attributes of the area, which includes a new pocket park, and construct 0.8 miles of bicycle lanes, sidewalks, accessibility ramps, crosswalks, and intersection improvements.
- **Public Art** – Artwork will be integrated into the Potter's Place green space that focuses on resident memories and experiences of the neighborhood. Art will also be included in the Shamrock Drive roundabouts.

Prosperity Village CNIP

Project Description

The Prosperity Village area is a high-growth area in northeast Charlotte in need of increased connectivity to regional nodes and employment centers. Charlotte's largest planned neighborhood, Highland Creek, is located within the Prosperity Village community. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department Housing and Neighborhood Services

Council District 4

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)

Budget

| | |
|--|---------------------|
| CNIP: | \$30,000,000 |
| Sidewalk Program: | \$150,000 |
| Charlotte Water/ Storm Water/Other: | \$120,000 |
| Total: | \$30,270,000 |



Project List

- **Jimmy Oehler Road Sidewalk** – Fill-in 0.1 mile of sidewalk gap.
- **Ridge Road Sidewalk** – Fill-in 0.1 mile of sidewalk gap.
- **Craven Thomas Road/Robert Helms Road Streetscape** – Design and install about 1.0 mile of streetscape beautification along Craven Thomas Road, Robert Helms Road, and the Prosperity Church Road exit off of the I-485. The beautification elements include widening the existing sidewalk into a multi-use trail, adding trees and shrubs, resting areas, lighting, and public art.
- **DeArmon Road Complete Street Improvements** – Improve 0.75 miles of DeArmon Road from Browne Road to Benfield Road with a turn lane, curb and gutter, storm drainage, sidewalk, and a greenway crossing under DeArmon Road.
- **Prosperity Church Road Pedestrian Crossings** – Install a traffic signal at Prosperity Church Road and Katelyn Drive, and pedestrian beacons at Prosperity Church Road and Prosperity Point Land, as well as 3700 Prosperity Church Road.
- **Prosperity Church Road Improvements** – Widen approximately 0.3 miles of Prosperity Church Road between Old Ridge Road and Benfield Road. Improvements also include curb and gutter, sidewalk, storm drainage, bicycle lanes, on-street parking, and a roundabout at Prosperity Church Road and Prosperity Ridge Road.

Support

Prosperity Village CNIP

- **Prosperity Village Pocket Park for CLT 250** – Create a pocket park on a 1.36-acre site north of the intersection of Benfield Road and DeArmon Road/Johnston Oehler Road. This new community asset will serve as a gateway to Prosperity Village.
- **Public Art** – A series of eight sculptures will be installed along each side of the streetscape divided by I-485 that reference the community's agrarian history. The artist has also proposed two, large-scale figures carved from stone to serve as trail markers along Robert Helms Road.

Project Description

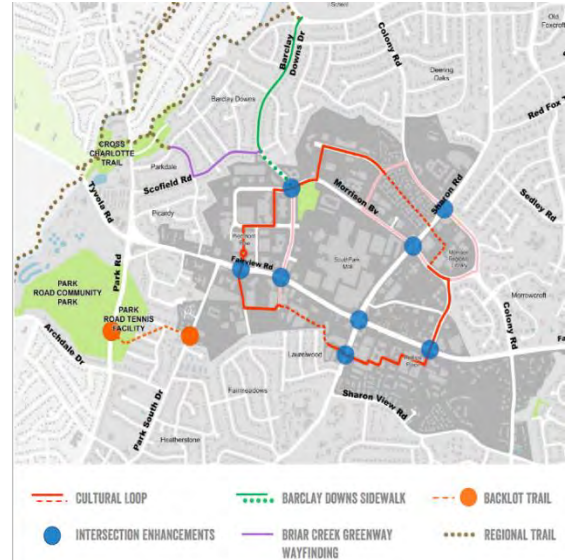
The SouthPark CNIP focuses on the identification and implementation of infrastructure to support and sustain private investment in the community. Strategic public investments will be made to maintain and advance SouthPark as an attractive and economically strong community, and to provide enhanced transportation choices in the area. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department Housing and Neighborhood Services

Council District 6

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)

Budget CNIP: \$15,000,000
Total: \$15,000,000



Project List

- **Enhanced CrossWalks** – Improve pedestrian safety and mobility by adding high visibility crosswalks, new accessibility ramps, and leading pedestrian interval signal devices. The intersections of Sharon Road and Fairview Road, and Sharon Road and Morrison Boulevard have been identified for initial implementation.
- **Barclay Downs Drive Sidewalk** – Improve pedestrian safety along a 0.6 mile stretch of Barclay Downs Drive between Sayre Road and Runnymede Lane through the addition of sidewalk, curb and gutter, accessibility ramps, and a planting strip.
- **Backlot Trail Phase I** – Install 0.5 miles of pedestrian and bicycle facilities to connect Park South Drive to Park Road and Park Road Park. These facilities may include sidewalk, curb and gutter, planting strips, and concrete trails.
- **Cultural Loop Vision Framework Plan** – Create a Framework Plan to vision and program an approximately 3.0-mile bicycle and pedestrian path connecting neighborhoods, shops, restaurants, hotels, and parks in the SouthPark activity center.
- **Cultural Loop Implementation** – Support the future design and construction of the Cultural Loop once the Framework Plan is complete.
- **Partnership Opportunities** – A portion of funding is set aside for public/private partnerships to construct the Cultural Loop once the Framework Plan is complete.
- **Briar Creek Greenway Wayfinding** – Connect residents to Mecklenburg County’s Briar Creek Greenway through wayfinding via the future Cultural Loop.
- **Public Art** – Actively in planning phase with scope and artist still to be determined.

Further Sunset/ Beatties Ford CNIP

Project Description

The Sunset/Beatties Ford CNIP area includes established communities in a high-growth area in north and northwest Charlotte. This area was selected as a CNIP due to opportunities for development, redevelopment, and leveraging existing assets within the community. The population in the Sunset/Beatties Ford area more than doubled between 2000 – 2010; as a result, there is increased demand for safe connections to parks, recreation, retail, transit, and jobs. Projects are focused on improving pedestrian safety, increasing pedestrian access to services, and expanding transportation choices.

Department Housing and Neighborhood Services

Council District 2

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)

Budget

| | |
|-------------------|---------------------|
| CNIP: | \$20,000,000 |
| NCDOT: | \$3,500,000 |
| Sidewalk Program: | \$750,000 |
| Total: | \$24,250,000 |



Project List

- **Beatties Ford Road Pedestrian Crossings** – Improve pedestrian safety and access to services along Beatties Ford Road from Capps Hill Mine Road to I-85 by adding pedestrian islands, hybrid beacons, and/or traffic signals.
- **Lakeview Road/Reames Road Roundabout and Sidewalk** – Construct a roundabout at Lakeview Road and Reames Road and install 1.4 miles of sidewalk on the south side of Lakeview Road from Reames Road to Beatties Ford Road.
- **Beatties Ford Road/Sunset Road Pedestrian Improvements** – Improve accessibility in and around Hornet’s Nest Park and adjacent neighborhoods. A total of 3.5 miles of sidewalk will be added to Beatties Ford Road and Sunset Road, and a traffic signal will be installed at the intersection of Beatties Ford Road and Trinity Road.
- **Peachtree Road Sidewalks** – Install a total of 1.1 miles of sidewalk along both sides of Peachtree Road from Oakdale Road to Crandon Drive, along Beam Lake Drive from Peachtree Road to the existing sidewalk, and fill in sidewalk gaps along Oak Drive.
- **Oakdale Road/Miranda Road/Sunset Road Intersection** – Provide matching funds for NCDOT’s intersection improvement project to enhance safety.
- **Public Art** – Actively in planning phase with scope and artist still to be determined.

Advance West Trade/ Rozzelles Ferry CNIP

Project Description

The West Trade/Rozzelles Ferry CNIP area is a high-growth area on the west side of Uptown. The area is home to a unique blend of historic landmarks, Johnson C. Smith University, retail and businesses, and neighborhoods including Smallwood, Lakewood, Seversville, Wesley Heights, Ashley Park, and Camp Greene. These projects will be transformative, help large multi-neighborhood areas strengthen important business corridors, reenergize established neighborhoods, capitalize on key economic activity centers, and connect the community to the CityLYNX Gold Line.

Department Housing and Neighborhood Services

Council District 2 and 3

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)

Budget CNIP: \$20,000,000
Total: \$20,000,000



Project List

- **West 4th Street Extension** – Increase pedestrian safety by decreasing 1.0 mile of four-lane roadway to two lanes. This project will also add sidewalk, curb and gutter, refuge medians, accessibility ramps, storm drainage improvements, landscaping and street trees, and street resurfacing.
- **Frazier Avenue Realignment** – Improve 0.25 miles of Frazier Avenue between West Trade Street and 5th Street with new sidewalk, planting strips, and curb and gutter. The new section of Frazier Avenue will be aligned at the intersection with Wesley Heights Way. This new intersection installs pedestrian and traffic signals, storm drainage improvements, street trees, and new accessibility ramps.
- **I-77/West Trade Street Underpass Enhancements** – Install new lighting, benches, public art, and new sidewalk along the I-77 underpass on West Trade Street.
- **Five Points Public Plaza** – Create a new public plaza at the Five Points intersection including landscaping, public art, water splash pad, amphitheater, solar pavers, sings, and new sidewalk.
- **Morehead Street Projects** – Construct wider sidewalks, curb and gutter, accessibility ramps, and new lighting along 0.17 miles of roadway at the intersection of West Morehead Street and I-77. A second project includes three pedestrian refuge islands on West Morehead Street between Wilkinson Boulevard and Suttle Avenue to improve connectivity to the CityLYNX Gold Line. This project is coordinated with NCDOT resurfacing of Morehead Street.

Advance West Trade/ Rozzelles Ferry CNIP

- **Rozzelles Ferry Road Pedscape Project** – Build pedestrian refuge medians along 0.7 miles of Rozzelles Ferry Road from Zebulon Avenue to the Rozzelles Ferry Road/West 5th Street/West Trade Street/Beatties Ford Road intersection. Street resurfacing will also be completed in conjunction with this project.
- **State Street Pedestrian Improvements** – Transform 0.5 miles of State Street into a pedestrian-friendly street connecting Johnson C. Smith University and Old Savona Mills creating a place for community interaction. The project will provide the Eleanor Heights community with access to the CityLYNX Gold Line and local businesses. Improvements might include planting strips, sidewalks, crosswalks, street trees, storm drainage improvements, and wayfinding signage.
- **Trail Crossing Improvements** – Connect the existing Mecklenburg County greenway in the Wesley Heights neighborhood to the future Stewart Creek Greenway. The 0.1-mile project includes signage, pavement markings, and a high visibility crosswalk.
- **Street Connectivity** – Improve access and visibility to Martin Luther King park and the future Mecklenburg County Stewart Creek Greenway via a 0.2-mile connection between Yellowstone Drive and Zebulon Drive. Connections will be made through roadway, bridges, and/or culverts.
- **Five Points Better Block** – Engage the community and complete visioning via Better Block to promote a healthy and vibrant community.
- **Public Art** – Create a monumental sculpture for Five Points Plaza and eight sculptures along West Trade Street at the I-77 underpass. Each sculpture is being designed to reflect the community's rich history and character. The artists are preparing their schematic design through extensive collaboration with communities throughout Historic West End. The goal is to collect a surplus of oral histories and images for use in each sculpture.

Support Whitehall/ Ayrsey CNIP

Project Description

The Whitehall/Ayrsey CNIP is a high-growth area with established and emerging neighborhoods and a diverse mix of office, retail, and industrial employment. This area includes, or is adjacent to, some of the fastest growing areas, both commercial and residential areas, in Charlotte. These areas include the Steele Creek neighborhood, Charlotte Premium Outlets, River District, Westinghouse Free Trade Area, and South Tryon Street's Rivergate area. Whitehall/Ayrsey is also in close proximity to the CLT Airport as well as other key transportation infrastructure.

CNIP projects in this area are expected to be transformative, help large multi-neighborhood areas strengthen important business corridors, reenergize established neighborhoods, and capitalize on key economic activity centers. Projects will improve pedestrian, bicyclist, and motorist safety while expanding transportation options for residents and businesses in the area.

Department Housing and Neighborhood Services

Council District 3

Priority Area Neighborhood Development
(Safe, Healthy, and
Inclusive Communities)

Budget

| | |
|-------------------------|---------------------|
| CNIP: | \$30,000,000 |
| Developer Contribution: | \$879,000 |
| Total: | \$30,879,000 |



Project List

- **South Tryon Street/Whitehall Park Drive/Ayrsey Town Boulevard Intersection** – Improve pedestrian safety and traffic calming by reducing 1,300 feet of Ayrsey Town Boulevard from four lanes to two lanes with a divided median and reverse angle parking. The project also includes pedestrian bump-outs, sidewalks, and crosswalks.
- **Brown Grier Road Upgrades** – Convert 2.0 miles of Brown Grier Road between Steele Creek Road and Whitehall Park Drive from two lanes to a four-lane road with divided median and multi-use paths.
- **Sandy Porter Road/South Tryon Street Intersection Improvement** – Construct a left turn lane from South Tryon Street onto Sandy Porter Road to enhance vehicle capacity. Additionally, 1,300 feet of sidewalk will be widened to improve pedestrian safety.
- **Multi-Use Path Along Westinghouse Boulevard** – Build a 3.2-mile multi-use path along Westinghouse Boulevard from South Tryon Street to Shopton Road West to improve pedestrian safety, bicycle connectivity, and pedestrian access.
- **Public Art** – Actively in planning phase with scope and artist still to be determined.

Improve

Pedestrian Safety

Project Description

The pedestrian safety program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe, useful, and inviting. The work funded through this program is guided by the City Council-adopted Charlotte WALKS Pedestrian Plan and the Transportation Action Plan. Projects within the program focus on constructing new sidewalks, connecting sidewalk gaps, and installing pedestrian crossings, refuge islands, accessibility improvements, and pedestrian signals.

Department Transportation

Location Citywide

Council District Citywide

Priority Area Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

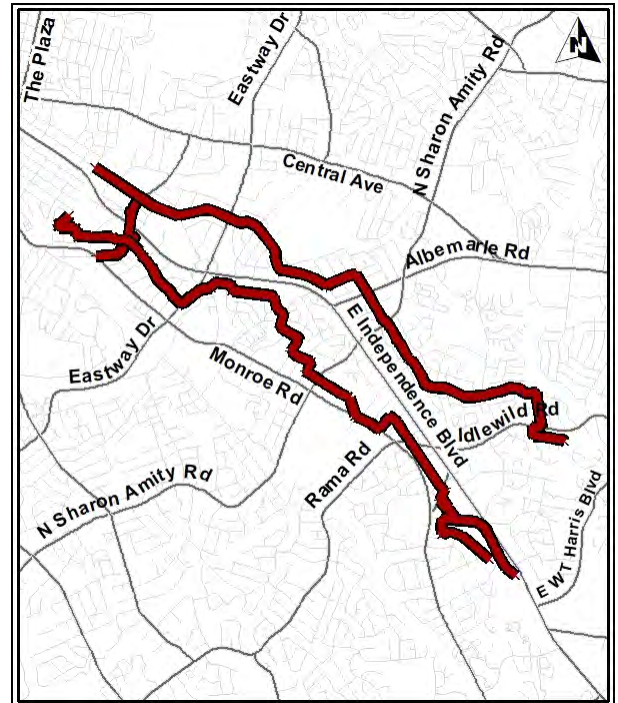
| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|---------------------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | \$3,000,000 | - | - | - | \$3,000,000 |
| Construction | - | \$11,985,000 | - | - | - | \$11,985,000 |
| Public Art | - | \$15,000 | - | - | - | \$15,000 |
| Total | - | \$15,000,000 | - | - | - | \$15,000,000 |
| Prior Appropriations | | | | | | \$60,000,000 |
| Grand Total | | | | | | \$75,000,000 |

Sidewalk and Bikeway Connections

Project Description

The East/Southeast Corridor Sidewalk and Bikeway Improvements funding implements projects throughout the Independence Boulevard corridor in support of the Independence Boulevard Area Plan. Improvements provide pedestrian and bicycle facilities to increase safety, mobility, and accessibility between neighborhoods.

| | |
|-------------------------|--|
| Department | Transportation |
| Location | Independence Boulevard Corridor and Independence Boulevard Area Plan |
| Council District | 1 and 5 |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|--------------------|---------|---------|---------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$1,998,000 | - | - | - | \$1,998,000 |
| Public Art | - | \$2,000 | - | - | - | \$2,000 |
| Total | - | \$2,000,000 | - | - | - | \$2,000,000 |
| Prior Appropriations | | | | | | \$6,000,000 |
| Grand Total | | | | | | \$8,000,000 |

Construct Fire Stations

Project Description

This program provides funding to construct new fire stations throughout the city. Analysis of call load, street connectivity, resource availability, and response times helps determine when and where new infill fire stations are needed. The city is in the process of completing a facilities Master Plan; once the Plan is complete, this funding will be available to construct fire stations in priority order.

In FY 2019, \$6,000,000 was planned to construct a new infill fire station in FY 2021. Based on a revised scope that includes an approximately 12,600 square foot facility with three fire truck bays to meet community demand, the cost estimate has been increased by \$3,350,000 for a total funding amount of \$9,350,000 in FY 2021.

| | |
|-------------------------|---|
| Department | Fire |
| Location | TBD |
| Council District | TBD |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-------------------------|----------------|----------------|---------|---------|---------|-------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | - | \$1,290,000 | - | - | - | \$1,290,000 |
| Construction | - | \$8,000,000 | - | - | - | \$8,000,000 |
| Public Art | - | \$60,000 | - | - | - | \$60,000 |
| Total | - | \$9,350,000 | - | - | - | \$9,350,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$9,350,000 |

Complete Police Central Division Station

Project Description

This funding will complete construction of the three-story, 31,000 square foot police station and adjacent, five-story parking deck that will serve the Charlotte-Mecklenburg Police Department's Central Division. The Central Division spans all of Uptown and portions of SouthEnd and Midtown. Currently, this Division operates out of a leased facility but will relocate to the new facility once construction is complete.

| | |
|-------------------------|---|
| Department | Police |
| Location | 725 W 6 th Street |
| Council District | 2 |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|---------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | \$1,800,000 | - | - | - | - | \$1,800,000 |
| Public Art | - | - | - | - | - | - |
| Total | \$1,800,000 | - | - | - | - | \$1,800,000 |
| Prior Appropriations | | | | | | \$26,000,000 |
| Grand Total | | | | | | \$27,800,000 |

Construct Long Creek Wastewater Treatment Plant

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 wastewater treatment 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.

| | |
|-------------------------|---|
| Department | Charlotte Water |
| Location | Hawfield Road |
| Council District | Adjacent to 2 and 3 |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | <i>FY 2020</i> | <i>FY 2021</i> | <i>FY 2022</i> | <i>FY 2023</i> | <i>FY 2024</i> | |
| Planning/Design | \$3,564,000 | \$13,074,000 | \$25,585,200 | \$27,199,200 | \$22,512,600 | \$91,935,000 |
| Construction | \$8,316,000 | \$30,506,000 | \$59,698,800 | \$63,464,800 | \$52,529,400 | \$214,515,000 |
| Public Art | \$120,000 | \$420,000 | \$816,000 | \$736,000 | \$758,000 | \$2,850,000 |
| Total | \$12,000,000 | \$44,000,000 | \$86,100,000 | \$91,400,000 | \$75,800,000 | \$309,300,000 |
| Prior Appropriations | | | | | | \$46,771,335 |
| Grand Total | | | | | | \$356,071,335 |

Wastewater Treatment Plant

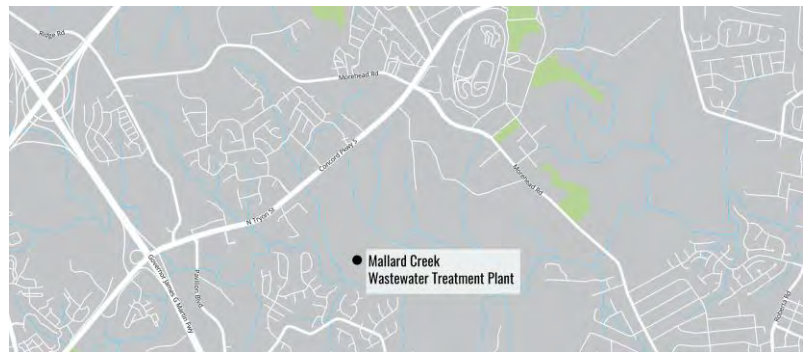
Project Description

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.

In the past few years, the Mallard Creek Wastewater Treatment Plant has operated close to its allowed limit 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.

| | |
|-------------------------|---|
| Department | Charlotte Water |
| Location | 12400 U.S. Highway 29 |
| Council District | Adjacent to 4 |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$5,850,000 | \$5,280,000 | \$9,300,000 | \$9,150,000 | \$7,425,000 | \$37,005,000 |
| Construction | \$13,650,000 | \$12,320,000 | \$21,700,000 | \$21,350,000 | \$17,325,000 | \$86,345,000 |
| Total | \$19,500,000 | \$17,600,000 | \$31,000,000 | \$30,500,000 | \$24,750,000 | \$123,350,000 |
| Prior Appropriations | | | | | | \$19,693,784 |
| Grand Total | | | | | | \$143,043,784 |

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 Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|---------------------|---------------------|----------|--------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$750,000 | \$12,330,000 | \$15,930,000 | - | \$1,440,000 | \$30,450,000 |
| Construction | \$1,750,000 | \$28,770,000 | \$37,170,000 | - | \$3,360,000 | \$71,050,000 |
| Total | \$2,500,000 | \$41,100,000 | \$53,100,000 | - | \$4,800,000 | \$101,500,000 |
| Prior Appropriations | | | | | | \$41,529,344 |
| Grand Total | | | | | | \$143,029,344 |

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 Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|---------|---------|-------------|--------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | \$450,000 | \$3,600,000 | \$4,050,000 |
| Construction | - | - | - | \$1,050,000 | \$8,400,000 | \$9,450,000 |
| Total | - | - | - | \$1,500,000 | \$12,000,000 | \$13,500,000 |
| Prior Appropriations | | | | | | \$2,000,000 |
| Grand Total | | | | | | \$15,500,000 |

Upgrade

Water Treatment Plants

Project Description

These projects will provide rehabilitation and improvements for water treatment plants, including 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 | Franklin, Lee S. Dukes, and Vest Water Treatment Plants |
| Council District | 2, adjacent to 2 and 4 |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|--------------------|---------------------|--------------------|----------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$2,565,000 | \$1,680,000 | \$5,205,000 | \$1,455,000 | - | \$10,905,000 |
| Construction | \$5,985,000 | \$3,920,000 | \$12,145,000 | \$3,395,000 | - | \$25,445,000 |
| Total | \$8,550,000 | \$5,600,000 | \$17,350,000 | \$4,850,000 | - | \$36,350,000 |
| Prior Appropriations | | | | | | \$80,658,183 |
| Grand Total | | | | | | \$117,008,183 |

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 | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$3,900,000 | \$4,305,000 | \$5,775,000 | \$4,815,000 | \$3,315,000 | \$22,110,000 |
| Construction | \$9,100,000 | \$10,045,000 | \$13,475,000 | \$11,235,000 | \$7,735,000 | \$51,590,000 |
| Total | \$13,000,000 | \$14,350,000 | \$19,250,000 | \$16,050,000 | \$11,050,000 | \$73,700,000 |
| Prior Appropriations | | | | | | \$99,469,343 |
| Grand Total | | | | | | \$173,169,343 |

Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical infrastructure, which will protect resident and environmental health by preventing sanitary sewer overflows, as well as reduce maintenance costs and accommodate future growth.

| | |
|-------------------------|---|
| Department | Charlotte Water |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$35,940,000 | \$32,245,500 | \$25,965,000 | \$23,476,500 | \$23,002,245 | \$140,629,245 |
| Construction | \$83,860,000 | \$75,239,500 | \$60,585,000 | \$54,778,500 | \$53,671,905 | \$328,134,905 |
| Total | \$119,800,000 | \$107,485,000 | \$86,550,000 | \$78,255,000 | \$76,674,150 | \$468,764,150 |
| Prior Appropriations | | | | | | \$393,665,297 |
| Grand Total | | | | | | \$862,429,447 |

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 | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | | |
| Planning and Design | \$13,140,000 | \$9,337,500 | \$10,537,500 | \$4,935,000 | \$6,994,050 | | \$44,944,050 |
| Construction | \$30,660,000 | \$21,787,500 | \$24,587,500 | \$11,515,000 | \$16,319,450 | | \$104,869,450 |
| Total | \$43,800,000 | \$31,125,000 | \$35,125,000 | \$16,450,000 | \$23,313,500 | | \$149,813,500 |
| Prior Appropriations | | | | | | | \$236,080,155 |
| Grand Total | | | | | | | \$385,893,655 |

Increase Alternative Energy Production

Project Description

These projects are intended to increase the production and use of alternative energy at three wastewater treatment plants, including a solar panel pilot, addition of a second combined heat and power engine, and biogas-to-fuel facility to provide a potential fuel source for city vehicles.

| | |
|-------------------------|--|
| Department | Charlotte Water |
| Location | Irwin Creek, Mallard Creek, and McAlpine Wastewater Treatment Plants |
| Council District | 3, 4, adjacent to 7 |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|--------------------|----------------|--------------------|--------------------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | \$2,025,000 | - | \$1,650,000 | \$2,100,000 | \$1,350,000 | \$7,125,000 |
| Construction | \$4,725,000 | - | \$3,850,000 | \$4,900,000 | \$3,150,000 | \$16,625,000 |
| Total | \$6,750,000 | - | \$5,500,000 | \$7,000,000 | \$4,500,000 | \$23,750,000 |
| Prior Appropriations | | | | | | \$3,429,682 |
| Grand Total | | | | | | \$27,179,682 |

Improve Drainage for Storm Water

Project Description

Major and Minor Storm Drainage Improvement Projects repair failing storm water infrastructure with the goals of reducing flooding, safely conveying storm water runoff from streets to streams, and protecting the traveling public. Projects range from small to very large scope, including pipe size, location and property owner involvement. This program manages over 400 projects to repair and replace approximately six miles of drainage pipe annually.

| | |
|-------------------------|--|
| Department | Storm Water Services |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$6,372,000 | \$7,094,000 | \$4,187,000 | \$8,827,000 | \$14,274,000 | \$40,754,000 |
| Real Estate | \$128,000 | \$2,510,000 | \$810,000 | \$1,404,500 | \$2,000,000 | \$6,852,500 |
| Construction | \$51,808,000 | \$52,892,000 | \$52,418,000 | \$107,863,500 | \$100,126,000 | \$365,107,500 |
| Total | \$58,308,000 | \$62,496,000 | \$57,415,000 | \$118,095,000 | \$116,400,000 | \$412,714,000 |
| Prior Appropriations | | | | | | \$308,417,500 |
| Grand Total | | | | | | \$721,131,500 |

Enhance Storm Water Mitigation Programs

Project Description

This program supports meeting the requirements of the Federal Clean Water Act. Most local surface waters are impaired and must be improved. The program funds watershed improvement projects, such as stream restoration and control measures, to filter storm water before reaching streams.

| | |
|-------------------------|---|
| Department | Storm Water Services |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Neighborhood Development (Safe, Healthy, and Inclusive Communities) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | TOTAL |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$520,000 | \$812,000 | \$2,716,000 | \$4,597,000 | \$6,949,000 | \$15,594,000 |
| Construction | \$2,172,000 | \$692,000 | \$1,369,000 | \$5,308,000 | \$4,651,000 | \$14,192,000 |
| Total | \$2,692,000 | \$1,504,000 | \$4,085,000 | \$9,905,000 | \$11,600,000 | \$29,786,000 |
| Prior Appropriations | | | | | | \$20,885,000 |
| Grand Total | | | | | | \$50,671,000 |



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CAPITAL INVESTMENT PLAN

ECONOMIC DEVELOPMENT





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Project Description

This project will transform the city-owned Thomas Polk Park at the corner of Tryon Street and Trade Street. These enhancements will leverage private sector funding to create an urban public space in the heart of Uptown that could be programmed with new seating, greenspace, or retail.

| | |
|-------------------------|---|
| Department | Economic Development |
| Location | 105 North Tryon Street |
| Council District | 2 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|----------|----------|----------|----------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Public/Private Partnership | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Total | \$1,000,000 | - | - | - | - | \$1,000,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$1,000,000 |

Acquire Land and Create Street Connections

Project Description

Land acquisition and street connections funding supports the implementation of the Independence Boulevard Area Plan and the promotion of economic development along the Independence Boulevard corridor. Land acquisition in key locations support nodal development and help reorient development towards Central Avenue and Monroe Road. Street connections increase mobility and accessibility between neighborhoods and improve safety throughout the corridor.

| | |
|-------------------------|--|
| Department | Economic Development |
| Location | Independence Boulevard Corridor |
| Council District | 5 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|--------------------|---------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$2,000,000 | - | - | - | \$2,000,000 |
| Public Art | - | - | - | - | - | - |
| Total | - | \$2,000,000 | - | - | - | \$2,000,000 |
| Prior Appropriations | | | | | | \$20,000,000 |
| Grand Total | | | | | | \$22,000,000 |

Beautify Monroe Road

Streetscape

Project Description

The Monroe Road Streetscape project makes improvements along two miles of Monroe Road between Briar Creek Road and North Sharon Amity Road to create a more pedestrian-oriented and mixed-use development corridor as recommended in the Independence Boulevard Area Plan. Possible improvements may include widened sidewalks, accessibility ramps, new bus shelters, bike lanes, on-street parking, pedestrian lighting, and improved neighborhood accessibility.

| | |
|-------------------------|---|
| Department | Economic Development |
| Location | Monroe Road from Briar Creek Road to Sharon Amity Road |
| Council District | 1 and 5 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| | <i>FY 2020</i> | <i>FY 2021</i> | <i>FY 2022</i> | <i>FY 2023</i> | <i>FY 2024</i> | <i>TOTAL</i> |
| Planning and Design | - | - | - | - | - | - |
| Construction | - | \$10,309,680 | - | - | - | \$10,309,680 |
| Public Art | - | \$10,320 | - | - | - | \$10,320 |
| Total | - | \$10,320,000 | - | - | - | \$10,320,000 |
| Prior Appropriations | | | | | | \$3,080,000 |
| Grand Total | | | | | | \$13,400,000 |

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. Renovations include updating all existing concourses with new terrazzo floors, remodeled restrooms, energy-efficient LED lighting, and new seating with device charges at every seat.

| | |
|-------------------------|---|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|------------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$24,217,526 | \$47,637,019 | \$23,670,478 | \$14,210,441 | \$7,066,704 | \$116,802,168 |
| Construction | \$162,071,142 | \$318,801,585 | \$158,410,122 | \$95,100,644 | \$47,292,553 | \$781,676,046 |
| Other | \$9,804,667 | \$19,286,242 | \$9,583,189 | \$5,753,215 | \$2,861,014 | \$47,288,327 |
| Total | \$196,093,335 | \$385,724,846 | \$191,663,789 | \$115,064,300 | \$57,220,271 | \$945,766,541 |
| Prior Appropriations | | | | | | \$316,385,410 |
| Grand Total | | | | | | \$1,262,151,951 |

Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT. These improvements facilitate the ability for more aircraft to fly to and out of CLT. The fourth parallel runway and related projects will enable more take-offs and landings and more space for aircraft to move quickly to and from gates.

| | |
|-------------------------|---|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | \$22,758,250 | \$5,468,330 | \$14,227,179 | \$37,424,013 | \$5,823,700 | \$85,701,472 |
| Construction | \$204,824,244 | \$49,214,970 | \$128,044,615 | \$336,816,112 | \$52,413,302 | \$771,313,243 |
| Equipment | \$1,540,000 | - | - | - | - | \$1,540,000 |
| Technology | \$66,800 | - | - | - | - | \$66,800 |
| Other | \$9,482,604 | \$2,278,471 | \$5,927,991 | \$15,593,339 | \$2,426,542 | \$35,708,947 |
| Total | \$238,671,898 | \$56,961,771 | \$148,199,785 | \$389,833,464 | \$60,663,544 | \$894,330,462 |
| Prior Appropriations | | | | | | \$89,075,442 |
| Grand Total | | | | | | \$983,405,904 |

Increase Airport Fuel Capacity

Project Description

These projects provide for increased fueling capacity required by the increase of both size and quantity of passenger aircraft that stop in CLT. The Terminal Fuel Farm expansion increases the pumping capacity and allows for shorter fueling times.

| | |
|-------------------------|---|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | TOTAL |
|-----------------------------|---------------------|----------------|----------------|----------------|----------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$1,183,770 | - | - | - | - | \$1,183,770 |
| Construction | \$10,653,928 | \$1,189 | - | - | - | \$10,655,117 |
| Other | \$493,237 | - | - | - | - | \$493,237 |
| Total | \$12,330,935 | \$1,189 | - | - | - | \$12,332,124 |
| Prior Appropriations | | | | | | \$6,422,876 |
| Grand Total | | | | | | \$18,755,000 |

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 video management system project will modernize the CLT Airport's security cameras, improving passenger safety and security.

| | |
|-------------------------|---|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------------------|---------------------|--------------------|---------------------|----------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$1,825,697 | \$1,729,645 | - | - | - | \$3,555,342 |
| Construction | \$12,218,126 | \$11,575,314 | - | - | - | \$23,793,440 |
| Equipment | \$495,000 | \$200,000 | - | - | - | \$695,000 |
| Technology | \$8,666,750 | \$2,500,000 | - | - | - | \$11,166,750 |
| Land Acquisition | \$5,000,000 | \$10,000,000 | \$8,100,000 | \$10,500,000 | - | \$33,600,000 |
| Other | \$739,149 | \$700,261 | - | - | - | \$1,439,410 |
| Total | \$28,944,722 | \$26,705,220 | \$8,100,000 | \$10,500,000 | - | \$74,249,942 |
| Prior Appropriations | | | | | | \$28,730,558 |
| Grand Total | | | | | | \$102,980,500 |

Expand Airport Cargo Capacity

Project Description

Cargo facility growth allows for increased capacity and more frequent cargo carrier service. The Steele Creek cargo facility is a new facility that will increase efficiency and centralize existing cargo operations. The facility will also act as a catalyst for more cargo development around CLT.

| | |
|-------------------------|--|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | TOTAL |
|-----------------------------|--------------------|--------------------|--------------------|----------------|----------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$498,940 | \$1,117,675 | \$913,900 | - | - | \$2,530,515 |
| Construction | \$3,339,060 | \$7,479,825 | \$6,116,100 | - | - | \$16,934,985 |
| Other | \$202,000 | \$452,500 | \$370,000 | - | - | \$1,024,500 |
| Total | \$4,040,000 | \$9,050,000 | \$7,400,000 | - | - | \$20,490,000 |
| Prior Appropriations | | | | | | \$1,890,000 |
| Grand Total | | | | | | \$22,380,000 |

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and the implementation of a new parking and revenue control system. This project will provide local passengers with options for online booking, quicker payment, and more flexible parking choices.

| | |
|-------------------------|---|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|---------------------|--------------------|----------|----------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$185,250 | - | - | - | - | \$185,250 |
| Construction | \$1,239,750 | - | - | - | - | \$1,239,750 |
| Equipment | \$3,030,000 | \$2,400,000 | \$2,400,000 | - | - | \$7,830,000 |
| Technology | - | \$14,000,000 | - | - | - | \$14,000,000 |
| Other | \$75,000 | - | - | - | - | \$75,000 |
| Total | \$4,530,000 | \$16,400,000 | \$2,400,000 | - | - | \$23,330,000 |
| Prior Appropriations | | | | | | \$262,000 |
| Grand Total | | | | | | \$23,592,000 |

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. The ramp expansion project will add ramp space to enable more aviation (private and charter) traffic.

| | |
|-------------------------|---|
| Department | Aviation |
| Location | CLT Airport |
| Council District | 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|----------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$5,107,350 | \$3,620,500 | \$1,500,000 | \$1,500,000 | - | \$11,727,850 |
| Construction | \$2,391,493 | \$2,479,500 | - | - | - | \$4,870,993 |
| Equipment | \$515,000 | - | - | - | - | \$515,000 |
| Other | \$144,676 | \$150,000 | - | - | - | \$294,676 |
| Total | \$8,158,519 | \$6,250,000 | \$1,500,000 | \$1,500,000 | - | \$17,408,519 |
| Prior Appropriations | | | | | | \$6,856,481 |
| Grand Total | | | | | | \$24,265,000 |

New Water and Sewer System Service

Project Description

These projects provide for the installation of residential or commercial water and sewer connections, water and sewer extensions and meter installation. 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 | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|----------------------|
| | <i>FY 2020</i> | <i>FY 2021</i> | <i>FY 2022</i> | <i>FY 2023</i> | <i>FY 2024</i> | | |
| Planning and Design | \$12,060,849 | \$12,942,676 | \$12,942,676 | \$13,173,976 | \$13,069,539 | | \$64,189,716 |
| Construction | \$28,141,981 | \$30,199,576 | \$30,199,576 | \$30,739,276 | \$30,495,591 | | \$149,776,000 |
| Total | \$40,202,830 | \$43,142,252 | \$43,142,252 | \$43,913,252 | \$43,565,130 | | \$213,965,716 |
| Prior Appropriations | | | | | | | \$465,012,375 |
| Grand Total | | | | | | | \$678,978,091 |

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 over the next 20 to 30 years.

| | |
|-------------------------|--|
| Department | Charlotte Water |
| Location | Various |
| Council District | Adjacent to 3 |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------|---------|---------|---------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | \$2,100,000 | \$2,100,000 |
| Construction | - | - | - | - | \$4,900,000 | \$4,900,000 |
| Total | - | - | - | - | \$7,000,000 | \$7,000,000 |
| Prior Appropriations | | | | | | \$7,900,000 |
| Grand Total | | | | | | \$14,900,000 |

Mitigate Impacts to Streams and Wetlands

Project Description

Stream and Wetland Mitigation Program

This program supports city and county construction projects such as roads, buildings and airport additions by mitigating unavoidable stream and wetland impacts. This program ensures that the federally approved mitigation required is in place for these projects. Stream and wetland mitigation projects improve local surface waters.

Post Construction Stormwater Ordinance (PCSO)

This mitigation program supports cost-effective and environmentally-protective public and private development and redevelopment projects. As these projects increase impervious surfaces, surface water impacts occur. Mitigation fee compliance options often reduce compliance costs and result in an environmentally preferable solution.

| | |
|-------------------------|---|
| Department | Storm Water Services |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Economic Development (Economy, Jobs, and Upward Mobility) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Construction | \$1,000,000 | \$1,000,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$6,500,000 |
| Total | \$ 1,500,000 | \$1,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$9,000,000 |
| Prior Appropriations | | | | | | \$12,500,000 |
| Grand Total | | | | | | \$21,500,000 |



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CAPITAL INVESTMENT PLAN

**WELL-MANAGED
GOVERNMENT**





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Capital Building Improvements

Project Description

This new program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. This funding supports 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 remains 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 (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | - | - | - | - | - |
| Construction | \$2,500,000 | \$2,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$11,000,000 |
| Public Art | - | - | - | - | - | - |
| Total | \$2,500,000 | \$2,500,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$11,000,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$11,000,000 |

Install New

Government Center Generators

Project Description

This project provides funding to purchase and install two new generators to serve the Charlotte-Mecklenburg Government Center (CMGC). The current emergency generators are at the end of their useful lives and need to be replaced to provide redundancy for building operations. The two generators will be replaced at the same time to ensure installation efficiency and safety.

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 4 th Street |
| Council District | 1 |
| Priority Area | Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

| <i>Funding Category</i> | <i>Proposed</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|--------------------|----------------|----------|----------|----------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | \$100,000 | - | - | - | - | \$100,000 |
| Construction | \$2,100,000 | - | - | - | - | \$2,100,000 |
| Public Art | - | - | - | - | - | - |
| Total | \$2,200,000 | - | - | - | - | \$2,200,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$2,200,000 |

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. 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. The planned funding over the next five years is consistent with the cash flow required for the project.

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 (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | <i>FY 2020</i> | <i>FY 2021</i> | <i>FY 2022</i> | <i>FY 2023</i> | <i>FY 2024</i> | |
| Planning and Design | \$1,500,000 | - | - | - | - | \$1,500,000 |
| Construction | - | \$5,460,000 | \$5,800,000 | \$6,100,000 | \$6,400,000 | \$23,760,000 |
| Public Art | - | - | - | - | - | - |
| Total | \$1,500,000 | \$5,460,000 | \$5,800,000 | \$6,100,000 | \$6,400,000 | \$25,260,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$25,260,000 |

Repave Sweden Road

Complex

Project Description

This funding will remedy the progressing pavement degradation at the city-owned Sweden Road facility, which is shared by one of General Services' Fleet Maintenance facilities and Transportation's Southwest District Street Maintenance facility. Repaving also addresses functional concerns by improving parking utilization and equipment repair staging.

This project was originally included in the Adopted FY 2019 Budget with a project budget of \$4.0 million. After further scope definition, the budget has been reduced to \$2.0 million. The Adopted FY 2019 Budget planned for this project to be completed in FY 2021. Consistent with the new priority area of Well-Managed Government and the responsible maintenance of city-owned facilities, the project timeline has been advanced to FY 2020.

Department General Services and Transportation

Location 4600 Sweden Road

Council District 3

Priority Area Well-Managed Government
(Efficient, Effective, Accountable,
Responsive, Inclusive, and
Customer Focused)



Budget Overview

| Funding Category | Adopted | Planned | | | | | TOTAL |
|-----------------------------|--------------------|----------|----------|----------|----------|----------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | | |
| Planning and Design | \$150,000 | - | - | - | - | - | \$150,000 |
| Construction | \$1,850,000 | - | - | - | - | - | \$1,850,000 |
| Public Art | - | - | - | - | - | - | - |
| Total | \$2,000,000 | - | - | - | - | - | \$2,000,000 |
| Prior Appropriations | | | | | | | \$0 |
| Grand Total | | | | | | | \$2,000,000 |

Land Acquisition Program

Project Description

Establish a land acquisition program for the purchase of real estate for anticipated city needs. Consistent with the priority area of Well-Managed Government, this program provides opportunities to purchase properties strategically for upcoming projects as they become available on the market.

| | |
|-------------------------|--|
| Department | General Services |
| Location | TBD |
| Council District | TBD |
| Priority Area | Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

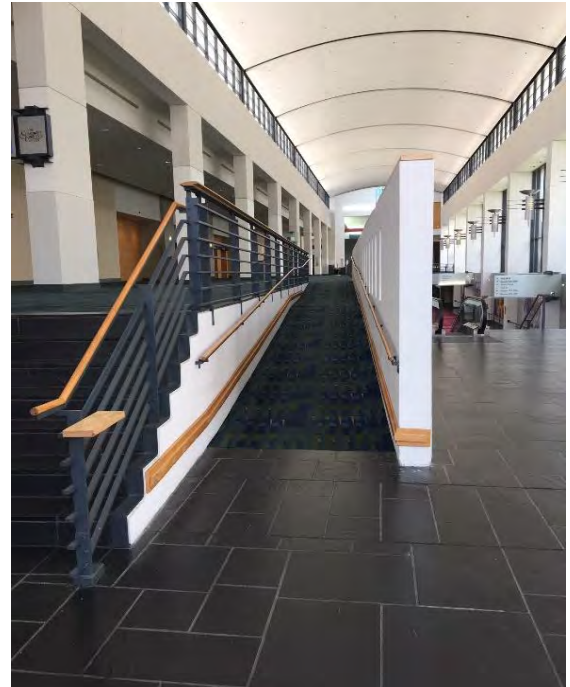
| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|--------------------|----------|--------------------|----------|--------------------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Land Acquisition | \$2,500,000 | - | \$2,500,000 | - | \$2,500,000 | \$7,500,000 |
| Total | \$2,500,000 | - | \$2,500,000 | - | \$2,500,000 | \$7,500,000 |
| Prior Appropriations | | | | | | \$0 |
| Grand Total | | | | | | \$7,500,000 |

Implement ADA Transition Plan

Project Description

The city is currently undergoing a third-party assessment of all 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 funding is planned to begin in FY 2021 when the Transition Plan is anticipated to be complete.

| | |
|-------------------------|---|
| Department | General Services |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

| Funding Category | Adopted | Planned | | | | TOTAL |
|-----------------------------|----------|------------------|--------------------|--------------------|--------------------|--------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Planning and Design | - | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$800,000 |
| Construction | - | - | \$800,000 | \$800,000 | \$800,000 | \$2,400,000 |
| Public Art | - | - | - | - | - | - |
| Total | - | \$200,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$3,200,000 |
| Prior Appropriations | | | | | | \$3,000,000 |
| Grand Total | | | | | | \$6,200,000 |

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, or construction of a new bus wash. These maintenance efforts support the State of Good Repair, which is required by the Federal Transit Administration.

| | |
|-------------------------|---|
| Department | Charlotte Area Transit System |
| Location | Mecklenburg County/Citywide |
| Council District | Citywide |
| Priority Area | Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | <i>TOTAL</i> |
|-----------------------------|--------------------|----------------|----------|----------|----------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | |
| Construction | \$254,656 | - | - | - | - | \$254,656 |
| Equipment | \$875,000 | - | - | - | - | \$875,000 |
| Total | \$1,129,656 | - | - | - | - | \$1,129,656 |
| Prior Appropriations | | | | | | \$15,458,414 |
| Grand Total | | | | | | \$16,588,070 |

Maintain Transit Vehicles

Project Description

Maintaining transit vehicles could 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, which is required by the Federal Transit Administration.

| | |
|-------------------------|---|
| Department | Charlotte Area Transit System |
| Location | Mecklenburg County/Citywide |
| Council District | Citywide |
| Priority Area | Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Equipment | \$10,746,761 | \$12,641,199 | \$11,613,344 | \$12,318,543 | \$12,714,889 | \$60,034,736 |
| Total | \$10,746,761 | \$12,641,199 | \$11,613,344 | \$12,318,543 | \$12,714,889 | \$60,034,736 |
| Prior Appropriations | | | | | | \$71,426,472 |
| Grand Total | | | | | | \$131,461,208 |

Replace and Upgrade Field and Administrative Facilities

Project Description

Charlotte Water will construct new and expand current operational and administrative facilities at our Zone Two, Zone Four, and Brookshire Boulevard locations to better meet customer needs. The Field Operations facilities will provide field offices for maintenance and repair crews, and contain a maintenance shop. The expanded Brookshire Boulevard campus will co-locate staff like 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 (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

| Funding Category | Adopted | Planned | | | | |
|-----------------------------|---------|---------------------|---------------------|---------|---------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Planning and Design | - | \$5,400,000 | \$6,600,000 | - | - | \$12,000,000 |
| Construction | - | \$12,600,000 | \$15,400,000 | - | - | \$28,000,000 |
| Total | - | \$18,000,000 | \$22,000,000 | - | - | \$40,000,000 |
| Prior Appropriations | | | | | | \$16,500,000 |
| Grand Total | | | | | | \$56,500,000 |

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.

| | |
|-------------------------|--|
| Department | Charlotte Water |
| Location | Citywide |
| Council District | Citywide |
| Priority Area | Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused) |



Budget Overview

| <i>Funding Category</i> | <i>Adopted</i> | <i>Planned</i> | | | | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | TOTAL |
| Technology | \$4,306,000 | \$5,040,000 | \$3,005,000 | \$3,005,000 | \$3,305,000 | \$18,661,000 |
| Total | \$4,306,000 | \$5,040,000 | \$3,005,000 | \$3,005,000 | \$3,305,000 | \$18,661,000 |
| Prior Appropriations | | | | | | \$50,784,691 |
| Grand Total | | | | | | \$69,445,691 |

USER FEES





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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 Adopted FY 2020 Budget is the continuation of the City Council's Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes 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 driven by the complexity of the service, number of units, occurrences and amount of staff time. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

FY 2020 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. From July 2008 through June 2012, user fees remained flat to mitigate impacts from the economic decline. Effective July 1, 2012, City Council approved a multi-year approach to gradually return to the fully allocated cost recovery model for regulatory fees. In accordance with current Council direction, the FY 2020 User Fee schedule recovers 100 percent of costs for the majority of regulatory fees. However, the average cost recovery for the combined regulatory user fees decreased from 99.0 percent to 97.8 percent. The FY 2020 User Fees include a General Fund subsidy of 2.2 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

| Department/Regulatory Service | | FY 2018 Recovery Rate | FY 2019 Recovery Rate | FY 2020 Recovery Rate | FY 2020 Subsidy Rate |
|--|--|-----------------------------|-----------------------------|-----------------------------|----------------------------|
| 1 | General Services: Land Development | 100% | 100% | 100% | 0.0% |
| 2 | Transportation: Land Development & Right-of-Way | 100% | 100% | 99.0% | 1.0% |
| 3 | Planning, Design & Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration | 75.9% | 97.0% | 97.9% | 2.1% |
| 4 | Fire: Fire Code and Plans Review | 100% | 100% | 100% | 0.0% |
| 5 | Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire | 73.7% | 86.7% | 65.1% | 34.9% |
| 6 | City Clerk's Office: Legal Advertisements-Rezoning | 100% | 100% | 100% | 0.0% |
| Total Percentage (based on revenue projections) | | 93.8% | 99.0% | 97.8% | 2.2% |

Note: Recovery rates for FY 2018 and FY 2019 for Planning, Design & Development do not include Land Development; they are reported as reported in the FY 2018 and FY 2019 Adopted Budgets. The recovery rate for FY 2020 includes Land Development fees.

The FY 2020 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:

- Planning, Design & Development (PDD) incorporated several fees from General Services to reflect the transfer of 22 FTEs from G.S. Land Development services to PDD in FY 2019 to form a citywide consolidated commercial and subdivision regulatory review team.
- Transportation created a new Pre-submittal fee for Right-of-Way Abandonment requests and consolidated parade permit fees from three to two 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.

New non-regulatory fees include tenant background check and fingerprinting fees for Aviation, creating a stand-alone fee for cremain space in ground at Evergreen, creating a stand-alone fee for cremations and adult openings and closings on Saturdays, and separating cremation and traditional services for indigent burial services into two 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.

FY 2020 User Fee Highlights continued:

Regulatory Fees

1. General Services - Land Development

- All Land Development fees are at 100 percent of fully-allocated costs
- FY 2020 User Fees include:
 - No new fees
 - Some existing staff are reallocated to enhancing development services and incorporated into user fees
 - Construction inspection services and fees are moved to Planning, Design, & Development.

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

- FY 2020 User Fees include:
 - No new FTEs
 - One new fee
 - Right-of-Way Pre-Submittal Meeting Fee
 - The consolidation of the Parade Permit fee from three fees to two fees
- General Fund subsidy for the following fees to avoid significant price increases from year to year:
 - Food truck temporary infrastructure permit at 57.1 percent
 - New annual valet parking permit at 41.1 percent
 - Valet parking permit renewals at 42.9 percent

3. Planning, Design & Development Department – Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration

- FY 2020 User Fees include:
 - Fees moved to reflect movement of Land Development staff to Planning, Design & Development (PD&D)
 - Consolidated condo plat fee into final plat fee
 - Five new FTEs to manage rezoning petitions, preliminary and enhanced review processes, and review and evaluate development for tree planting and preservation.
 - Two Associate Planners
 - Two Senior Principal Planners
 - One Urban Forestry Specialist
 - A General Fund subsidy for the following fees to account for service costs that may include or be dedicated to public involvement or avoid significant jumps in price from year to year:
 - Conventional Rezoning at 15.0 percent
 - Conditional Rezoning (Minor) at 15.0 percent
 - Conditional Rezoning (Major) at 15.0 percent

FY 2020 User Fee Highlights continued:**4. Charlotte Fire Department - Fire Code and Plans Review**

- All Fire fees are at 100 percent of fully-allocated costs.
- FY 2020 User Fees remain the same as FY 2019

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

- FY 2020 User Fees include:
 - No new FTEs and no new fees
 - The following fees are now at 100 percent cost recovery:
 - Adult Business Background Check
 - Adult Business Building Design Change
 - Dance Hall Background Check
 - Passenger Vehicle for Hire Vehicle Permit
 - A General Fund subsidy for the following fees to ensure regulatory compliance and avoid significant jumps in price from year to year:
 - Adult Business Application Fee at 26.6 percent
 - Adult Business License Fee at 26.3 percent
 - Carnival Permit Fee at 36.7 percent
 - Dance Hall License – Application/Renewal Fee at 29.1 percent
 - Dance Hall License – License Fee at 33.2 percent
 - Dance Hall License – Building Design Change Fee at 54.2 percent
 - Passenger Vehicle for Hire – Company Certifications – Company Permit Fee at 27.8 percent
 - Passenger Vehicle for Hire – Driver Application at 21.1 percent
 - Passenger Vehicle for Hire – Transfer/Duplication Fee at 82.5 percent
 - Passenger Vehicle for Hire – Reinstatement of Permit Fee at 47.5 percent
 - Passenger Vehicle for Hire – Replace Vehicle Permit/Decal at 98.3 percent
 - Passenger Vehicle for Hire – Transfer Vehicle Permit at 77.0 percent

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

- All City Clerk fees are at 100 percent of fully-allocated costs
- No new fees or positions

7. Charlotte Water – Back Flow and Subdivision Plans Review/Inspection

- Fees are at 100 percent recovery for FY 2020
- FY 2020 User Fees include:
 - No new fees
 - Three new FTEs:
 - One Engineering Assistant, one Construction Inspector, and one Construction Supervisor for subdivision reviews and inspections

FY 2020 User Fee Highlights continued:**Non-regulatory Fees****8. Aviation**

- Airline fees are based on Aviation's cost recovery model. FY 2020 non-regulatory fees include the following:
 - Airline Fees:
 - Terminal rental rates, landing fees, common use gates/holdroom, common use ticket counter, international facility use, and loading bridge fees increase over FY 2019; however, baggage fees decrease 21.4 percent and fuel through-put fees are unchanged from FY 2019.
 - Ground Transportation Operations:
 - Fees for Transportation Network Companies increase to provide more effective cost recovery and to align with other airports. All other fees are unchanged from FY 2019.
 - Parking Fees:
 - Hourly parking deck rates, daily parking deck rates, long term lot, and all valet parking rates remain the same as the current FY 2019 rates.
 - Rental Rates:
 - Ground rent and cargo facility rentals – warehouse rates are changing. However, rates for office, cargo-facility rentals-office, and FBO hangar rates are unchanged from FY 2019.
 - Tenant Fees:
 - Fees for ID cards, background checks, and fingerprinting are increasing.

9. City Clerk's Office

- Voluntary Annexation Petition fee remains at \$400.

10. General Services

- Most cemetery fees slightly increase to price services closer to private providers:
 - Open and closing fees increase an average of 10.4 percent
 - Cremations and burials increase an average of 26.4 percent
 - Disinterment and reinternment fees increase an average of 21.3 percent
 - Sale of graves in city cemeteries increase an average of 37.9 percent
 - Sale of amenities on a gravesite increase an average of 10.1 percent
- Some fees have been restructured in FY 2020:
 - Specific Saturday fees for adult opening and closings as well as cremations
 - Specific and slightly lower fee for the sale of cremain space in ground at Evergreen cemetery
 - Separate fees for indigent traditional and cremation services
- Entombment fee eliminated
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2019.
- Telecommunication tower fees remain the same as in FY 2019.

11. Planning, Design & Development

- Most fees related to the expedited and enhanced plan review program remain the same as in FY 2019.

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

- Adoption fees remain unchanged from FY 2019 to encourage animal adoptions.
- The canine neuter fee was separated from the canine spay fee and increased to \$70 from \$65.

FY 2020 User Fee Highlights continued:**13. Solid Waste Services**

- Fees for annual solid waste disposal for multi-family and single-family collection increase by \$12.00, from \$46.06 to \$58.06.
- Small Business solid waste fee remains unchanged.
- Veterinary Dead Animal Collection service and fee is eliminated.

14. Charlotte Department of Transportation

- Land Development expedited review remains at \$1,000.
- Off-Duty Police Officer Permits remain unchanged.
- Parking Permits for Third and Fourth Ward residents remain unchanged.
- Parking meter rates remain unchanged.

15. Charlotte Water

- Charlotte Water Land Development Expedited Review remains at \$6,810.

Other Fees**16. Storm Water Fees**

- Storm Water fees remain unchanged from FY 2019.

17. Charlotte Water – Water and Sewer Fees

- The fixed administrative billing charge per month increases from \$4.45 to \$4.73 for both water and sewer service.
- The availability fee charge per month decreases from \$2.95 to \$1.24 for water and increases from \$7.39 to \$8.37 for sewer service.
- The water volume tier and non-residential rates remain unchanged from FY 2019.
- The sewer volume rate increases from \$4.65 to \$4.99 per ccf (ccf = 100 cubic feet) for all sewer customers.
- The connection fee increases from \$2,328 to \$3,197 for residential water and from \$3,428 to \$5,035 for residential sewer.
- The system development fee increases from \$610 to \$809 for residential water and from \$1,848 to \$2,541 for residential sewer.
- The typical monthly total water and sewer bill for residential customers is estimated to be \$66.82 in FY 2020, an average increase of \$2.21 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.

| General Services | | | | | |
|--|----------------------------|-----------------|-----------------|----------|-----------|
| 1. Regulatory Fees: Land Development | Basis | FY 2019 | FY 2020 | % Change | % Subsidy |
| As-Built for Subdivisions > 2 years from approval date | Per As-Built | \$785 | \$1,000 | 27.4% | 0.0% |
| Commercial Plan Review | Per project | \$2,165 | \$1,025 | -52.7% | 0.0% |
| Detention/Drainage Plan Review ⁴ | Per project + denuded acre | \$940 + \$100 | \$1,005 + \$100 | 6.9% | 0.0% |
| Grading/Erosion Control Permit ¹ | Per project + per acre | \$3,425 + \$100 | \$3,910 + \$100 | 14.1% | 0.0% |
| Major Commercial Subdivision Review ^{3, 4} | Per project + denuded acre | \$4,740 + \$100 | \$2,925 + \$100 | -38.3% | 0.0% |
| Major Residential Subdivision Review ^{1, 2, 3, 4} | Per project + per acre | \$5,700 + \$100 | \$2,875 + \$100 | -49.6% | 0.0% |
| Minor Administrative Review | Per project | \$500 | \$280 | -44.0% | 0.0% |
| Minor Residential Subdivision (without streets) and Final Plat | Per project | \$835 | \$735 | -12.0% | 0.0% |
| Revision to Approved Plan (Administrative Review)/Administrative Fee | Per project | \$860 | \$750 | -12.8% | 0.0% |
| Rezoning Staff Review ⁴ | Per project | \$440 | \$255 | -42.0% | 0.0% |
| Sketch Plan Review | Per project | \$210 | \$330 | 57.1% | 0.0% |
| Urban Design Plan Review and Inspection | Per As-Built | \$2,920 | \$1,700 | -41.8% | 0.0% |

¹Grading, detention, and subdivision fees are based on exact acre. Fees are computed by adding the project fee and per acre fee.

² Major subdivision includes Single-Family, Multi-Family, and Mixed-Use.

³Major subdivision costs are based on total acreage; commercial subdivision based on denuded acreage.

⁴FY 2019 fees include construction inspection services and fees. In FY 2020 these services are moved to Planning, Design, & Development.

Charlotte Department of Transportation

| 2. Regulatory Fees: Land Development and Right-of-Way | FY 2019 | FY 2020 | % Change | % Subsidy |
|---|---------|---------|----------|-----------|
| A. Land Development Permits and Fees: | | | | |
| Commercial Building/Driveway Permit/Site Plan* | \$700 | \$700 | 0.0% | 0.0% |
| Rezoning - Minor* | \$870 | \$870 | 0.0% | 0.0% |
| Rezoning - Major* | \$4,500 | \$4,745 | 5.4% | 0.0% |
| Subdivision Processing* | \$1,100 | \$1,420 | 29.1% | 0.0% |
| Urban Reviews | \$1,775 | \$1,775 | 0.0% | 0.0% |
| B. Right-of-Way Permits: | | | | |
| Festival Permits: | | | | |
| Single Day | \$800 | \$800 | 0.0% | 0.0% |
| Multi-Day (a permit is required for each day for the duration of the event) | \$1,200 | \$1,500 | 25.0% | 0.0% |
| Parade Permits: | | | | |
| Small < 1,000 attendees | \$200 | \$225 | 12.5% | 0.0% |
| Large > 1,000 attendees | \$1,200 | \$1,550 | 29.2% | 0.0% |
| Right-of-Way (ROW) | | | | |
| Right-of-Way Abandonment Pre-Submittal Administrative Fee | \$0 | \$250 | N/A | 0.0% |
| Right-of-Way Abandonment (one street/alleyway) | \$3,500 | \$3,895 | 11.3% | 0.0% |
| Right-of-Way Abandonment (additional street/alleyway) | \$1,675 | \$2,000 | 19.4% | 0.0% |
| Right-of-Way Encroachment | \$1,840 | \$1,840 | 0.0% | 0.0% |
| Temporary Infrastructure Permit | | | | |
| Parklets, art, decorative items, cabinets, filming activities, and little libraries | \$150 | \$150 | 0.0% | 0.0% |
| Food trucks | \$150 | \$300 | 100.0% | 57.1% |
| Sidewalk Dining Permit | \$950 | \$1,350 | 42.1% | 0.0% |
| Valet Parking Permits | | | | |
| New Annual Permit | \$250 | \$500 | 100.0% | 41.1% |
| Permit Renewals | \$100 | \$200 | 100.0% | 42.9% |
| Temporary Permit | \$150 | \$150 | 0.0% | 0.0% |

* Transportation's portion; additional fees collected by Planning, Design & Development

Planning, Design, & Development

3. Regulatory Fees: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration

| | FY 2019 | FY 2020 | % Change | % Subsidy |
|---|---------------------|---------------------|----------|-----------|
| A. Rezoning: | | | | |
| Conventional | \$2,110 | \$2,550 | 20.9% | 15.0% |
| Conditional (Minor) | \$3,530 | \$4,370 | 23.8% | 15.0% |
| Conditional (Major) | \$6,800 | \$8,320 | 22.4% | 15.0% |
| Text Amendment | \$1,500 | \$1,500 | 0.0% | 0.0% |
| Amended Site Plan Approval | \$525 | \$550 | 4.8% | 0.0% |
| Administrative Zoning Services (Sign Flex Option) | \$250 | \$280 | 12.0% | 0.0% |
| B. Subdivision and Commercial Reviews and Inspections: | | | | |
| Minor Administrative | \$250 | \$280 | 12.0% | 0.0% |
| Commercial Inspection | \$1,190 | \$1,010 | -15.1% | 0.0% |
| Detention Inspection | \$105 | \$115 | 9.5% | 0.0% |
| Land Development Staff Rezoning | \$2,210 | \$1,100 | -50.2% | 0.0% |
| Commercial Tree Ordinance Review and Inspection | \$1,290+ 10/tree | \$1,645+ 10/tree | 27.5% | 0.0% |
| Commercial Tree Preservation | \$1,350 | \$1,620 | 20.0% | 0.0% |
| Residential Tree Ordinance and Preservation Review and Inspection | \$2,200 | \$3,080 | 40.0% | 0.0% |
| Single Family Hold Release Inspection | \$70 | \$80 | 14.3% | 0.0% |
| Preliminary Single-family (Streets) and Inspections | \$5,325 | \$5,955 | 11.8% | 0.0% |
| Preliminary Non-Residential and Inspections | \$2,945 | \$3,580 | 21.6% | 0.0% |
| Preliminary Plan Revisions and Inspections | \$1,175 | \$1,080 | -8.1% | 0.0% |
| Final Plats | \$700 | \$1,200 | 71.4% | 0.0% |
| Final Plats Revision | \$265 | \$720 | 171.7% | 0.0% |
| Not Subject Plats | \$195 | \$400 | 105.1% | 0.0% |
| Planned Multi-Family Review and Inspection | \$5,770 | \$7,095 | 23.0% | 0.0% |
| Sketch Plan Review | \$500 | \$585 | 17.0% | 0.0% |
| Street Exceptions | \$590 | \$580 | -1.7% | 0.0% |
| Commercial Zoning Reviews ¹ | \$125 to \$1,290 | \$160 to \$1,625 | N/A | 0.0% |
| Variances & Appeals | \$2,500 | \$5,000 | 100.0% | 0.0% |
| C. Urban Plan Review: | | | | |
| Urban Plan Review and Inspection | \$3,035 | \$3,615 | 19.1% | 0.0% |
| Urban Plan Review - Minor Revision | \$260 | \$260 | 0.0% | 0.0% |
| D. Zoning Administration: | | | | |
| Appeals (Residential) | \$260 | \$370 | 42.3% | 0.0% |
| Appeals (Non-Residential) | \$510 | \$1,360 | 166.7% | 0.0% |
| Variances (Residential) | \$735 | \$760 | 3.4% | 0.0% |
| Variances (Non-Residential) | \$1,650 | \$1,650 | 0.0% | 0.0% |
| Administrative Deviation (Residential) | \$255 | \$285 | 11.8% | 0.0% |
| Administrative Deviation (Non-Residential) | \$465 | \$555 | 19.4% | 0.0% |
| Residential Single Family Reviews | \$50 | \$85 | 70.0% | 0.0% |
| Sign permits | \$110 | \$175 | 59.1% | 0.0% |
| Verification Letters | \$65 | \$175 | 169.2% | 0.0% |
| Zoning Use Permits | \$175 | \$270 | 54.3% | 0.0% |
| E. Historic District Review: | | | | |
| Minor Review | \$555 | \$570 | 2.7% | 0.0% |
| Major Review | \$1,125 | \$1,165 | 3.6% | 0.0% |
| Major Review (with survey) | \$1,075 | \$1,075 | 0.0% | 0.0% |

¹Construction costs of \$1 to \$3,000 = \$195; \$3001 to \$50,000 = \$310; \$50,001 to \$100,000 = \$740; \$100,001 to \$1,000,000 = \$1,550; over \$1,000,000 = \$1,625. RTAP/RTAC = \$300. CTAC = \$160.

Some construction inspection services and fees were moved from General Services to Planning, Design, & Development in FY 2019. Fees in this section incorporate other realignments of services and staff. For comparison purposes, FY 2019 fees are estimated and may not match fee data published in the adopted FY 2019 budget.

Charlotte Fire Department

| 4. Regulatory Fees: Fire Code and Plans Review | FY 2019 | FY 2020 | % Change | % Subsidy |
|---|---------|---------|----------|-----------|
| A. Fire Code Permits: | | | | |
| ABC Inspection/Permit | \$135 | \$135 | 0.0% | 0.0% |
| Aerosol Products | \$135 | \$135 | 0.0% | 0.0% |
| Combustible Dust Producing Operations/Pulverized Particles | \$135 | \$135 | 0.0% | 0.0% |
| Combustible Liquids Class 2 and 3 (25-60 gallons on property) | \$135 | \$135 | 0.0% | 0.0% |
| Covered Mall Buildings–Display-liquid or gas-fired equipment | \$135 | \$135 | 0.0% | 0.0% |
| Covered Mall Buildings–Retail Fixtures/Concessions | \$135 | \$135 | 0.0% | 0.0% |
| Covered Mall Buildings–Use of open flame producing equipment | \$135 | \$135 | 0.0% | 0.0% |
| Day Care/Group Homes - Renewable | \$135 | \$135 | 0.0% | 0.0% |
| Day Care/Group Homes - Non-Renewable | \$135 | \$135 | 0.0% | 0.0% |
| Dispensing of Flammable/Combustibles including service stations | \$135 | \$135 | 0.0% | 0.0% |
| Dry Cleaning Plants | \$135 | \$135 | 0.0% | 0.0% |
| Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside) | \$135 | \$135 | 0.0% | 0.0% |
| Fumigation and Thermal Insecticide Fogging | \$135 | \$135 | 0.0% | 0.0% |
| Hazardous Chemicals ≤110 gallons; 1,000 pounds | \$135 | \$135 | 0.0% | 0.0% |
| Hazardous Location Close Out | \$135 | \$135 | 0.0% | 0.0% |
| Heliport/Helistop | \$135 | \$135 | 0.0% | 0.0% |
| Lumber Storage/Yards and Woodworking Plants | \$135 | \$135 | 0.0% | 0.0% |
| Non-Mandated Inspection Fee | \$135 | \$135 | 0.0% | 0.0% |
| Re-inspection Fee (3rd Inspection) | \$135 | \$135 | 0.0% | 0.0% |
| Repair Garages | \$135 | \$135 | 0.0% | 0.0% |
| Temporary Membrane Structures, Tents, Canopies | \$135 | \$135 | 0.0% | 0.0% |
| Waste Handling (Junk Yards, Wrecking Yards) | \$135 | \$135 | 0.0% | 0.0% |
| B. Fire Code Permits: | | | | |
| Amusement Buildings | \$190 | \$190 | 0.0% | 0.0% |
| Carnivals and Fairs | \$190 | \$190 | 0.0% | 0.0% |
| Combustible Fibers | \$190 | \$190 | 0.0% | 0.0% |
| Combustible Liquids Class 2 and 3 (61-500 gallons) | \$190 | \$190 | 0.0% | 0.0% |
| Combustible Storage Permit (over 2,500 cubic foot) | \$190 | \$190 | 0.0% | 0.0% |
| Compressed Gas | \$190 | \$190 | 0.0% | 0.0% |
| Cryogenic Fluids | \$190 | \$190 | 0.0% | 0.0% |
| Exhibits and Trade Shows | \$190 | \$190 | 0.0% | 0.0% |
| Explosives (Fireworks Indoors) | \$190 | \$190 | 0.0% | 0.0% |
| Explosives (Fireworks Sales) | \$190 | \$190 | 0.0% | 0.0% |
| Flammable Liquids Class 1 (51-500 gallons on property) | \$190 | \$190 | 0.0% | 0.0% |
| Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds | \$190 | \$190 | 0.0% | 0.0% |
| High Pile Storage | \$190 | \$190 | 0.0% | 0.0% |
| Places of Assembly | \$190 | \$190 | 0.0% | 0.0% |
| Spraying or Dipping Operations | \$190 | \$190 | 0.0% | 0.0% |

Charlotte Fire Department (continued)

4. Regulatory Fees: Fire Code and Plans Review

FY 2019
FY 2020
% Change
% Subsidy

C. Fire Code Permits:

| | | | | |
|--|-------|-------|-------|-------|
| Aviation Facilities | \$235 | \$235 | 0.0 % | 0.0 % |
| Combustible Liquids Class 2 and 3A (501-5,000 gallons on property) | \$235 | \$235 | 0.0 % | 0.0 % |
| Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design) | \$235 | \$235 | 0.0 % | 0.0 % |
| Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles) | \$235 | \$235 | 0.0 % | 0.0 % |
| Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal) | \$235 | \$235 | 0.0 % | 0.0 % |
| Flammable and Combustible Liquids (Manufacture, process, blend/refine) | \$235 | \$235 | 0.0 % | 0.0 % |
| Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries) | \$235 | \$235 | 0.0 % | 0.0 % |
| Flammable Liquids Class 1 (501-5,000 gallons on property) | \$235 | \$235 | 0.0 % | 0.0 % |
| Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds | \$235 | \$235 | 0.0 % | 0.0 % |
| Tire Rebuilding Plant | \$235 | \$235 | 0.0 % | 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 | \$270 | \$270 | 0.0 % | 0.0 % |
| Explosives – (Manufacture, storage, handling, and sale) | \$270 | \$270 | 0.0 % | 0.0 % |
| Explosives – Blasting Operations | \$270 | \$270 | 0.0 % | 0.0 % |
| Explosives – Fireworks (Outdoors) | \$270 | \$270 | 0.0 % | 0.0 % |
| Flammable Liquids Class 1 (>5,000 gallons, on property) | \$270 | \$270 | 0.0 % | 0.0 % |
| Hazardous Chemicals >5,500 gallons; >50,000 pounds | \$270 | \$270 | 0.0 % | 0.0 % |

Charlotte Fire Department (continued)

| 4. Regulatory Fees: Fire Code and Plans Review continued | FY 2019 | FY 2020 | % Change | % Subsidy |
|--|---------|---------|----------|-----------|
| E. Plans Review: | | | | |
| Fire Alarm Plans (Shop drawings) | \$135 | \$135 | 0.0 % | 0.0 % |
| Fire Sprinkler Plans (Shop drawings) | \$135 | \$135 | 0.0 % | 0.0 % |
| Interactive Review | \$70 | \$70 | 0.0 % | 0.0 % |
| Hydrant Test | \$170 | \$170 | 0.0 % | 0.0 % |
| Multi-family | \$270 | \$270 | 0.0 % | 0.0 % |
| Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives) | \$170 | \$170 | 0.0 % | 0.0 % |
| Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems) | \$270 | \$270 | 0.0 % | 0.0 % |
| Performance Tests - Fire Alarm (Upfit) | \$135 | \$135 | 0.0 % | 0.0 % |
| Performance Tests - Fire pumps | \$205 | \$205 | 0.0 % | 0.0 % |
| Performance Tests - Private fire hydrants | \$170 | \$170 | 0.0 % | 0.0 % |
| Performance Tests - Sprinkler System (13R, drain test, etc.) | \$205 | \$205 | 0.0 % | 0.0 % |
| Performance Tests - Standpipe system tests | \$440 | \$440 | 0.0 % | 0.0 % |
| Plans Review-Construction <\$50,000 | \$205 | \$205 | 0.0 % | 0.0 % |
| Plans Review-Construction \$50,001 to \$100,000 | \$235 | \$235 | 0.0 % | 0.0 % |
| Plans Review-Construction \$100,001 to \$500,000 | \$270 | \$270 | 0.0 % | 0.0 % |
| Plans Review-Construction \$500,001 to \$1,000,000 | \$340 | \$340 | 0.0 % | 0.0 % |
| Plans Review-Construction \$1,000,001 to \$5,000,000 | \$575 | \$575 | 0.0 % | 0.0 % |
| Plans Review-Construction \$5,000,001 to \$10,000,000 | \$880 | \$880 | 0.0 % | 0.0 % |
| Plans Review-Construction > than \$10,000,000 | \$1,350 | \$1,350 | 0.0 % | 0.0 % |
| Mega/HCDT (Phased, Mixed-Use, and Design Build Projects) | \$2,700 | \$2,700 | 0.0 % | 0.0 % |
| Rezoning Petitions - Major | \$70 | \$70 | 0.0 % | 0.0 % |
| Rezoning Petitions - Minor | \$35 | \$35 | 0.0 % | 0.0 % |
| F. State-Mandated Inspections (by square foot): | | | | |
| 0 - 2,499 square feet | \$50 | \$50 | 0.0 % | 0.0 % |
| 2,500 - 4,499 square feet | \$60 | \$60 | 0.0 % | 0.0 % |
| 4,500 - 7,999 square feet | \$70 | \$70 | 0.0 % | 0.0 % |
| 8,000 - 15,999 square feet | \$90 | \$90 | 0.0 % | 0.0 % |
| 16,000 - 49,999 square feet | \$100 | \$100 | 0.0 % | 0.0 % |
| 50,000 - 99,999 square feet | \$135 | \$135 | 0.0 % | 0.0 % |
| 100,000 - 499,999 square feet | \$270 | \$270 | 0.0 % | 0.0 % |
| 500,000 + square feet | \$305 | \$305 | 0.0 % | 0.0 % |
| Apartment Building with Direct Egress | \$50 | \$50 | 0.0 % | 0.0 % |
| Interior Suite or Floor | \$35 | \$35 | 0.0 % | 0.0 % |
| Parking Decks | \$70 | \$70 | 0.0 % | 0.0 % |
| First Reinspection Fee | \$20 | \$20 | 0.0 % | 0.0 % |
| Vacant Buildings | \$45 | \$45 | 0.0 % | 0.0 % |

Charlotte-Mecklenburg Police Department

5. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire

| | FY 2019 | FY 2020 | % Change | % Subsidy |
|--|---------|---------|----------|-----------|
| A. Adult Business Fees: | | | | |
| Application Fee | \$3,345 | \$3,580 | 7.0% | 26.6% |
| Background Check Fee | \$20 | \$25 | 25.0% | 0.0% |
| Building Design Change Fee | \$1,435 | \$1,435 | 0.0% | 0.0% |
| License Fee | \$1,205 | \$1,290 | 7.1% | 26.3% |
| B. Carnival Permit Fee: | | | | |
| Carnival Permit Fee | \$925 | \$990 | 7.0% | 36.7% |
| C. Dance Hall License Fees: | | | | |
| Application/Renewal Fee | \$2,765 | \$2,960 | 7.1% | 29.1% |
| License Fee | \$975 | \$1,045 | 7.2% | 33.2% |
| Background Check Fee | \$10 | \$35 | 250.0% | 0.0% |
| Building Design Change Fee | \$1,340 | \$1,435 | 7.1% | 54.2% |
| D. Passenger Vehicle for Hire Fees: | | | | |
| Company Certifications Fees: | | | | |
| Company Permit Fee | \$510 | \$545 | 6.9% | 27.8% |
| Late Renewal Charge (per day) ¹ | \$100 | \$100 | 0.0% | 0.0% |
| Driver/Chauffeur Fees: | | | | |
| Driver Application (New/Renewal) | \$70 | \$75 | 7.1% | 21.1% |
| Driver/Chauffeur Permit Fee ² | \$15 | \$15 | 0.0% | 0.0% |
| Transfer/Add/Replace/Duplication Fee | \$80 | \$85 | 6.3% | 82.5% |
| Reinstatement of Permit Fee | \$145 | \$155 | 6.9% | 47.5% |
| Vehicle Fees: | | | | |
| Vehicle Permit Fee | \$15 | \$20 | 33.3% | 0.0% |
| Replace Vehicle Permit/Decals | \$50 | \$55 | 10.0% | 98.3% |
| Transfer Vehicle Permit | \$160 | \$170 | 6.3% | 77.0% |

Note 1: Penalty; not a regulatory fee

Note 2: Fee regulated by North Carolina General Statutes

City Clerk's Office

| 6. Regulatory Fees: Legal Advertisements | FY 2019 | FY 2020 | % Change | % Subsidy |
|--|---------|---------|----------|-----------|
| Legal Advertisements for Rezoning Petitions* | \$270 | \$270 | 0.0% | 0.0% |

*Clerk'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.

| Charlotte Water | | | | |
|--|---------|---------|----------|-----------|
| 7. Regulatory Fees: Plans Review/Inspection Fees | | | | |
| | FY 2019 | FY 2020 | % Change | % Subsidy |
| Backflow Review: Plan Review | \$188 | \$276 | 46.8% | 0.0% |
| Backflow Inspection: Per Inspection | \$199 | \$284 | 42.7% | 0.0% |
| Subdivision Review: Project Initiation | \$374 | \$395 | 5.6% | 0.0% |
| Subdivision Plan Review: Per Linear Foot | \$1.73 | \$1.85 | 6.9% | 0.0% |
| Subdivision Inspection: Per Linear Foot | \$3.25 | \$4.13 | 27.1% | 0.0% |

Charlotte-Douglas International Airport

8. Non-Regulatory Fees:

| Aviation Fees | | Basis | FY 2019 | FY 2020 | % Change |
|--|---------------------------------------|--|--|----------|----------|
| Airline Fees: | | | | | |
| Landing Fees | Per 1,000 pounds total landing weight | | \$1.03 | \$1.06 | 2.9% |
| Terminal Rental Rates | Per square foot | | \$46.74 | \$51.37 | 9.9% |
| Common Use Gate /Holdroom: | | | | | |
| Signatory Carrier | Per available seat delivered | | \$1.02 | \$1.04 | 2.0% |
| Non-Signatory Carrier | Per available seat delivered | | \$1.29 | \$1.47 | 14.0% |
| Common Use Ticket Counter | Per hour used | | \$23.69 | \$25.10 | 6.0% |
| Baggage Fee | Per bag | | \$1.03 | \$0.81 | -21.4% |
| International Facility Use | Per deplaned passenger | | \$5.92 | \$6.26 | 5.7% |
| Loading Bridge Fee | Annual Fee | | \$43,576 | \$44,503 | 2.1% |
| Fuel through-put (fees for ground service equipment) | Per gallon delivered | | \$0.08 | \$0.08 | 0.0% |
| Aircraft Ramp Parking: | | | | | |
| 0-3 hours | Up to 3 hours | | \$50.00 | \$50.00 | 0.0% |
| >3-24 hours | >3 and up to 24 hours | | \$100.00 | \$100.00 | 0.0% |
| Cargo Ground Handling | % of gross revenue | | 8.00% | 8.00% | 0.0% |
| Ground Transportation Operators: | | | | | |
| 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 | Annually per vehicle | | \$500.00 | \$500.00 | 0.0% |
| Commercial Courier Vehicles | Per trip through lane | | \$1.50 | \$1.50 | 0.0% |
| Transportation Network Companies (TNCs) | Per trip through lane | | \$1.50 | \$3.25 | 116.7% |
| Contract Vans or Limos | Per trip through lane | | \$1.50 | \$1.50 | 0.0% |
| Parking Fees: | | | | | |
| Hourly Deck (\$20.00 daily maximum) Free first hour | Per half hour | | \$1.00 | \$1.00 | 0.0% |
| Daily Deck and Daily North (\$10.00 daily maximum) | 0-1 hour | | \$1.00 | \$1.00 | 0.0% |
| Long Term Lots | Daily maximum | | \$7.00 | \$7.00 | 0.0% |
| Curbside Valet (\$35.00 daily maximum) | Per half hour | \$10 for 1st 1/2 hr; \$2 for additional 1/2 hr | \$10 for 1st 1/2 hr; \$2 for additional 1/2 hr | | 0.0% |
| Business Valet (\$14.00 daily maximum) | Per half hour | \$5 for 1st 1/2 hr; \$1 for additional 1/2 hr | \$5 for 1st 1/2 hr; \$1 for additional 1/2 hr | | 0.0% |
| Cell Phone Lot | N/A | No Charge | No Charge | | 0.0% |

Charlotte-Douglas International Airport (continued)

| 8. Non-Regulatory Fees: Aviation Fees | | Basis | FY 2019 | FY 2020 | % Change |
|---------------------------------------|------------------|-------|------------------|-------------------|----------|
| Rental Rates: | | | | | |
| Ground Rent | Per acre | | \$8,000-\$18,000 | \$12,000-\$15,000 | N/A |
| Warehouse/Office Rent | Per square foot | | \$5.92-7.46 | \$5.92-\$7.46 | 0.0 % |
| Office Rent | Per square foot | | \$14.33 | \$14.33 | 0.0 % |
| Cargo Facility Rentals-Warehouse | Per square foot | | \$5.00-\$7.70 | \$3.00-\$7.70 | N/A |
| 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-\$19.95 | \$9.00-\$19.95 | 0.0 % |
| Tenant Fees: | | | | | |
| Airport Identification Cards | Per card | | \$15 | \$35 | 133.3 % |
| Background Check | Per Badge Issued | | \$11 | \$13 | 18.2 % |
| Fingerprinting | Per Application | | \$27 | \$32 | 18.5 % |
| Employee Parking Cards | Per card | | \$420 | \$420 | 0.0 % |

City Clerk's Office

| 9. Non-Regulatory Fees - Voluntary Annexation Petition | | | FY 2019 | FY 2020 | % Change |
|--|--|--|---------|---------|----------|
| Voluntary Annexation Petition Fee | | | \$400 | \$400 | 0.0 % |

| General Services | | | |
|--|---------|---------|----------|
| 10a. Non-Regulatory Fees: Cemetery Fees | FY 2019 | FY 2020 | % Change |
| Opening and Closing Fees - Adult | | | |
| Weekdays | \$1,000 | \$1,100 | 10.0% |
| Weekdays after 3:30 p.m. | \$1,500 | \$1,600 | 6.7% |
| Saturdays | \$1,500 | \$2,250 | 50.0% |
| Sunday and Holidays | \$2,000 | \$2,500 | 25.0% |
| Indigent (Catholic Social Services-Weekdays) Traditional | \$300 | \$400 | 33.3% |
| Indigent (Catholic Social Services-Weekdays) Cremation | \$200 | \$200 | 0.0% |
| Opening and Closing Fees - Infant/Child (up to 3 feet): | | | |
| Weekdays | \$400 | \$400 | 0.0% |
| Weekdays after 3:30 p.m. and Saturday | \$600 | \$600 | 0.0% |
| Sunday and Holidays | \$800 | \$800 | 0.0% |
| Indigent (Catholic Social Services-Weekdays) Traditional | \$200 | \$200 | 0.0% |
| Indigent (Catholic Social Services-Weekdays) Cremation | \$100 | \$100 | 0.0% |
| Cremations (burial) (In-ground): | | | |
| Weekdays | \$500 | \$500 | 0.0% |
| Weekdays after 3:30 p.m. | \$700 | \$700 | 0.0% |
| Saturdays | \$700 | \$1,000 | 42.9% |
| Sunday and Holidays | \$900 | \$1,250 | 38.9% |
| Second Right of Interment | \$500 | \$750 | 50.0% |
| Disinterment: | | | |
| Adult | \$2,000 | \$3,000 | 50.0% |
| Infant/Child (up to 3 feet) | \$800 | \$1,000 | 25.0% |
| Reinternment: | | | |
| Adult | \$1,000 | \$1,100 | 10.0% |
| Infant/Child (up to 3 feet) | \$400 | \$400 | 0.0% |
| Sale of Grave Spaces: | | | |
| Sale of Grave-Adult (Oaklawn, North Pinewood and West Pinewood) | \$1,000 | \$1,200 | 20.0% |
| Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood) | \$1,600 | \$2,500 | 56.3% |
| Sale of Grave-Adult (Evergreen) | \$1,200 | \$1,600 | 33.3% |
| Sale of Grave-Infant | \$500 | \$600 | 20.0% |
| Sale of Cremain Space In Ground (Elmwood, Ninth Street, and Pinewood) | \$600 | \$1,200 | 100.0% |
| Sale of Cremain Space In Ground (Evergreen) | \$600 | \$900 | 50.0% |
| Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood) | \$600 | \$800 | 33.3% |
| Sale of Cremain Single Space In Niche (Evergreen) | \$800 | \$1,000 | 25.0% |
| Sale of Cremain Double Space in Niche (Evergreen) | \$1,200 | \$1,400 | 16.7% |
| Perpetual Care Charge (one-time fee per grave space) | 20% | 20% | 0.0% |
| Perpetual Care Mausoleum Charge (per space) | 50% | 50% | 0.0% |
| Ossuary Burial for Cremation | \$150 | \$300 | 100.0% |
| Amenities: | | | |
| Flower Vase Installation | \$85 | \$100 | 17.6% |
| Non-Permanent Burial Container/Adult | \$300 | \$300 | 0.0% |
| Lettering of Niche Cover - Evergreen (two lines/name-date) | \$250 | \$350 | 40.0% |
| Tent, Chair, or Cremation Setup | \$500 | \$500 | 0.0% |
| Sale and Installation of City Vase | \$150 | \$200 | 33.3% |
| 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 fee | \$50 | \$150 | 200.0% |
| Transfer Burial Rights | \$100 | \$100 | 0.0% |

General Services

10b: Non-Regulatory Fees: Land Development

| | FY 2019 | FY 2020 | % Change |
|-------------------------------|---------------------|---------------------|----------|
| Letter of Intent | \$500 per project | \$560 per project | 12.0% |
| Expedited Asbuilt Plan Review | \$2,500 per project | \$2,500 per project | 0.0% |

General Services

10c. Non-Regulatory: Public and Employee Parking Fees

| | FY 2019 | FY 2020 | % Change |
|---------------------------------------|---------------------|---------------------|----------|
| Employee Parking | \$25/Month | \$25/Month | 0.0% |
| Public Parking: | | | |
| First 1/2 hour | \$1.50 | \$1.50 | 0.0% |
| Additional time (1/2 hour increments) | \$1.50 | \$1.50 | 0.0% |
| Maximum per day | \$15.00 | \$15.00 | 0.0% |
| After Hours and Weekends: | | | |
| Weekends Fri 7 p.m. - Mon 7 a.m. | N/A Same as weekday | N/A Same as weekday | 0.0% |

General Services

10d. Non-Regulatory Fees: Telecommunication Tower Lease

| | FY 2019 | FY 2020 | % 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% |

| Planning, Design & Development | | | |
|--|---|--|----------|
| 11: Non-Regulatory Fees: Land Development | FY 2019 | FY 2020 | % Change |
| Bond Administration Service | \$590/per surety posted, extension, reduction, renewal, replacement, or release | \$650/per surety posted, renewal, replacement, adjustment or release | 10.2 % |
| Expedited Presubmittal Meeting | \$500 per meeting | \$560 per meeting | 12.0 % |
| 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 | \$30,000 per project | 0.0 % |
| Tree Ordinance Payment in Lieu Fee | \$80,100 per acre | \$80,100 per acre | 0.0 % |
| Transit Oriented Development (TOD) fee in lieu | N/A | \$4.75 per square foot | 0.0 % |

Charlotte-Mecklenburg Police Department

12. Non-Regulatory Fees: Animal Care and Control Fees

| | FY 2019 | FY 2020 | % 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 | \$65 | \$65 | 0.0 % |
| Canine Neuter | \$65 | \$70 | 7.7 % |
| Feline Spay | \$50 | \$50 | 0.0 % |
| Feline Neuter | \$45 | \$45 | 0.0 % |
| Rabbit Spay | \$45 | \$45 | 0.0 % |
| Rabbit Neuter | \$45 | \$45 | 0.0 % |
| Animal Reclaim/Boarding/Rabies Shot/Microchip: | | | |
| Canine | \$40/\$10/\$15/\$8 | \$40/\$10/\$15/\$8 | 0.0 % |
| Feline | \$25/\$6/\$15/\$8 | \$25/\$6/\$15/\$8 | 0.0 % |
| Livestock | \$55/\$12/\$0/\$0 | \$55/\$12/\$0/\$0 | 0.0 % |
| Wildlife Processing Fee | \$40 | \$40 | 0.0 % |

Solid Waste Services

13. Non-Regulatory Fees: Annual Solid Waste Disposal Fee

| | FY 2019 | FY 2020 | % Change |
|------------------------------------|----------|----------|----------|
| Annual Solid Waste Fee: | | | |
| Residential: Multi-Family | \$46.06 | \$58.06 | 26.1% |
| Residential: Single Family | \$46.06 | \$58.06 | 26.1% |
| 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

14. Non-Regulatory Fees: Land Development, Parking Permits & Off-Duty Police Officer Permit

| | FY 2019 | FY 2020 | % Change |
|--|------------|------------|----------|
| Land Development Expedited Review | \$1,000.00 | \$1,000.00 | 0.0% |
| Shared Mobility ROW Permits: | | | |
| eBikes/Bike Share (per unit) | \$10.00 | \$10.00 | 0.0% |
| Parking Meters (Per hour) | \$1.00 | \$1.00 | 0.0% |
| Parking Permits: | | | |
| Parking Permits (4 th Ward, 3 rd Ward, etc.) | \$30.00 | \$30.00 | 0.0% |
| Replacement Permits | \$5.00 | \$5.00 | 0.0% |
| Off-Duty Police Officer Permit: | | | |
| Permit | \$50.00 | \$50.00 | 0.0% |
| Permit Renewal | \$50.00 | \$50.00 | 0.0% |

Charlotte Water

15. Non-Regulatory Fees: Land Development

| | FY 2019 | FY 2020 | % Change |
|---|------------|------------|----------|
| Charlotte Water Land Development Expedited Review | \$6,810.00 | \$6,810.00 | 0.0% |

| Storm Water Services | | | |
|---|----------------|----------------|----------|
| 16. Other Fees: Storm Water Rates | FY 2019 | FY 2020 | % Change |
| Single-family: | | | |
| Tier I - <2,000 square feet of impervious area | \$5.85/month | \$5.85/month | 0.0 % |
| Tier II - 2,000 to <3,000 square feet of impervious area | \$8.62/month | \$8.62/month | 0.0 % |
| Tier III - 3,000 to <5,000 square feet of impervious area | \$12.76/month | \$12.76/month | 0.0 % |
| Tier IV - ≥5,000 square feet of impervious area | \$21.11/month | \$21.11/month | 0.0 % |
| Non-Detached Single-family and Commercial: | | | |
| Per Acre of Impervious Area | \$152.35/month | \$152.35/month | 0.0 % |

| Charlotte Water | | | |
|--|---------|---------|----------|
| 17. Other Fees: Water & Sewer Rates | FY 2019 | FY 2020 | % Change |
| Water Rates: | | | |
| Fixed: | | | |
| Administrative Charge | \$4.45 | \$4.73 | 6.3% |
| Availability Fee | \$2.95 | \$1.24 | -58.0% |
| Volume Rate: | | | |
| Tier I - (0-4 ccf*) | \$1.63 | \$1.63 | 0.0% |
| Tier II - (5-8 ccf) | \$2.10 | \$2.10 | 0.0% |
| Tier III - (9-16 ccf) | \$4.85 | \$4.85 | 0.0% |
| Tier IV - (16+ ccf) | \$9.18 | \$9.18 | 0.0% |
| Non-Residential (ccf) | \$2.81 | \$2.81 | 0.0% |
| Sewer Rates: | | | |
| Fixed: | | | |
| Administrative Charge | \$4.45 | \$4.73 | 6.3% |
| Availability Fee | \$7.39 | \$8.37 | 13.3% |
| Volumetric - residential, commercial, others (ccf)**: | \$4.65 | \$4.99 | 7.3% |
| Industrial Waste | \$0.24 | \$0.24 | 0.0% |
| Common Residential Connection Fee: | | | |
| Water | \$2,328 | \$3,197 | 37.3% |
| Sewer | \$3,428 | \$5,035 | 46.9% |
| Common Residential System Development Fee: | | | |
| Water | \$610 | \$809 | 32.6% |
| Sewer | \$1,848 | \$2,541 | 37.5% |
| The typical monthly water and sewer bill for residential customers is estimated to be \$66.82, an increase of \$2.21 per month (3.42%). The typical bill assumes 5,236 gallons or 7 ccf used each month. | | | |

* 1 ccf = 748 gallons

**Up to 16 ccf for residential customers

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 | | \$960.40 |

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 | | \$40.50 | | \$335.00 | | \$960.40 |

FY 2020
COMPENSATION
AND BENEFITS





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EXECUTIVE SUMMARY

Background

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 citizens.

Compensation and benefits recommendations are guided by the mission to help employees THRIVE by creating a work environment that embraces diversity. The city recognizes and values the unique and changing needs of our workforce throughout their career life cycle.

FY 2020 guiding principles:

- Pay will be based on performance while considering market conditions.
- Base pay is the primary type of pay used to maintain market competitiveness. City Council-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.
- Incentive pay will be the primary pay method used to communicate the changing goals of the city and encourage teamwork.
- Employees will also be rewarded for attaining skills which make them more flexible and useful in helping the city meet its goals, such as language incentive.
- 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 will be integrated across our 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 information was gathered directly by the Human Resources staff and evaluated along with survey information compiled from several consulting firms representing a large number of employers. A summary of the average market movement can be found in **Attachment A**.

Survey Findings

- Mercer Consulting's *2018/2019 U.S. Compensation Planning Survey* reports 2019 expected increases are largely consistent with the past 5 years at 2.9 percent.
- According to the World at Work's *2018/2019 Salary Budget Survey*, respondents report that total salary increase budgets in the United States increased slightly from one year ago to a 3.1 percent average.
- AON Hewitt's *2018/2019 U.S. Salary Increase Survey* reports projected salary increase spending for 2019 is expected to increase modestly to 3.1 percent and is the highest projected level of spending since 2008.

- Mercer Consulting's *National Survey of Employer-Sponsored Health Plans 2018 Survey* reports that 68% of all larger employers offer consumer-directed health plans and most continue to provide these high-deductible plans alongside other medical choices. In addition, prescription drug benefit cost per employee rose 6.5 percent in 2018, driven by spending on specialty drugs, which rose nearly 12 percent. About half of employers (51 percent) now steer members to specialty pharmacies for better pricing and more intensive support for patients with complex disease states.
- Gallagher's Best-In-Class Benchmarking Analysis reports that employer-subsidized hospital indemnity coverage is more often offered by best in class employers. Providing employees greater financial security in the face of unexpected health issues and treatment costs.

Conclusions and Recommendations

- **Compensation**

- In the Public Safety Pay Plan, the following is recommended:
 - Merit steps of 2.5 percent to five percent be funded.
 - Market adjustment to the pay steps funded at 1.5 percent effective July 6, 2019.
 - Revisions to Police Officer steps to increase the city's ability to attract and retain Police Officers.
 - Create Senior Police Officer I step for eligible employees to move to on July 6, 2019.
 - Implement a Senior Police Officer II program in FY 2020.
 - Revisions to Fire steps to better align with market competitiveness.
 - Create new Salaried Pay Plan
 - Transition employees in Broadbanding to Salaried Pay Plan
 - A three percent merit pool increase is recommended.
 - In the Hourly Pay Plan, the following is recommended:
 - Merit increase pool funded at 1.5 percent.
 - Market adjustment to the ranges of 1.5 percent, effective December 7, 2019.
 - Increase minimum starting hourly rate to \$16.00 by the end of the fiscal year.
 - Provide at least a \$1.00 per hour increase to current eligible employees, with good performance, in the Salaried or Hourly Pay Plans, earning less than \$33.33 per hour by the end of FY 2020, as a combination of merit and market adjustment.
- **Benefits**
 - No medical plan premium increase to HSA Plan A, PPO Plan D, or PPO Plan E, for all tiers.
 - Reduce the current HSA Plan B premiums, for all tiers, by five percent in 2020.

- Discontinue HRA Plan C medical plan.
- Enhance plan design in HSA Plan A medical plan.
- Enhance the specialty drug benefit in the prescription drug plan.
- Provide city-paid Hospital Indemnity coverage for all employees covered by the city's health plan.
- Add adult orthodontia coverage to the dental plan.
- Add additional employee-paid voluntary benefits, such home, auto, ID theft, and legal.
- Replace leave awarded for non-use of sick time to one personal day per year.
- Add a one percent city contribution to a deferred compensation plan for employees in the Charlotte Firefighters' Retirement System beginning in January 2020.

FY 2020 COMPENSATION

Public Safety Pay Plan

The city's Public Safety Pay Plan, as shown in **Attachment B**, 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:

- Merit steps of 2.5 percent to five percent be funded.
- Market adjustment to the pay steps funded at 1.5 percent effective July 6, 2019.
- Revisions to Police Officer steps to increase the city's ability to attract and retain Police Officers.
 - Merge steps seven and eight from two 2.5 percent steps to one five percent step.
 - Merge steps nine and ten from two 2.5 percent steps to one five percent step.
 - Move the merit date of all Police Officers on step eight and above to July 6, to prevent leapfrogging.
- Create Senior Police Officer I step for eligible Police Officers to receive a five percent step the later of July 6, 2019, or one year from reaching the top police officer step.
- Implement a Senior Police Officer II program in FY 2020
 - Officers who have completed SPO I requirements can enroll in the program in FY 2020 and be eligible to receive a five percent salary step the later of one year from reaching SPO I step or December 2020.
- Adjust Police Sergeant steps by 5 percent each.
- Revisions to Fire steps to better align with market competitiveness.
 - Add a 2.5 percent step to Fire Engineer.
 - Adjust Fire Captain steps by 2.5 percent each.

Salaried Pay Plan

The city's current Broadbanding Pay Plan covers all salaried city employees with the exception of non-managerial Sworn Police and Uniformed Fire employees. 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. Merit increases are based on the employee's performance and the employee's pay rate in relation to market.

FY 2020 recommendations include:

- Create a salaried pay plan for employees, in professional, management, and executive positions, as reflected in **Attachment C**. The proposed new pay plan will consist of 26 traditional ranges, each with a minimum and maximum equal to 80 percent and 125 percent, respectively, of benchmarked market data.
- Transition employees from Broadbanding to the new Salaried Pay Plan in FY 2020. No employee will receive an increase as a result of this recommendation, because no employee's salary falls below the minimum of the range for their job classification.

- Funding for a three percent merit pool. Department Directors will be held accountable for staying within department personnel services budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the competitive rate for their specific job. Increases may be awarded as base pay and/or lump sum on the employee's merit.

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. Hourly employees receive an annual market adjustment equal to half of the Salaried Pay Plan merit percentage increase. These employees also receive a merit increase each year equal to half of the Salaried Pay Plan merit percentage increase, on average. Merit increases are based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a 1.5 percent merit pool. Department Directors will be held accountable for staying within budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the midpoint for their specific job. Increases may be awarded as base pay or lump sum on the employee's merit date.
- A 1.5 percent market adjustment to the Hourly Pay Plan, as reflected in **Attachment D**. Hourly employees will receive this increase effective December 7, 2019.

General Employees Currently Earning Below \$16.00 per hour

In FY 2018, City Council brought the minimum starting pay for City of Charlotte employees to \$15.00 per hour. To continue to attract and retain employees in a competitive market, to remain an employer of choice, and to provide good paying jobs, it is recommended that the city's minimum pay be increased to \$16.00 per hour by the end of FY 2020. The following recommendations are made:

- Funding to bring all non-intern/apprentice employees, with good performance, hired prior to July 6, 2019 making less than \$16.00 per hour to the city's minimum starting pay of \$16.00 per hour by the end of FY 2020 through a combination of merit and market adjustment.
- Funding to bring all non-intern/apprentice employees, with good performance, hired on or after July 6, 2019 making less than \$16.00 per hour to the city's minimum starting pay of \$16.00 per hour by the end of FY 2020 through market adjustment.

General Employees Currently Earning Below \$33.33 per hour

It is also recommended that eligible employees in the Salaried and Hourly Pay Plans, with good performance, earning less than \$33.33 per hour, receive at least a \$1.00 per hour increase by the end of FY 2020, as a combination of merit and market adjustment. This will ensure these employees receive a three percent or higher increase and avoid any compression that may have resulted from the increase to minimum pay.

FY 2020 BENEFITS

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.

It is recommended that the city's allocated funding remain flat for FY 2020.

Health Coverage

The city'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 \$475,000 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 claims administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The city has a fully-insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

The following recommendations are being made:

Medical Plans

- BlueCross BlueShield of North Carolina is the claims administrator for the self-funded medical insurance plan. The city is currently conducting a rebidding process for these services.
- It is recommended that the City Manager or designee be authorized select the vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.
- Recommended plan design changes include:
 - Discontinue HRA Plan C (PPO Plan with Health Reimbursement Account).
 - Reduce the Individual Deductible and Out-of-Pocket Maximums in HSA Plan A from \$6,550 to \$4,000.
 - Reduce the Family Deductible and Out-of-Pocket Maximums in HSA Plan A from \$13,100 to \$8,000.
 - Reduce the prescription drug specialty tier maximum by \$50 in PPO Plan D and PPO Plan E.

Active Employee Medical Premiums

- Effective January 1, 2020 no medical plan premium increase to HSA Plan A, PPO Plan D, or PPO Plan E, for all tiers.
- Effective January 1, 2020 reduce HSA Plan B premiums, for all tiers, by 5 percent.
- Provide the City Manager or designee the authority to establish the wellness incentive design within the overall health insurance budget.
- Provide the City Manager or designee the authority to continue the income based premium relief program, establish program criteria and income means testing.

Non-Medicare Retiree Premiums

- Effective January 1, 2020 reduce HSA Plan B premiums, all tiers, by 5 percent.

- Effective January 1, 2020 no medical plan premium increase to HSA Plan A, PPO Plan D, or PPO Plan E, for all tiers, for retirees with 20 years of service.

Medicare-Eligible Retiree Premiums

- As part of the FY 2010 budget process, City Council provided the City Manager or designee the authority to approve changes including plan options, vendors, and future contracts/contract amendments to the fully-insured medical and prescription drug plans for Medicare-eligible retirees.
- Since these plans are fully insured, it is recommended that the City Manager or designee be authorized to approve rate increases and vendor changes as necessary to appropriately fund these plans upon receipt of renewal rates from the Administrator of the Medicare-eligible retiree coverage.
- No changes to the current cost share philosophy for retirees in this plan are recommended.

Employee Health Clinic

- Currently the MyHealth employee health clinic is administered by Our Health. The current contract will expire December 31, 2019 with one renewal remaining.
- Provide the City Manager or designee the authority to enhance the scope of services and execute the contract renewal.

Dental Plan/Premiums

- The dental plan is administered by Ameritas. The current policy will expire December 31, 2019. The City is currently conducting a rebidding process for these services.
- It is recommended that the City Manager or designee be authorized select the vendor and execute the policy and further policy amendments with the selected vendor upon completion of the rebidding process.
- Provide the City Manager the authority to establish the dental premium structure within the overall health insurance budget.
- Recommended plan design changes include:
 - Addition of adult orthodontic coverage.
 - Based on the rebidding, other plan design enhancements may be available. Provide the City Manager or designee the authority to make plan design changes based on vendor selection outcome.

Vision Plan/Premiums

- The vision plan is fully insured and administered by VSP. It is recommended that the City Manager or designee be authorized to approve plan design upon receipt of renewal from VSP.

Employee Assistance Program

- The city currently offers an Employee Assistance Program (EAP) administered by Business Health Services (BHS). The current contract will expire December 31, 2019. The city is currently conducting a rebidding process for these services.
- It is recommended that the City Manager or designee be authorized select the vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Hospital Indemnity

- The city currently contracts with Voya to provide voluntary, employee-paid Hospital Indemnity coverage.
- It is recommended that this benefit be converted to a city paid benefit for employees as it is an enhancement to the medical plan offering. The benefit would be provided to all employees covered by the city's medical plan. Employees would have the opportunity to purchase coverage for their covered family members.
- The city is currently conducting a rebidding process for these services. It is recommended that the city Manager or designee be authorized select the vendor and execute the policy and further policy amendments with the selected vendor upon completion of the rebidding process.

Voluntary Benefits

- It is recommended the city continue to enhance the benefits offering by providing access for employees to purchase additional employee-paid voluntary benefits that would provide income protection and security. These insurance benefits may include home, auto, ID theft and legal. A bidding process is currently underway to assess the options available and secure the most favorable pricing for these options.
- It is recommended that the City Manager or designee be authorized to establish the new plans, select a vendor and execute the policy and further policy amendments with the selected vendor.

Stop Loss Insurance

- The city currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. The policy expires December 31, 2019.
- 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.

Leave

- The city currently awards four hours of vacation for every thirteen weeks an employee does not use sick leave. It is recommended that the City Manager or designee be authorized to replace this leave program into an award of one personal day per calendar year, effective January 1, 2020. This personal day must be used in the year received and will not be eligible for carry-over to future years. In addition, the personal day will not be paid out upon termination or retirement.

Deferred Compensation

- It is recommended the City Manager or designee be authorized to add a one percent city contribution to a deferred compensation plan for employees in the Charlotte Firefighters' Retirement System beginning in January 2020.

Attachments

Attachment A – Market Movement Summary

Summary of actual market movement for 2015-2018, 2019 projected market movement, and the five-year market movement average.

Attachment B – Recommended FY 2020 Public Safety Pay Plan Structure

New minimum, maximum and step rates in the Public Safety Pay Plan based on the 1.5 percent structural market adjustment recommended for FY 2020.

Attachment C – Recommended FY 2020 Salaried Pay Plan Structure

Twenty-six range Salaried Pay Plan recommended for FY 2020.

Attachment D – Recommended FY 2020 Hourly Pay Plan Structure

New minimum and maximum rates in the Hourly Pay Plan based on the 1.5 percent structural adjustment recommended for FY 2020.

Market Movement Summary

(Average Percent Change)

| Source | 2016 Actual Market Movement | 2017 Actual Market Movement | 2018 Actual Market Movement | 2019 Actual Market Movement | 2020 Projected Market Movement (to date) | 5 Year Average Market Movement |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|--|-----------------------------------|
| National Statistics Provided by World at Work, Hewitt, Mercer | 3.0 | 3.0 | 3.1 | 3.0 | 3.0 | 3.0 |
| National Municipalities | 2.4 | 2.5 | 3.0 | 2.5 | 3.0 | 2.7 |
| Charlotte Area Municipalities | 3.0 | 3.2 | 3.2 | 3.0 | 3.0 | 3.1 |
| Large Charlotte Employers (private sector) | 2.8 | 2.8 | 2.7 | 3.0 | 3.0 | 2.9 |
| The Employers Association | 3.0 | 3.0 | 3.1 | 3.4 | 3.2 | 3.1 |
| City of Charlotte Salaried Pay Plan | 1.5 | 3.0 | 3.0 | 3.0 | 3.0 (Benchmark) | 2.7 |

FY 2020 Public Safety Pay Plan

FY 2020 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 | Step 7 | Step 8 | Step 9 ¹ | Step 10 ¹ | Step 11 | SPO I | SPO II |
| POLICE OFFICER 3102 | \$866.94 \$45,081 | 5.0% \$910.29 \$47,335 | 5.0% \$955.80 \$49,702 | 5.0% \$1,003.59 \$52,187 | 5.0% \$1,053.77 \$54,796 | 5.0% \$1,106.46 \$57,536 | 5.0% \$1,161.78 \$60,413 | 5.0% \$1,219.87 \$63,433 | 2.5% \$1,250.36 \$65,019 | 2.5% \$1,281.62 \$66,644 | 5.0% \$1,345.71 \$69,977 | 5.0% \$1,413.00 \$73,476 | 5.0% \$1,483.65 \$77,150 |
| POLICE SERGEANT 3110 | Step 1 ² 15.4% \$1,630.94 \$84,809 | Step 2 2.5% \$1,671.70 \$86,928 | Step 3 2.5% \$1,713.50 \$89,102 | Step 4 5.0% \$1,799.17 \$93,557 | Step 5 5.0% \$1,889.13 \$98,235 | <div>Police Incentives</div> <div>2nd Language, Training Officer 5%</div> <div>2 Yr degree 5% (Srg and RAC not eligible)</div> <div>4 Yr degree 10% (Srg and RAC not eligible)</div> | | | | | | | Proposed beginning December 2020 |
| Proposed FY 2021 pay actions 1. Consolidate steps 9 and 10 in FY 2021 | | | | | Proposed beginning December 2020 | | | | | | | | |

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

| | Step 1 5.0% | Step 2 5.0% | Step 3 5.0% | Step 4 5.0% | Step 5 5.0% | | | | | | | | | | | | |
|--------------------------------|--|---|---|---|---|---|---|---|---|---|---|---|--|--|---|--|--|
| FIREFIGHTER I 3006 | \$824.69 \$42,884 | \$865.92 \$45,028 | \$909.21 \$47,279 | \$954.66 \$49,642 | \$1,002.39 \$52,124 | | | | | | | | | | | | |
| FIREFIGHTER II 3008 | | | | Step 1 5.0% \$954.66 \$49,642 | Step 2 5.0% \$1,002.39 \$52,124 | Step 3 5.0% \$1,052.52 \$54,731 | Step 4 2.5% \$1,078.83 \$56,099 | Step 5 2.5% \$1,105.80 \$57,502 | Step 6 2.5% \$1,133.45 \$58,939 | Step 7 2.5% \$1,161.79 \$60,413 | Step 8 2.5% \$1,190.84 \$61,924 | Step 9 2.5% \$1,220.61 \$63,472 | Step 10 2.5% \$1,251.12 \$65,058 | Step 11 2.5% \$1,282.40 \$66,685 | | | |
| FF ENGINEER 3011 | | | | | | | Step 1 2.5% \$1,078.83 \$56,099 | Step 2 2.5% \$1,105.80 \$57,502 | Step 3 2.5% \$1,133.45 \$58,939 | Step 4 2.5% \$1,161.79 \$60,413 | Step 5 2.5% \$1,190.84 \$61,924 | Step 6 2.5% \$1,220.61 \$63,472 | Step 7 2.5% \$1,251.12 \$65,058 | Step 8 2.5% \$1,282.40 \$66,685 | Step 9 2.5% \$1,314.46 \$68,352 | Step 10 2.5% \$1,347.32 \$70,061 | |
| FIRE CAPTAIN 3016 | Step 1 12.5% \$1,515.73 \$78,818 | Step 2 2.5% \$1,553.63 \$80,789 | Step 3 2.5% \$1,592.47 \$82,808 | Step 4 5.0% \$1,672.09 \$86,949 | Step 5 5.0% \$1,755.69 \$91,296 | <div>Fire Incentives</div> <hr/> 2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5% 2 Yr degree 5% (Captain not eligible) 4 Yr degree 10% (Captain not eligible) | | | | | | | | | | | |

Proposed FY 2021 pay actions

Consolidate two or more steps and add a 2.5 percent step to the top of Firefighter II in November 2020

Consolidate two or more steps and add a five percent step to the top of Firefighter Engineer in November 2020

Eliminate Fire Captain step 1 and adjust remaining steps by 3.75 percent each after any market adjustment has been applied effective November 2020

FY 2020
Salaried Pay Plan Structure
Effective July 6, 2019

| Range | Minimum | Midpoint | Maximum |
|----------|-----------|-----------|-----------|
| Range 1 | \$44,703 | \$55,879 | \$69,848 |
| Range 2 | \$46,938 | \$58,673 | \$73,341 |
| Range 3 | \$49,285 | \$61,606 | \$77,008 |
| Range 4 | \$51,750 | \$64,687 | \$80,859 |
| Range 5 | \$54,337 | \$67,922 | \$84,902 |
| Range 6 | \$57,054 | \$71,318 | \$89,147 |
| Range 7 | \$59,907 | \$74,884 | \$93,605 |
| Range 8 | \$62,902 | \$78,628 | \$98,285 |
| Range 9 | \$66,047 | \$82,559 | \$103,199 |
| Range 10 | \$69,350 | \$86,687 | \$108,359 |
| Range 11 | \$72,817 | \$91,021 | \$113,777 |
| Range 12 | \$76,458 | \$95,572 | \$119,466 |
| Range 13 | \$80,281 | \$100,351 | \$125,439 |
| Range 14 | \$84,295 | \$105,369 | \$131,711 |
| Range 15 | \$88,510 | \$110,637 | \$138,296 |
| Range 16 | \$92,935 | \$116,169 | \$145,211 |
| Range 17 | \$97,582 | \$121,977 | \$152,472 |
| Range 18 | \$102,461 | \$128,076 | \$160,095 |
| Range 19 | \$107,584 | \$134,480 | \$168,100 |
| Range 20 | \$112,963 | \$141,204 | \$176,505 |
| Range 21 | \$124,260 | \$155,324 | \$194,156 |
| Range 22 | \$136,686 | \$170,857 | \$213,571 |
| Range 23 | \$150,354 | \$187,943 | \$234,928 |
| Range 24 | \$165,389 | \$206,737 | \$258,421 |
| Range 25 | \$181,928 | \$227,411 | \$284,263 |
| Range 26 | \$209,218 | \$261,522 | \$326,903 |

**FY 2020 Hourly Pay Plan
Structure
Effective December 7, 2019**

| Range | Minimum | Midpoint | Maximum |
|--------------|----------------|-----------------|----------------|
| Range 1 | \$32,781 | \$32,781 | \$40,839 |
| Range 2 | \$32,781 | \$34,304 | \$42,880 |
| Range 3 | \$32,781 | \$36,019 | \$45,024 |
| Range 4 | \$32,781 | \$37,820 | \$47,275 |
| Range 5 | \$32,781 | \$39,711 | \$49,639 |
| Range 6 | \$33,357 | \$41,696 | \$52,120 |
| Range 7 | \$35,025 | \$43,781 | \$54,726 |
| Range 8 | \$36,776 | \$45,970 | \$57,463 |
| Range 9 | \$38,615 | \$48,269 | \$60,337 |
| Range 10 | \$40,546 | \$50,683 | \$63,354 |
| Range 11 | \$42,574 | \$53,217 | \$66,522 |
| Range 12 | \$44,703 | \$55,879 | \$69,848 |
| Range 13 | \$46,938 | \$58,673 | \$73,341 |
| Range 14 | \$49,285 | \$61,606 | \$77,008 |
| Range 15 | \$51,750 | \$64,687 | \$80,859 |
| Range 16 | \$54,337 | \$67,922 | \$84,902 |
| Range 17 | \$57,054 | \$71,318 | \$89,147 |
| Range 18 | \$59,907 | \$74,884 | \$93,605 |
| Range 19 | \$62,902 | \$78,628 | \$98,285 |
| Range 20 | \$66,047 | \$82,559 | \$103,199 |

Note: Minimum pay will change to \$33,280 by the end of FY 2020



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SUMMARY STATISTICS AND POLICIES





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Location

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

Local History

- Charlotte was incorporated in 1768, and became the county seat in 1774. Charlotte celebrated its 250th Anniversary in 2018.
- The city presently covers 309 square miles of the 546 square miles in Mecklenburg County.
- 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.

Governmental Structure

The City of Charlotte has had a Council-Manager form of government since 1929. Policy-making and legislative authority are vested in a governing council consisting of a mayor and eleven 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; reviews the annual budget, sets the tax rate, and approves the financing of all city operations; and authorizes contracts on behalf of the city. The City Manager is responsible for the daily operations and implementing the policies set by City Council.

Transportation

Aviation

- Charlotte-Douglas International Airport (CLT) ranked second best airport in the nation for business travelers (TravelBank) providing over 700 flights daily and serves over 44 million passengers annually
- Second busiest domestic hub in the American Airlines system

Trucking

- More than half the nation's population is within a 24-hour drive of Charlotte
- Interstates 85 and 77 provide key connections with the Northeast, Southeast, and Midwest

Rail

- Two major rail lines, Norfolk Southern and CSX, connect over 40,000 miles of track along the eastern seaboard and Canada.
- In addition, Norfolk Southern Railway operates a state-of-the-art intermodal facility at Charlotte Douglas International Airport. Charlotte is further served via rail through the inland port that connects to the Port of Wilmington via CSX Double - Stack line, Norfolk Southern Crescent Rail Corridor that connects New Orleans to New York City passing through Charlotte.

Business Climate

Charlotte enjoys a vibrant, highly diversified economy that supports business development and expansion for companies of all sizes.

- Six Fortune 500 companies are headquartered in Charlotte; including Bank of America ranked at 24.
- WalletHub ranked Charlotte the 9th best place to start a business in 2018.
- Over 1,000 foreign-owned firms region-wide that employ more than 66,000 people from 45 different countries.

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
- Spectrum Center

Additionally, CRVA operates the NASCAR Hall of Fame complex. The complex includes:

- NASCAR Hall of Fame
- 150,000 square foot museum
- 102,000 square foot expansion to the Convention Center, including 40,000 square foot ballroom and NASCAR Plaza
- 19-story, 393,000 square foot Class A office tower

Activities and Sporting Events

Charlotte hosts a variety of sporting events and tournaments each year, in addition to two major and one minor league sports franchise.

- The **Carolina Panthers of the National Football League (NFL)** have played in Charlotte for over 20 years. The Panthers play at Bank of America Stadium, a privately owned, 73,778-seat stadium in uptown Charlotte.
- The **Charlotte Hornets of the National Basketball Association (NBA)** returned to Charlotte in 2004. The Hornets play in uptown Charlotte at the Spectrum Center.
- The **Charlotte Knights of Minor League Baseball (MiLB)**, a Triple-A affiliate of the Chicago White Sox, play at the BB&T Ballpark in Uptown.

- Charlotte Motor Speedway hosts events such as:
 - The Monster Energy NASCAR Cup Series All-Star Race, Coca-Cola 600, and the Bank of America ROVAL 400
 - The NASCAR XFINITY Series Hisense ALSCO 300 and the Drive for The Cure 200
 - The Camping World Truck Series North Carolina Education Lottery 200
- Bank of America Stadium hosts the **Belk Bowl**, a post-season college football game featuring a matchup between an Atlantic Coast Conference (ACC) and Southeastern Conference (SEC) team.
- In 2018, the Professional Golfer's Association's (PGA) **Wells Fargo Championship** returned to Quail Hollow in Charlotte.
- The **U.S. National Whitewater Center**, located on the Catawba River, is the world's largest artificial whitewater river and the U.S. Olympic training site. The Whitewater Center includes 400 acres for activities including whitewater rafting, kayaking, mountain biking, rock climbing, and rope courses.

Arts, Culture, and Science

Charlotte is the cultural hub of the region and offers a diverse selection of performances, art collections, and interactive exhibits to engage residents and visitors of all ages.

- The Bechtler Museum of Modern Art opened in 2010 and features a collection of more than 1,400 works by 20th century modern artists.
- The Knight Theater, part of the Blumenthal Performing Arts Center, is a performing arts venue home to the North Carolina Dance Theatre.
- The Harvey B. Gantt Center for African-American Arts + Culture, a 46,500 square foot facility, serves the community through music, dance, theater, visual art, film, arts education, literature, and community outreach.
- The Mint Museum is five-story facility that combines four collections; Craft + Design, and American, contemporary, and European pieces.
- The North Carolina Blumenthal Center for the Performing Arts is home to a number of arts organizations including the Charlotte Symphony and Charlotte Ballet.
- The Charlotte Nature Museum, founded in 1946, provides programs and exhibits centered on a science theme of "Nature and Man."
- Discovery Place is a hands-on science and technology museum featuring an 184-seat IMAX Dome Theatre.

Educational Institutions

Charlotte-Mecklenburg Schools (CMS)

- CMS is a consolidated city-county public school system with approximately 148,000 students. CMS students are educated in 175 schools that include magnet programs that develop the talents of students who have interests in talents in specific areas.

Higher Education

There are 50 colleges and universities within the greater Charlotte region.

- **Central Piedmont Community College** offers nearly 300 associate degree, diploma, and certificate programs at six campuses within Mecklenburg County.
- **University of North Carolina – Charlotte** is a public urban research institution offering bachelor, graduate, and doctoral degrees through eight professional colleges.
- **Davidson College** is a liberal arts college serving nearly 2,000 students.
- **Queens University** offers 44 majors and the student body represents 40 countries.
- **Johnson & Wales University's** Charlotte campus offers degrees ranging from Baking & Pastry Arts and Fashion Merchandising & Retailing to Corporate Accounting and Financial Analysis.
- **Johnson C. Smith University** is a Historically Black College and University (HBCU) offering 26 undergraduate or graduate degrees.
- **Pfeiffer University** at Charlotte has an urban campus, offering adult learners the opportunity to earn both undergraduate and graduate degrees.
- **Wake Forest University** continues to have a strong graduate school presence in Charlotte with several top-ranked MBA programs.
- **Northeastern University's** Charlotte campus has offered graduate programs in uptown Charlotte since 2011.

Healthcare

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

- **Atrium**, known as Carolina's Healthcare System, one of the nation's largest public hospital systems, operates or manages 40 hospitals with over 900 care locations across the Carolinas. A leader in healthcare, Carolina's Healthcare System has been recognized as Charlotte's top medical center by U.S. News and World report.
- With a 622-bed medical center and over 700 physicians on staff, **Novant Health Presbyterian Medical Center** is one of the largest medical providers in the region.

Charlotte City Profile

(all figures represent FY2020 unless otherwise noted)

| | | | |
|--|-----------------|---|----------------|
| Total Full-Time-Equivalent Employees | 8,232.75 | Fire Protection | |
| Total Budget | \$2.63 billion | Fire Prevention Inspectors | 40.00 |
| General Fund (net of transfers) | \$648.6 million | Firefighters | 1,093.00 |
| General Bonded Debt per capita (FY 2018) | \$880.0 million | | |
| General Bonded Debt % of Property Value (FY 2018) | 0.8% | Police Protection | |
| Debt Service % of Non Capital Expenditures (FY 2018) | 16.9% | Sworn Police Officers | 1,982.00 |
| Assessed value (2019) | \$99.2 billion | Civilian | 516.50 |
| | | Storm Water Rates | |
| Land Area (square miles) | 309 | Single Family (monthly) < 2,000 sq feet | \$5.85 |
| | | Single Family (monthly) 2,000 to <3,000 sq ft | \$8.62 |
| Retail Sales - Meck County (2018) | \$22.2 billion | Single Family (monthly) 3,000 to <5,000 sq ft | \$12.76 |
| General Obligation Bond Rating | AAA | Single Family (monthly) 5,000 sq ft & up | \$21.11 |
| | | Commercial (monthly) per impervious acre | \$152.35 |
| | | Utilities | |
| Meck County Building Permits (2016) | 18,301 | Water Accounts (projected) | 282,380 |
| | | Sewer Accounts (projected) | 258,871 |
| | | 1 ccf = 748 gallons | |
| Population | | Water Rates for ccf use (typical) | \$12.82 |
| 2010 Census | 731,424 | Fixed Charge | \$5.97 |
| 2018 | 875,318 | Typical Total Water Rates | \$18.79 |
| Unemployment Rate (Mecklenburg County) | | | |
| 2016 (as of February) | 4.9% | Sewer Rates | \$34.93 |
| 2017 (as of February) | 4.8% | Fixed Charge | \$13.10 |
| 2018 (as of February) | 4.2% | Typical Total Sewer Rates | \$48.03 |
| 2019 (as of February) | 3.9% | | |
| | | Typical Residential User's Monthly Fee | \$66.82 |
| Top Principal Taxpayers (2018) | | | |
| Wells Fargo/Wachovia | 1.6% | Median Household Income - 2017 | \$58,202 |
| Duke energy Corporation | 1.4% | | |
| Bank of America | 1.1% | Principal Employers (2016) | |
| American Airlines | 0.9% | Atrium Health | 6.0% |
| Southpark Mall | 0.4% | Wells Fargo/Wachovia Corporation | 4.0% |
| AT&T/BellSouth | 0.3% | Charlotte-Mecklenburg Schools | 3.1% |
| | | Wal-Mart Stores, Incorporated | 2.9% |
| | | Bank of America | 2.5% |

Charlotte City Profile

Real Property Tax

| | |
|---------------------------------|--------------|
| 1-cent on the property tax rate | \$14,271,056 |
| General Fund | 27.31¢ |
| Muni Debt Service for Capital | 6.77¢ |
| Pay-As-You-Go Capital | 0.73¢ |

Total Property Tax Rate (per \$100 valuation)

34.81¢

Local Sales Tax

| | |
|-----------------------------------|--------------|
| State | 4.75% |
| Local | 2.00% |
| Transit Tax - CATS | 0.50% |
| Total (as of July 1, 2019) | 7.25% |

Occupancy Tax (FY 2019)

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

Prepared Food Tax (FY 2019)

| | |
|-------------|------|
| City/County | 1.0% |
|-------------|------|

Municipal Service Districts (FY 2020)

| | |
|----------------------|-------|
| District | |
| 01 - Center City | 1.36¢ |
| 02 - Center City | 2.27¢ |
| 03 - Center City | 3.38¢ |
| 04 - South End | 3.90¢ |
| 05 - University City | 2.79¢ |
| *per \$100 valuation | |

Regional City and County Property Tax Rates

| | |
|------------------------------------|--------|
| Charlotte FY 2020 Adopted | 34.81¢ |
| Mecklenburg County FY 2020 Adopted | 61.69¢ |

FY 2020 Tax Rates for Towns/District

| | |
|-------------------------|--------|
| Cornelius | 22.20¢ |
| Davidson | 29.00¢ |
| Huntersville | 30.50¢ |
| Matthews | 28.00¢ |
| Mint Hill | 25.50¢ |
| Pineville (FY 2019) | 38.00¢ |
| Police Service District | 21.46¢ |

Motor Vehicle Registration Fee (FY 2019)

| | |
|-----------|---------|
| Charlotte | \$30.00 |
|-----------|---------|

Solid Waste Fees

| | |
|------------------------------|---------|
| Charlotte | |
| Single-Family & Mobile Homes | \$58.06 |
| Multiple Family | \$58.06 |
| County | |
| Single-Family & Mobile Homes | \$33.50 |
| Multiple Family | \$33.50 |

Car Rental Taxes (FY 2019)

| | |
|--------------------------------|-------|
| 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, the city charter, and city code, the city will follow the principles outlined below. The development of the city's annual operating budget will be a transparent process that welcomes community input and involvement.

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

Financial Policies and Practices

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

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
 - c. The tax rate shall be set each year based on the cost of providing general government services;
 - d. The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The city will set fees for services to maximize user charges for identifiable services 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. In accordance with North Carolina General Statute 143C, the city will accumulate and maintain a general fund balance equal to or greater than eight percent (city policy is higher at 16 percent) of the prior year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As-You-Go Capital Program.
4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.
5. The city will strive to achieve a structurally, balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures.

Inter-fund Policies and Practices

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

Financial Policies and Practices

Capital Investment Policies and Practices

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

Accounting Policies and Practices

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

Basis for Budgeting

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

Debt Policies and Practices

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

Financial Policies and Practices

3. Outstanding long-term maturity variable rate bonds not to exceed a sum equal to the debt service fund equity requirement plus 15 percent of total long-term fixed rate debt.
4. Continue the dedication of multiple revenues to a Pay-As-You-Go fund established to provide a material portion of the non-enterprise, general government capital needs. The revenue sources include a dedicated portion of the property tax rate, sales tax, and motor vehicle fees.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of 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:
 - New money fixed rate bond issues may be placed on a competitive or negotiated basis
 - New money variable rate bond issues will be placed on a negotiated basis
 - Refunding bond issues may be placed on a competitive or negotiated basis
 - Issuance methods will be continuously reviewed and changes made to various offerings methods as appropriate and cost efficient for the city.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

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

Financial Policies and Practices

5. The city's informal investment policy limits the amount of commercial paper or bankers acceptances to a maximum of 25 percent of the portfolio. For commercial paper, a maximum of \$20,000,000 may be invested in any one issuer. For bankers' acceptances, the maximum investment is limited to 10 percent of the portfolio for any one issuer.
6. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.
7. North Carolina state law limits investments in commercial paper to the top rating issued by Nationally Recognized Statistical Rating Organizations (NSRO's). Although the city had no formal policy on managing credit risk, internal investment guidelines for commercial paper require at least two ratings from either Standard & Poor's (S&P), Fitch Ratings (Fitch), or Moody's Investors Service (Moody's).
8. Investments, except for North Carolina Capital Management Trust (NCCMT) and Firefighters' Retirement System Fund, are reported at fair value as determined by quoted market prices. The securities of the NCCMT Cash Portfolio, a Securities and Exchange Commission registered money market mutual fund, are valued at fair value, which is the NCCMT's share price. The NCCMT Term Portfolio's securities are valued at fair value. Money market investments that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Non-participating interest earning investment contracts are reported at cost. Investments with an original maturity of three months or less are considered cash equivalents.

City Manager Contract Approval Policy

1. The City Manager is authorized to award contracts, reject bids, re-advertise to receive bids, and waive bid bonds or other deposit requirements pursuant to North Carolina General Statute Chapter 143-129(a). Specifically the Manager is authorized to:
 - a. Exempt particular projects from the provision of the North Carolina General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than \$50,000.
 - b. Approve and execute contracts involving informal bids of up to \$500,000 for construction projects previously budgeted in the annual ordinance.
 - 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

1. General government debt policies:
 - Diversify revenue sources dedicated to capital formation and debt service
 - Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
 - Provide for 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
 - Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)
2. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
 - Allocation of the property tax rate
 - Investment (interest) income
 - Sales Tax (one-half cent)
 - Other miscellaneous revenues including Alcoholic Beverage Control (ABC) profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt costs remaining from the consolidation of Park and Recreation
3. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
 - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent
4. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects
5. Dedicate asset sales to the Capital Investment Plan:
 - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds
6. Maintain the General Government fund balance at 16 percent of the operating budget:
 - Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council
7. Maintain the Enterprise Funds' capital programs on a self-sustaining basis:
 - 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
8. 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



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COUNCIL ACTIONS





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BUDGET ORDINANCE





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2019-2020 BUDGET ORDINANCE
ADOPTED JUNE 10, 2019

BE IT ORDAINED by the City of Charlotte, North Carolina;

Section 1. The following amounts are hereby appropriated for the operation of the City Government and its activities for the fiscal year (FY) beginning July 1, 2019, and ending June 30, 2020, according to the following schedules:

| | |
|---|-------------|
| SCHEDULE A. GENERAL OPERATING FUND | 727,674,000 |
| SCHEDULE B. CHARLOTTE WATER OPERATING FUND | 449,863,211 |
| SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS-CONSOLIDATED | 201,109,686 |
| SCHEDULE D. AVIATION OPERATING FUNDS-CONSOLIDATED | 357,383,756 |
| SCHEDULE E. STORM WATER OPERATING FUND | 90,803,629 |
| SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS-CONSOLIDATED | 152,114,281 |
| SCHEDULE G. MUNICIPAL DEBT SERVICE FUND | 180,880,637 |
| SCHEDULE H. AVIATION DEBT SERVICE FUNDS-CONSOLIDATED | 62,041,659 |
| SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND | 38,281,255 |
| SCHEDULE J. STORM WATER DEBT SERVICE FUND | 14,065,365 |
| SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS-CONSOLIDATED | 136,623,461 |
| SCHEDULE L. TOURISM DEBT SERVICE FUND | 18,524,320 |
| SCHEDULE M. POWELL BILL FUND | 25,844,333 |
| SCHEDULE N. CONVENTION CENTER TAX FUND | 64,600,681 |
| SCHEDULE O. TOURISM OPERATING FUND | 34,707,102 |
| SCHEDULE P. CEMETERY TRUST FUND | 52,000 |
| SCHEDULE Q. NASCAR HALL OF FAME TAX FUND | 16,669,017 |
| SCHEDULE R. NASCAR HALL OF FAME DEBT SERVICE FUND | 9,290,024 |
| SCHEDULE S. CULTURAL FACILITIES DEBT SERVICE FUND | 7,920,000 |
| SCHEDULE T. AVIATION DISCRETIONARY FUND | 61,608,833 |

Section 2. The following amounts are hereby appropriated for the capital projects of the City Government and its activities for the FY beginning July 1, 2019, according to the following schedules:

| | |
|--|------------|
| SCHEDULE A. WORKFORCE INVESTMENT ACT FUND | 7,233,622 |
| SCHEDULE B. NEIGHBORHOOD DEVELOPMENT GRANTS FUND | 5,093,902 |
| SCHEDULE C. GENERAL GRANTS FUND | 12,577,563 |
| SCHEDULE D. EMERGENCY TELEPHONE SYSTEM FUND | 3,515,000 |
| SCHEDULE E. HOME GRANT FUND | 4,715,140 |
| SCHEDULE F. COMMUNITY DEVELOPMENT FUND | 6,212,128 |
| SCHEDULE G. PAY-AS-YOU-GO FUND | 89,301,085 |
| SCHEDULE H. GENERAL CAPITAL PROJECTS FUND | |
| Cross Charlotte Multi-Use Trail | 54,400,000 |
| Comprehensive Plan | 550,000 |
| Parking Meter Replacement | 200,000 |
| Environmental Services Program | 1,700,000 |
| Tree Replacement Program | 900,000 |
| Tree Trimming & Removal Program | 1,625,000 |
| TreesCharlotte Endowment | 250,000 |
| TreesCharlotte Contribution | 100,000 |
| Landscape Maintenance and Median Renovation | 250,000 |
| Aging in Place | 750,000 |
| Innovative Housing Program | 10,805,107 |
| In Rem Remedy - Residential | 655,000 |
| Jumpstart Microgrants | 500,000 |
| Neighborhood Matching Grants | 400,000 |
| Police Training | 2,000,000 |
| Placemaking | 250,000 |
| Economic Development Programs | 1,650,000 |
| Project P.I.E.C.E. | 300,000 |

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SCHEDULE H. GENERAL CAPITAL PROJECTS FUND

| | |
|--|------------|
| MWSBE Capacity | 450,000 |
| Collaborative Service District, Eastside | 500,000 |
| Collaborative Service District, Westside | 500,000 |
| Historic West End | 150,000 |
| Building Maintenance Program | 4,315,254 |
| Parking Lot and Deck Repairs | 300,000 |
| CMGC Parking Deck Maintenance | 200,000 |
| Technology and Disaster Recovery | 2,000,000 |
| Enterprise Resource Planning (ERP) | 2,099,906 |
| Police Equipment | 1,500,000 |
| CityLYNX Gold Line Capital Reserve | 2,000,000 |
| CityLYNX Gold Line Phase 3 Reserve | 2,479,839 |
| Uptown Cycle Track | 4,500,000 |
| CMPD Central Division Station | 1,800,000 |
| Polk Park | 1,000,000 |
| Capital Building Improvements | 2,500,000 |
| CMGC Generators | 2,200,000 |
| CMGC HVAC | 1,500,000 |
| Sweden Road Repaving | 2,000,000 |
| Land Acquisition | 2,500,000 |
| Advanced Planning/Design Program | 20,000,000 |

TOTAL GENERAL CAPITAL PROJECTS FUND **131,780,106**

SCHEDULE I. TOURISM CAPITAL PROJECTS FUND

| | |
|--|-----------|
| Baseball Stadium Allocation | 682,782 |
| Arena Maintenance Reserve | 2,144,000 |
| Ovens/Bojangles Capital Maintenance & Repair | 2,150,000 |

TOTAL TOURISM CAPITAL PROJECTS FUND **4,976,782**

SCHEDULE J. STORM WATER CAPITAL PROJECTS FUND

| | |
|-----------------------------|------------|
| Storm Drainage Improvements | 58,308,000 |
| Mitigation Programs | 2,692,000 |
| Watershed Improvements | 1,500,000 |

TOTAL STORM WATER CAPITAL PROJECTS FUND **62,500,000**

SCHEDULE K. CHARLOTTE WATER CAPITAL PROJECTS FUND

| | |
|-------|-------------|
| Water | 75,094,289 |
| Sewer | 196,008,541 |
| Other | 4,306,000 |

TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND **275,408,830**

SCHEDULE L. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUND

(Note: CATS Capital Projects are to be appropriated according to a timeline to be designated during FY 2020)

| | |
|--|------------|
| Plan and Design Silver Line Light Rail | 9,000,000 |
| Design South End Light Rail Station | 1,415,608 |
| Develop Transit Systems | 1,232,804 |
| Enhance Safety and Security on Transit | 2,858,384 |
| Purchase New Transit Support Systems | 2,344,827 |
| Purchase Vehicles | 1,240,200 |
| Maintain Transit Facilities | 1,129,656 |
| Maintain Transit Vehicles | 10,746,761 |

TOTAL CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUND **29,968,240**

SCHEDULE M. AVIATION CAPITAL PROJECTS FUNDS - CONSOLIDATED

| | |
|---------------------------------------|-------------|
| Renovate Airport Terminal | 196,093,335 |
| Enhanced Airfield Capacity | 238,671,898 |
| Increase Airport Fuel Capacity | 12,330,935 |
| Enhance Airport Services Facilities | 28,944,722 |
| Expand Airport Cargo Capacity | 4,040,000 |
| Expand Ground Transportation Capacity | 4,530,000 |
| Improve Private Aircraft Area | 8,158,519 |

TOTAL AVIATION CAPITAL PROJECTS FUNDS - CONSOLIDATED **492,769,409**

Section 3. It is estimated the following revenues will be available during the fiscal year beginning July 1, 2019, and ending on June 30, 2020, to meet the appropriations shown in Section 1 according to the following schedules:

SCHEDULE A. GENERAL OPERATING FUND

| | |
|------------------------------|-------------|
| Taxes | |
| Property Tax | 387,221,271 |
| Property Tax - Synthetic TIF | 2,975,221 |
| Sales Tax | 117,730,642 |
| Sales Tax on Utilities | 55,799,321 |
| Tax Reimbursements | 4,410,073 |
| Police Services | 21,874,646 |
| Solid Waste Disposal Fees | 20,310,000 |
| Other Revenues | |

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SCHEDULE A. GENERAL OPERATING FUND

| | |
|--|------------|
| Licenses and Permits | 19,582,245 |
| Fines, Forfeits, and Penalties | 2,417,500 |
| Interlocal Grants and Agreements | 8,750,809 |
| Federal Grants and State Shared Revenues | 4,829,681 |
| General Government | 11,955,789 |
| Public Safety | 5,507,781 |
| Cemeteries | 1,118,240 |
| Use of Money and Property | 917,770 |
| Sale of Salvage and Land | 995,000 |
| Other Revenues | 3,890,025 |
| Intragovernmental Revenues | 45,675,675 |
| Transferred Revenues | 11,660,311 |
| Transfers from Other Funds | 52,000 |

TOTAL GENERAL OPERATING FUND 727,674,000

SCHEDULE B. CHARLOTTE WATER OPERATING FUND

| | |
|----------------------------|-------------|
| Variable Rate Revenues | 306,242,657 |
| Fixed Rate Revenues | 30,721,407 |
| Availability Fees | 44,961,142 |
| Connection Fees | 10,000,000 |
| System Development Fees | 9,950,500 |
| Industrial Waste Surcharge | 6,040,000 |
| Service Charges | 9,000,000 |
| Interest on Investments | 9,000,000 |
| Other Revenues | 3,000,000 |
| Fund Balance | 20,947,505 |

TOTAL CHARLOTTE WATER OPERATING FUND 449,863,211

SCHEDULE C. CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS-CONSOLIDATED

| | |
|-----------------------------------|-------------|
| Half-Percent Sales Tax (STC Fund) | 109,933,384 |
| Interlocal Agreements | |
| Town of Huntersville | 18,566 |
| Mecklenburg County | 192,942 |
| Passenger Fares | 28,162,737 |
| Federal Grants | 23,871,704 |
| State Grants | 8,104,818 |
| Transit Pay-As-You-Go Transfer | 24,101,575 |
| Other Revenues | 5,782,960 |
| Interest Earnings | 941,000 |

TOTAL CHARLOTTE AREA TRANSIT SYSTEM OPERATING FUNDS 201,109,686

SCHEDULE D. AVIATION OPERATING FUNDS-CONSOLIDATED

| | |
|----------------------------|------------|
| Terminal Rents and Fees | 72,858,392 |
| Airfield | 31,321,579 |
| Concessions | 59,733,245 |
| Rental Cars | 16,965,205 |
| Parking | 60,371,123 |
| Fixed Based Operator Fees | 25,596,121 |
| Other | 14,210,319 |
| Passenger Facility Charges | 62,505,674 |
| Contract Facility Charges | 13,822,098 |

TOTAL AVIATION OPERATING FUNDS 357,383,756

SCHEDULE E. STORM WATER OPERATING FUND

| | |
|------------------|------------|
| Storm Water Fees | 71,525,468 |
| Fund Balance | 19,278,161 |

TOTAL STORM WATER OPERATING FUND 90,803,629

SCHEDULE F. CHARLOTTE WATER DEBT SERVICE FUNDS-CONSOLIDATED

| | |
|--|-------------|
| Contribution from Charlotte Water Operating Fund | 149,640,083 |
| Premium from Sale of Bonds | 50,000 |
| Interest Transferred from Other Funds | 2,424,198 |

TOTAL CHARLOTTE WATER DEBT SERVICE FUNDS 152,114,281

SCHEDULE G. MUNICIPAL DEBT SERVICE FUND

| | |
|---|------------|
| Property Tax | 95,860,656 |
| Property Tax - Synthetic TIF Appreciation | 1,120,056 |
| Sales Tax | 22,218,763 |
| Interest on Investments | 4,284,000 |
| Contribution from Other Funds | |
| General Operating Fund - Equipment | 19,065,411 |
| Powell Bill | 2,565,993 |

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SCHEDULE G. MUNICIPAL DEBT SERVICE FUND

County Share - CMGC and Park and Rec. L/P
Proceeds from Lease Purchases

Other 750,000
Fund Balance 1,956,691
33,059,067

TOTAL MUNICIPAL DEBT SERVICE FUND

180,880,637

SCHEDULE H. AVIATION DEBT SERVICE FUNDS-CONSOLIDATED

Contribution from Aviation Operating Fund
Contribution from Rental Car Facilities
Proceeds from Sale of Debt

55,272,158
4,469,501
2,300,000

TOTAL AVIATION DEBT SERVICE FUNDS

62,041,659

SCHEDULE I. CONVENTION CENTER DEBT SERVICE FUND

Contribution from Convention Center Tax Fund

38,281,255

TOTAL CONVENTION CENTER DEBT SERVICE FUND

38,281,255

SCHEDULE J. STORM WATER DEBT SERVICE FUND

Contribution from Storm Water Operating Fund
Premium on Sale of Debt

14,015,365
50,000

TOTAL STORM WATER DEBT SERVICE FUND

14,065,365

SCHEDULE K. CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS-CONSOLIDATED

Transfers from CATS Operating Funds (Article 43 Half-Percent Sales Tax)

CATS Operating
CATS Sales Tax Consolidation

17,667,788
12,933,384

Federal Grants

71,893,163

State Grants

26,036,050

Fund Balance

8,093,076

TOTAL CHARLOTTE AREA TRANSIT SYSTEM DEBT SERVICE FUNDS

136,623,461

SCHEDULE L. TOURISM DEBT SERVICE FUND

Contribution from Tourism Operating Fund
Debt Proceeds from Sale of Bonds

18,324,320
200,000

TOTAL TOURISM DEBT SERVICE FUND

18,524,320

SCHEDULE M. POWELL BILL FUND

State Gas Tax Refund
Transfer from General Operating Fund
Interest on Investments
Fund Balance

20,503,333
4,261,000
80,000
1,000,000

TOTAL POWELL BILL FUND

25,844,333

SCHEDULE N. CONVENTION CENTER TAX FUND

Taxes
Interest on Investments
Lease of City Funded Bank of America Stadium Improvements
Fund Balance

59,984,075
1,184,000
1,000,000
2,432,606

TOTAL CONVENTION CENTER TAX FUND

64,600,681

SCHEDULE O. TOURISM OPERATING FUND

Occupancy Tax
Rental Car Tax
Interest on Investments
Mint Museum Energy Repayment
Contribution from Charlotte Hornets
Transfers for Sales Tax from Pay-As-You-Go Fund
Transfers for Synthetic TIF Agreements from:
General Operating Fund
Municipal Debt Service Fund
Pay-As-You-Go Fund
Contribution from Mecklenburg County
Contribution from Center City Partners
Fund Balance

13,141,946
3,877,676
1,364,000
87,000
1,071,412
9,744,955
1,291,024
319,564
41,412
2,948,040
50,694
769,379

TOTAL TOURISM OPERATING FUND

34,707,102

SCHEDULE P. CEMETERY TRUST FUND

Fund Balance

52,000

TOTAL CEMETERY TRUST FUND

52,000

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SCHEDULE Q. NASCAR HALL OF FAME TAX FUND

| | |
|-------------------------|------------|
| Occupancy Tax | 16,121,017 |
| Interest on Investments | 548,000 |

| | |
|---|-------------------|
| TOTAL NASCAR HALL OF FAME TAX FUND | 16,669,017 |
|---|-------------------|

SCHEDULE R. NASCAR HALL OF FAME DEBT SERVICE FUND

| | |
|--|-----------|
| Contribution from NASCAR Hall of Fame Tax Fund | 9,290,024 |
|--|-----------|

| | |
|--|------------------|
| TOTAL NASCAR HALL OF FAME DEBT SERVICE FUND | 9,290,024 |
|--|------------------|

SCHEDULE S. CULTURAL FACILITIES DEBT SERVICE FUND

| | |
|--|-----------|
| Contribution from Cultural Facilities Operating Fund | 7,920,000 |
|--|-----------|

| | |
|--|------------------|
| TOTAL CULTURAL FACILITIES DEBT SERVICE FUND | 7,920,000 |
|--|------------------|

SCHEDULE T. AVIATION DISCRETIONARY FUND

| | |
|--------------|------------|
| Fund Balance | 61,608,833 |
|--------------|------------|

| | |
|--|-------------------|
| TOTAL AVIATION DISCRETIONARY FUND | 61,608,833 |
|--|-------------------|

Section 4. It is estimated the following revenues will be available during the fiscal year beginning July 1, 2019, and ending on June 30, 2020, to meet the appropriations shown in Section 2 according to the following schedules:

SCHEDULE A. WORKFORCE INVESTMENT ACT FUND

| | |
|---------------------------------------|-----------|
| Workforce Investment Act (WIA) Grants | 7,233,622 |
|---------------------------------------|-----------|

| | |
|--|------------------|
| TOTAL WORKFORCE INVESTMENT ACT FUND | 7,233,622 |
|--|------------------|

SCHEDULE B. NEIGHBORHOOD DEVELOPMENT GRANTS FUND

| | |
|--|-----------|
| Housing Opportunities for People with Aids (HOPWA) Grant | 2,725,653 |
| Emergency Solutions Grant | 507,237 |
| Double Oaks Loan Repayment | 730,688 |
| Continuum of Care | 127,124 |
| Bank of America Youth Grant | 122,700 |
| AARP Sustain Charlotte Swings Grant | 15,500 |
| Housing Grants Program Income | 865,000 |

| | |
|---|------------------|
| TOTAL NEIGHBORHOOD DEVELOPMENT GRANTS FUND | 5,093,902 |
|---|------------------|

SCHEDULE C. GENERAL GRANTS FUND

| | |
|--|-----------|
| Federal and State Grants and Reimbursements | 8,901,433 |
| Assets Forfeiture Funds | 1,750,000 |
| Miscellaneous grants, donations, and other contributions | 1,603,949 |
| Contribution from General Operating Fund | 322,181 |

| | |
|----------------------------------|-------------------|
| TOTAL GENERAL GRANTS FUND | 12,577,563 |
|----------------------------------|-------------------|

SCHEDULE D. EMERGENCY TELEPHONE SYSTEM FUND

| | |
|---------------------------|-----------|
| NC 911 Fund Distributions | 3,500,000 |
| Interest on Investments | 15,000 |

| | |
|--|------------------|
| TOTAL EMERGENCY TELEPHONE SYSTEM FUND | 3,515,000 |
|--|------------------|

SCHEDULE E. HOME GRANT FUND

| | |
|--------------------------------------|-----------|
| HUD HOME Grant Funds | 2,972,112 |
| Contribution from Pay-As-You-Go Fund | 743,028 |
| HOME Grant Program Income | 1,000,000 |

| | |
|------------------------------|------------------|
| TOTAL HOME GRANT FUND | 4,715,140 |
|------------------------------|------------------|

SCHEDULE F. COMMUNITY DEVELOPMENT FUND

| | |
|--------------------------------------|-----------|
| Community Development Block Grant | 5,827,128 |
| Community Development Program Income | 385,000 |

| | |
|---|------------------|
| TOTAL COMMUNITY DEVELOPMENT FUND | 6,212,128 |
|---|------------------|

SCHEDULE G. PAY-AS-YOU-GO FUND

| | |
|--------------------------------------|------------|
| Property Tax | 10,328,752 |
| Property Tax - Synthetic TIF | 94,139 |
| Interest on Investments | 732,600 |
| Sales Tax | 22,130,119 |
| Motor Vehicle Licenses | 16,374,233 |
| Vehicle Rental Tax | 12,944,463 |
| FY 2018 Capital Reserve (Section 16) | 4,981,243 |
| Parking Meter Revenue | 200,000 |

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SCHEDULE G. PAY-AS-YOU-GO FUND

| | |
|-------------------------------------|------------|
| Enterprise Fund Contribution to ERP | 705,536 |
| Pay-As-You-Go Fund Balance | 20,810,000 |

| | |
|---------------------------------|-------------------|
| TOTAL PAY-AS-YOU-GO FUND | 89,301,085 |
|---------------------------------|-------------------|

SCHEDULE H. GENERAL CAPITAL PROJECTS FUND

| | |
|--|------------|
| Contribution from Pay-As-You-Go Fund | 52,880,106 |
| Municipal Debt Service Fund fund balance | 67,200,000 |
| Re-appropriation of Prior Authorization (Section 18) | 11,700,000 |

| | |
|--|--------------------|
| TOTAL GENERAL CAPITAL PROJECTS FUND | 131,780,106 |
|--|--------------------|

SCHEDULE I. TOURISM CAPITAL PROJECTS FUND

| | |
|--|-----------|
| Contribution from Tourism Operating Fund | 4,976,782 |
|--|-----------|

| | |
|--|------------------|
| TOTAL TOURISM CAPITAL PROJECTS FUND | 4,976,782 |
|--|------------------|

SCHEDULE J. STORM WATER CAPITAL PROJECTS FUND

| | |
|--|------------|
| Contribution from Storm Water Operating Fund | 61,000,000 |
| Storm Water Program Revenue | 1,500,000 |

| | |
|--|-------------------|
| TOTAL STORM WATER CAPITAL PROJECTS FUND | 62,500,000 |
|--|-------------------|

SCHEDULE K. CHARLOTTE WATER CAPITAL PROJECTS FUND

| | |
|--|-------------|
| Water Revenue Bonds | 33,000,000 |
| Sewer Revenue Bonds | 112,408,830 |
| Contribution from Charlotte Water Operating Fund | 130,000,000 |

| | |
|--|--------------------|
| TOTAL CHARLOTTE WATER CAPITAL PROJECTS FUND | 275,408,830 |
|--|--------------------|

SCHEDULE L. CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUND

| | |
|---------------------------------------|------------|
| Federal Transit Grants | 13,288,053 |
| NCDOT Transit Grants | 1,627,828 |
| Contribution from CATS Operating Fund | 15,052,359 |

| | |
|--|-------------------|
| TOTAL CHARLOTTE AREA TRANSIT SYSTEM CAPITAL PROJECTS FUND | 29,968,240 |
|--|-------------------|

SCHEDULE M. AVIATION CAPITAL PROJECT FUNDS - CONSOLIDATED

| | |
|------------------------------|-------------|
| Revenue Bonds | 241,292,746 |
| Federal Grants | 87,509,730 |
| Passenger Facilities Charges | 90,521,487 |
| Customer Facilities Charges | 3,623,047 |
| Aviation Pay-As-You-Go | 68,500,900 |
| Other Funding | 1,321,499 |

| | |
|---|--------------------|
| TOTAL AVIATION CAPITAL PROJECTS FUNDS - CONSOLIDATED | 492,769,409 |
|---|--------------------|

Section 5. Pursuant to G.S. 159-11 and G.S. 159-13.1, the following financial plans are adopted:

City of Charlotte Risk Management Fund

| | |
|----------------|------------|
| Revenues | 24,545,158 |
| Fund Balance | 1,562,000 |
| Total Revenues | 26,107,158 |
| Expenditures | 26,107,158 |

Employee Health and Life Fund

| | |
|----------------|-------------|
| Revenues | 114,664,748 |
| Fund Balance | 9,337,564 |
| Total Revenues | 124,002,312 |
| Expenditures | 124,002,312 |

Section 6. That the sum of up to \$4,000,000 is estimated to be available from the proceeds of the FY 2020 Installment Payment Contract (Lease Purchase) and is hereby appropriated to the funds listed below. Interest earnings on these lease purchase proceeds are hereby appropriated to the respective funds' Control Centers for allocation for future capital equipment needs in the current and future years until the funds are depleted.

| | |
|--|-----------|
| Charlotte Water Capital Equipment Fund | 4,000,000 |
| Issuance Expense | 120,000 |

| | |
|--------------|------------------|
| Total | 4,120,000 |
|--------------|------------------|

That the sum of up to \$34,751,235 of capital equipment purchases is appropriated in the General Capital Equipment Fund and funded by a loan from the Municipal Debt Service Fund. Funds for General Capital Equipment up to \$31,086,235 will be repaid by the General Operating Fund and PAYGO Fund over the next five years. Funds for Powell Bill Equipment in the amount of \$3,665,000 will be repaid by the Powell Bill Fund over the next five years.

| | |
|---|------------|
| General Capital Equipment Fund | 31,086,235 |
| Powell Bill (Street Maintenance) Capital Equipment Fund | 3,665,000 |

| | |
|--------------|-------------------|
| Total | 34,751,235 |
|--------------|-------------------|

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Section 7. The following tax rates are hereby levied on each one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2019, for the purpose of raising revenue from property taxes as set forth in the foregoing revenue estimates, and in order to finance the Funds' appropriations:

| | |
|---|-----------------|
| General Operating Fund (for the general expenses incidental to the proper government of the City) | Tax Rates |
| Municipal Debt Service (for the payment of interest and principal on outstanding debt) | \$0.2731 |
| Pay-As-You-Go Fund (for dedication to the General Capital Projects Fund for capital improvements) | \$0.0677 |
| | \$0.0073 |
| TOTAL RATE PER \$100 VALUATION OF TAXABLE PROPERTY | \$0.3481 |

Such rates of tax are based on an estimated total appraised valuation of property for the purpose of taxation of \$142,710,564,432 and an estimated rate of collection of ninety-nine percent (99.00%).

Section 8. That the sum of \$1,740,534 is hereby appropriated to the Municipal Service District 1; that the sum of \$1,295,461 is hereby appropriated to the Municipal Service District 2; and that the sum of \$1,725,315 is hereby appropriated to Municipal Service District 3. These funds will provide for planning, promotion, and revitalization activities within the designated Center City Municipal Service Districts for the period beginning July 1, 2019, and ending June 30, 2020.

Section 9. That the sum of \$1,048,569 is hereby appropriated to the Municipal Service District 4. These funds will provide for planning, promotion, and revitalization activities within the designated South End Municipal Service District for the period beginning July 1, 2019, and ending June 30, 2020.

Section 10. That the sum of \$1,070,020 is hereby appropriated to the Municipal Service District 5. These funds will provide for planning, promotion, and revitalization activities within the designated University City Municipal Service District for the period beginning July 1, 2019, and ending June 30, 2020.

Section 11. That the following estimated revenues are hereby available from the following sources to finance the operations of the Municipal Service Districts:

| | |
|---|------------------|
| SCHEDULE A. MUNICIPAL SERVICE DISTRICT 1 | |
| Property Taxes | 1,740,534 |
| TOTAL DISTRICT 1 | 1,740,534 |
| SCHEDULE B. MUNICIPAL SERVICE DISTRICT 2 | |
| Property Taxes | 1,295,461 |
| TOTAL DISTRICT 2 | 1,295,461 |
| SCHEDULE C. MUNICIPAL SERVICE DISTRICT 3 | |
| Property Taxes | 1,725,315 |
| TOTAL DISTRICT 3 | 1,725,315 |
| SCHEDULE D. MUNICIPAL SERVICE DISTRICT 4 | |
| Property Taxes | 1,048,569 |
| TOTAL DISTRICT 4 | 1,048,569 |
| SCHEDULE E. MUNICIPAL SERVICE DISTRICT 5 | |
| Property Taxes | 1,070,020 |
| TOTAL DISTRICT 5 | 1,070,020 |

Section 12. The following tax rates are hereby levied on each one hundred dollars (\$100) valuation of taxable property, as listed for taxes as of January 1, 2019, for the purpose of raising revenue from property taxes as set forth in the foregoing revenue estimates, and in order to finance the foregoing appropriations in the Municipal Service Districts:

| Municipal Service District | Tax Rates | Valuation | Collection Rate (%) |
|------------------------------|-----------|----------------|---------------------|
| Municipal Service District 1 | \$0.0136 | 12,927,318,402 | 99.00% |
| Municipal Service District 2 | \$0.0227 | 5,764,520,666 | 99.00% |
| Municipal Service District 3 | \$0.0338 | 5,156,043,404 | 99.00% |
| Municipal Service District 4 | \$0.0390 | 2,715,795,445 | 99.00% |
| Municipal Service District 5 | \$0.0279 | 3,873,938,001 | 99.00% |

Section 13. That the sum of \$330,900 is available from the following sources in the General Capital Projects Fund for FY 2020 Public Art-eligible projects and is hereby transferred within the General Capital Projects Fund to Projects 1400900017 and 1400900005 – Cross Charlotte Trail Public Art and Public Art.

| Projects | PL Project | Funding Source | Decrease | Increase |
|----------------------------------|------------|--------------------|-------------------|-------------------|
| Cross Charlotte Multi-Use Trail | 4288720000 | 6000-60003000-0000 | 326,400.00 | |
| Uptown Cycle Track | 4288200095 | 6000-60003000-0000 | 4,500.00 | |
| Cross Charlotte Trail Public Art | 1400900017 | 6000-60003000-0000 | | 326,400.00 |
| Public Art | 1400900005 | 6000-60003000-0000 | | 4,500.00 |
| Total | | | 330,900.00 | 330,900.00 |

FY 2020 above, FY 2019 below

General Operating Fund

Section 14. Amend Budget Ordinance 9400-X to reflect the General Operating Fund instead of the General Capital Projects Fund related to NCDOT reimbursements for LED traffic signal replacements in the amount of \$300,000.

Section 15. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate revenue associated with external agency reimbursements for firefighter deployments in the amount of \$291,661 to reimburse Fire Department operations.

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| <u>Projects</u> | <u>PL Project</u> | <u>Funding Source</u> | <u>Decrease</u> | <u>Increase</u> |
|-------------------------------------|-------------------|-----------------------|----------------------|----------------------|
| SCIP Trail Gap Infill | 8010400003 | 3300-33001042-0000 | 3,608.00 | |
| Shopton Road West Bike Lane | 4288300007 | 3300-33001042-0000 | 20,000.00 | |
| Smart City Challenge Grant Applicat | 4292000249 | 3300-33001042-0000 | 25,000.00 | |
| Statesville Rd - I85 To Sunset | 4288550004 | 3300-33001042-0000 | 76,530.01 | |
| Stonewall Street Improve | 4288650039 | 4000-40004000-2009 | 268,896.88 | |
| Stonewall Traffic Analysis | 4292000327 | 4000-40004000-2016 | 7,080.05 | |
| Street Connectivity Program | 4292000064 | 3300-33001042-0000 | 200,852.00 | |
| Streetcar Study | 8010100001 | 4000-40004000-2010 | 111,675.68 | |
| Tom Short Sidewalk (Haddonfield to | 8010650031 | 3300-33001042-0000 | 4,256.80 | |
| Traffic Calming Services - Dmp | 4288200006 | 3300-33001042-0000 | 220,398.64 | |
| Traffic Signals: Tyvola At Billy Gr | 4292000059 | 3300-33001042-0000 | 499,990.54 | |
| Tsm Intersection Improvements | 4288550006 | 3300-33001042-0000 | 8,921.99 | |
| Univ Pointe Blvd Connector Ph 2 | 4288550016 | 3300-33001042-0000 | 62,444.96 | |
| Uptown Urban Trails Connection Stud | 4292000205 | 3300-33001042-0000 | 1,880.05 | |
| US29/Sandy Ave Circle K Private | 4292000170 | 3300-33001042-0000 | 150,000.00 | |
| West Side Strategy Plan | 4288600001 | 6000-60001000-0000 | 16,268.50 | |
| Budget Capital Control Account | 1400900040 | Various Sources | | 11,700,000.00 |
| Dixie River Rd Realignment | 4288550018 | 3300-33001042-0000 | | 265,807.53 |
| Fleet Maint Master Plan | 8010150004 | 4000-40004000-0000 | | 3,128.26 |
| Fleet Maintenance Stdy | 8010150046 | 4000-40004000-0000 | | 22,691.00 |
| I-277 Independence Blvd | 8010100009 | 3300-33001042-0000 | | 280,000.00 |
| I-277 Realignment | 4288650036 | 3300-33001042-0000 | | 221,000.00 |
| Old Police Academy Stdy | 8010150054 | 6000-60001000-2012 | | 1,066.27 |
| Total | | | 12,493,693.06 | 12,493,693.06 |

Section 18. That the sum of \$11,700,000 is available in the General Capital Projects Fund in the Budget Capital Control Account (1400900040), and is hereby re-appropriated in FY 2020 in the General Capital Projects Fund to the Cross Charlotte Multi-Use Trail (4288720000) (Section 2, Schedule H, FY 2020 Annual Ordinance).

Section 19. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate \$296,424 in additional revenue from interfund transfers to the General Capital Projects Fund to fund recruitment software enhancements.

Section 20. Amend the Fiscal Year 2019 budget ordinance (9348-X) to transfer \$126,000 from Project 1400900034 (Public Art for Animal Care and Control) to Project 8010150057 (Animal Care and Control Renovations).

Section 21. Amend Project Ordinance 9356-X to reflect Project 8010800011 (Lakeview-Reames Intersection) instead of Project 4288200057 (Lakeview Road Planning).

Section 22. Amend the Fiscal Year 2019 budget ordinance (9348-X) to reflect Project 8010900000 (South Charlotte Neighborhood Reinvestment Program) instead of Project 8010800090.

Section 23. Amend the Fiscal Year 2019 budget ordinance (9348-X) to transfer \$800,000 from Project 4288300002 (Alexander Rd.) to Project 4288650064 (Pineville Matthews) to combine the two projects.

Section 24. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate \$250,000 from program income to fund Project 6108800001 (Code Repair Program) and recognize and appropriate \$150,000 from program income to fund Project 6110100021 (Housing Support).

Section 25. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate \$125,000 of private contributions to fund Project 4292000248 (South Park ULI Study) and transfer \$53,305.65 from Project 4292000248 (South Park ULI Study) to Project 6210100103 (South Park ULI).

Section 26. Amend the Fiscal Year 2019 budget ordinance (9348-X) to transfer \$300,000 from Project 8010600056 (North East Corridor Trail) to Project 6088780006 (Montford Parking Circulation Study).

Section 27. Amend the Fiscal Year 2019 budget ordinance (9348-X) to transfer \$2,180,547.29 from Project 8030100000 (Land Development Fee Program) to Project 8010150067 (CMGC First Floor Renovations) for the building of a One Stop Shop.

Section 28. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate \$10,000 from private contributions to fund Project 6288790001 (North Tryon Redvelopment) for Horsepower Site Services.

Section 29. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate revenue received in Fiscal Year 2018 and Fiscal Year 2019 from fees paid by developers in lieu of planting trees in commercial developments, per the City's Tree Ordinance, in the General Capital Projects Fund to fund Project 8030100005 (Tree Preservation and Mitigation).

Section 30. Amend the Fiscal Year 2019 budget ordinance (9348-X) to include Project 4292000061 (Metrolina Regional Modeling) in the General Capital Projects Fund instead of the General Grants Fund.

Neighborhood Development Grants Fund and Community Development Fund

Section 31. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate additional revenue from a private contribution to fund Project 6210100004 (Mayor's International Community Award) in the amount of \$5,879.48.

Section 32. Amend the Fiscal Year 2018 budget ordinance (9104-X) to recognize and appropriate additional revenue from a private contribution to fund Project 6210100005 (Urban Main Initiative) in the amount of \$14,865.

Section 33. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate additional revenue from a private contribution to fund Project 6110100099 (Charlotte Career Discovery Day) in the amount of \$4,250.

Section 34. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate additional revenue from the Continuum of Care Grant to fund Project 6110100061 (Continuum of Care Program) in the amount of \$10,018.

Section 35. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate additional revenue from a private contribution to fund Project 6110100091 (Sister Cities) in the amount of \$5,348.62.

Section 36. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate additional revenue from a private contribution to fund Project 6110100106 (AARP Sustain Charlotte Swings) in the amount of \$15,500.

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Section 37. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize and appropriate additional revenue from a private contribution to fund Project 6110100109 (Charlotte-CLT250) in the amount of \$40,000.

Section 38. Amend the Fiscal Year 2018 budget ordinance (9104-X) to transfer \$27,487 from Project 6110100052 (Greater Enrichment Center) and \$102,724.87 from Project 6110100062 (Police Activities League) to Project 6133750026 (CDBG Infrastructure).

General Grants Fund

Section 39. Amend the Fiscal Year 2019 budget ordinance (9348-X) to reflect the actual amount of a grant award for Project 3050000105. The amount of \$507,734 was submitted to City Council for an award in the amount of \$549,844.

NASCAR Hall of Fame Tax Fund

Section 40. Amend the Fiscal Year 2019 budget ordinance (9348-X) to recognize \$7,750,147.93 in fund balance and appropriate for transfer to the NASCAR Hall of Fame Capital Projects Fund.

Convention Center Capital Projects Fund

Section 41. Recognize and appropriate proceeds from the sale of debt authorized for issuance by City Council at its March 25, 2019, Business Meeting in the Convention Center Capital Projects Fund in the amount of \$8,000,000.

Section 42. Amend ordinance 9460-X to recognize and appropriate proceeds from the sale of debt authorized for issuance by City Council at its March 25, 2019, Business Meeting in the Convention Center Capital Projects Fund for \$110,000,000 and to return \$110,000,000 to the Convention Center Tax Fund.

Charlotte Water

Section 43. Amend Section 4, Schedule K of the Fiscal Year 2019 budget ordinance (9348-X) to reflect the language of G.S. Chapter 162A, Article 8.

| | <u>Original</u> | <u>Revised</u> |
|--|-----------------|----------------|
| Water Revenue Bonds | 15,000,000 | 15,000,000 |
| Sewer Revenue Bonds | 70,784,209 | 70,784,209 |
| Contribution from Capital Reserve Fund | 14,000,000 | - |
| Contribution from Water and Sewer Operating Fund | 141,995,312 | 155,995,312 |

Section 44. Amend the Fiscal Year 2019 budget ordinance (9348-X) to repeal Section 120 and to eliminate the Capital Reserve Fund (6267). Pursuant to G.S. Chapter 162A, Article 8, the Finance Officer or designee is hereby authorized to account for all system development fee proceeds as required, which shall remain in effect for as long as system development fees are collected as revenue by the City.

Section 45. Amend the Fiscal Year 2019 budget ordinance (9348-X) to repeal Section 121.

Aviation

Section 46. Amend Sections 2 and 4, Schedule M of the Fiscal Year 2019 budget ordinance (9348-X) to reflect changes to the Aviation Capital Projects Funds - Consolidated.

| Section 2, Schedule M | <u>Original</u> | <u>Revised</u> |
|--------------------------------------|--------------------|--------------------|
| Airfield Project | 70,938,850 | 99,508,453 |
| Cargo Development Projects | 5,286,949 | 907,677 |
| Terminal Building | 209,071,797 | 175,248,772 |
| Ground Transportation | 7,074,260 | 15,784,638 |
| Fueling Facilities | 10,259,741 | 11,138,042 |
| Airport Service Fee | 71,698,358 | 17,181,846 |
| Land Acquisition | - | 67,672,700 |
| Included Miscellaneous | 24,797,855 | 24,508,794 |
| Excluded Miscellaneous Project | 25,368,466 | 4,667,570 |
| Fixed Base Operator | 29,561,342 | 42,000 |
| Total | 454,057,618 | 416,660,492 |
| Section 4, Schedule M | | |
| Revenue Bonds | 217,062,964 | 222,646,008 |
| Federal Grants | 27,344,688 | 12,602,171 |
| Passenger Facilities Charges | 41,311,362 | 40,000,000 |
| Customer Facilities Charges | 22,500,000 | 0 |
| Aviation Discretionary Pay-As-You-Go | 141,376,410 | 129,194,132 |
| Other Funding | 4,462,194 | 12,218,181 |
| Total | 454,057,618 | 416,660,492 |

Authorizations

Section 47. That any remaining encumbered appropriations from the prior fiscal year for contracts and purchase orders that carry over into the current fiscal year are re-appropriated for expenditure in the current fiscal year.

Section 48. That the City Manager is hereby authorized to implement all of the compensation and benefits recommendations as outlined in the FY 2020 Compensation and Benefits Recommendation book presented to City Council on May 6, 2019.

Section 49. That the City Manager or designee is hereby authorized to move appropriations within Funds.

Section 50. That the City Manager or designee is hereby authorized to make corrections to the annual budget ordinance which are technical in nature.

Section 51. That the City Manager is hereby authorized to adjust appropriations in accordance with any Council amendments to this budget ordinance made at the Council Business Meeting of budget adoption.

Section 52. That the City Manager or designee is hereby authorized to assign, change, or close project numbers consistent with administration of the approved project or program.

Section 53. That the City Manager or designee is hereby authorized to classify unexpended prior appropriations in the Charlotte Water Capital Projects Fund under the project categories "Water," "Sewer," and "Other" consistent with Section 2, Schedule K.

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Section 54. That the City Manager is hereby authorized to move appropriations for reorganizations within and between Funds. Any offsetting increases and decreases to both estimated revenues and appropriations may occur to accommodate these changes.

Section 55. That the City Manager or designee is hereby authorized to adjust the funding source for capital projects in the General Capital Projects Fund as necessary to reflect the applicable source as Pay-As-You-Go or debt proceeds.

Section 56. That the City Manager or designee is hereby authorized to remove any excess appropriations from active or completed projects and transfer all or any part of the associated balances to any other project or to the appropriate Funds' original source to be reprioritized through subsequent budget appropriations.

Section 57. That amounts sufficient to make small towns tourism payments from the Convention Center Tax Fund and the General Operating Fund are hereby appropriated for contractually-obligated occupancy tax payments.

Section 58. That the entire sums available from MSD Funds 2101, 2102, 2103, 2104, and 2105 fund balances as of June 30, 2019, for MSDs #1, #2, #3, #4, and #5 are hereby appropriated for payment to Charlotte Center City Partners (CCCP) and University City Partners (UCP).

Section 59. That the unexpended appropriations for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in the current fiscal year. Local grant matching obligations and other amounts that were previously authorized as part of multi-year grant projects are also re-appropriated for expenditure in the current fiscal year.

Section 60. Sections of this ordinance estimate grant (federal and/or state), debt, and other permanent funding sources. Until permanent financing is realized, the Finance Officer or designee is hereby authorized to advance funding from the appropriate fund's fund balance to cover the estimated funding source. Upon receipt of grant revenue, debt proceeds, or other permanent funding sources, funds advanced to the project shall revert back to the source fund's fund balance. If the permanent funding is not realized, the advance may be designated as the permanent source of funding. Upon receipt of the permanent funding, the sources and levels of funding for the project specified may be adjusted to reflect permanent financing. Total project appropriation levels shall not exceed the amounts specified unless amended by a subsequent ordinance.

Section 61. That the Finance Officer or designee is hereby authorized to appropriate program income, principal payments, interest earnings, or late fees for any Federal, State, Local, or other third party loans, grants, or other revenues for the duration of the grants', loans', or other revenues' authorized performance periods.

Section 62. That the Finance Officer or designee is hereby authorized to appropriate interest on investments on HUD-related revolving loan funds as required by HUD to return related interest earnings to HUD at fiscal years' end.

Section 63. That the Finance Officer or designee is hereby authorized to advance cash from the General Capital Project equity of the City's cash pool account to general capital projects that are bond financed (unissued) and that have City Council authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the General Capital Project equity of the City's cash pool account.

Section 64. That the Finance Officer or designee is hereby authorized to advance cash from the Utilities equity of the City's cash pool account to water and sewer projects that are bond financed (unissued) and that have City Council authorized appropriations. Upon issuance of permanent financing, the funds will be repaid to the Utilities equity of the City's cash pool account.

Section 65. That the Finance Officer or designee is hereby authorized to replenish funds as needed up to the appropriated amount from the Municipal Debt Service Fund fund balance to the General Capital Projects Fund, Project 1400900500 – Advanced Planning/Design Program.

Section 66. That the Finance Officer or designee is hereby authorized to transfer interest earnings from the City's various operating and capital funds to the appropriate debt service funds according to Council policy, except where specific exceptions have been authorized.

Section 67. That the Finance Officer or designee is hereby authorized to transfer sales tax revenues between CATS' funds as necessary to facilitate CATS' financial policies.

Section 68. That the Finance Officer or designee is hereby authorized to appropriate amounts needed to fund current fiscal year debt issues that have been approved by Council.

Section 69. That the Finance Officer or designee is hereby authorized to appropriate amounts needed to satisfy federal government regulations related to interest earnings on debt issues.

Section 70. That the Finance Officer or designee is hereby authorized to appropriate and pay amounts needed to fund banking fees.

Section 71. That the Finance Officer or designee is hereby authorized to appropriate to the General Capital Projects Fund any contributions made by Enterprise funds to designated citywide initiatives and to return any remaining balances to the appropriate Enterprise fund balance.

Section 72. That the Finance Officer or designee is hereby authorized to transfer revenues from the Tourism and Convention Center Tax Funds to the Charlotte Regional Visitors Authority, as stipulated in State of North Carolina General Statutes, for contractual or other required payments.

Section 73. That revenues are hereby available and appropriated in the amounts needed to make payments to Charlotte Regional Visitors Authority as specified in the Council- authorized agreement.

Section 74. That prepared food and beverage tax revenues are hereby available and hereby appropriated for transfer in the amounts needed to make payments to the Mecklenburg County towns (Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville) as stipulated in House Bill 715, Session Law 2001 and interlocal agreement approved by Council resolution June 13, 2005.

Section 75. That as annual wireless communications user fees exceed annual debt service and other operating expenditures for wireless infrastructure system operations in the General Operating Fund the excess is hereby authorized to be appropriated for transfer to the General Capital Projects Fund for future digital communications upgrades as specified in Council- authorized interlocal agreements. Any shortfall in collections from system user fees will be carried forward to the future fiscal year(s) and will be deducted from future transfers to the CIP until depleted.

Section 76. That the Finance Officer or designee is hereby authorized to adjust the funding source for Water and Sewer Capital Projects as necessary to reflect the applicable source as Pay-As-You-Go or bond proceeds.

Section 77. That the Finance Officer or designee is hereby authorized to dispose of, auction, or sell non-United States denominated coins and United States currency that is considered to be damaged and nondeposable, rare, and/or collectors' coins collected by the City for deposit into the City's cash pool account.

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Section 78. That the following system development fees are adopted, pursuant to G.S. 162A-205 and G.S. 162A-209:

| Meter Size | Water Fee | Sewer Fee |
|---------------------------------|-----------|-----------|
| 5/8-inch Displacement | \$809 | \$2,541 |
| 1-inch Displacement | \$2,023 | \$6,352 |
| 1.5-inch Displacement | \$4,046 | \$12,703 |
| 2-inch Displacement | \$6,474 | \$20,325 |
| 3-inch Singlejet | \$12,948 | \$40,651 |
| 3-inch Compound, Class I | \$12,948 | \$40,651 |
| 3-inch Turbine, Class I | \$14,162 | \$44,462 |
| 4-inch Compound, Class I | \$20,232 | \$63,517 |
| 4-inch Singlejet | \$20,232 | \$63,517 |
| 4-inch Turbine, Class I | \$25,492 | \$80,031 |
| 4-inch x 1-inch FMCT | \$28,324 | \$6,352 |
| 6-inch Singlejet | \$40,463 | \$127,034 |
| 6-inch Compound, Class I | \$40,463 | \$127,034 |
| 6-inch Turbine, Class I | \$52,602 | \$165,144 |
| 6-inch x 1.5-inch FMCT | \$64,741 | \$12,703 |
| 8-inch Compound, Class I | \$64,741 | \$203,254 |
| 8-inch Turbine, Class II | \$113,297 | \$355,694 |
| 8-inch x 2-inch FMCT | \$113,297 | \$20,325 |
| 10-inch Turbine, Class II | \$169,946 | \$533,542 |
| 10-inch x 2-inch FMCT | \$178,038 | \$20,325 |
| 10-inch x 12-inch x 2-inch FMCT | \$202,316 | \$20,325 |
| 12-inch Turbine, Class II | \$214,455 | \$673,279 |
| 2-inch Fire Line | \$6,474 | |
| 4-inch Fire Line | \$16,185 | |
| 6-inch Fire Line | \$36,417 | |
| 8-inch Fire Line | \$72,834 | |
| 10-inch Fire Line | \$91,042 | |
| 12-inch Fire Line | \$142,673 | |

Section 79. That the Finance Officer or designee is hereby authorized to pay sales and use tax as required.

Section 80. That the Finance Officer or designee is hereby authorized to pay withholdings, insurance premiums, risk management claims, legal fees, utility bills, escrow accounts, annual hardware/software maintenance and support fee renewals, refunds (excluding property tax and business privilege license refunds), auction fees; payments to Mecklenburg County in accordance with Council authorized agreements; payments to transit management company, and payments to the property management/leasing company for CATS' Charlotte Transit Center.

Section 81. Pursuant to G.S. 159-25(b), the City Council authorizes the Manager or Interim Manager or, if both are unable to sign checks or drafts on an official depository, the Deputy City Manager to countersign such checks and drafts until the Manager or Interim Manager becomes able to perform this function.

Section 82. That the Finance Officer or designee is hereby authorized to transfer appropriations between funds which are directly tied to specific revenues such as sales tax, tax increment financing, U-Drive it, and other applicable items.

Section 83. That the sum of General Operating Fund Fund Balance in excess of 16% is hereby available for transfer and appropriation to the Pay-As-You-Go Fund Fund Balance.

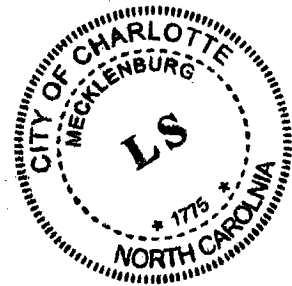
Section 84. That the Finance Officer is hereby authorized to charge a 5% administrative fee on all purchases at City auctions of surplus property, and assess a storage charge of \$25 per day per vehicle on any buyer who fails to remove a purchased vehicle from City property within the time frame stipulated in the auction rules.

Section 85. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 86. This ordinance will be in effect July 1, 2019, except for Sections 14 through 86, which are to be effective upon adoption.

Approved as to form:

City Attorney



CERTIFICATION

I, Stephanie C. Kelly, City Clerk of the City of Charlotte, North Carolina, DO HEREBY CERTIFY that the foregoing is a true and exact copy of an Ordinance adopted by the City Council of the City of Charlotte, North Carolina, in regular session convened on the 10th day of June, 2019, the reference having been made in Minute Book 148, and recorded in full in Ordinance Book 62, Page(s) 235-246.

WITNESS my hand and the corporate seal of the City of Charlotte, North Carolina, this 10th day of June, 2019.

Stephanie C. Kelly, City Clerk, MMC, NCCMC

REQUEST FOR COUNCIL ACTION





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Agenda Date: 6/10/2019

Agenda #: 14.**File #:** 15-10939 **Type:** Policy Item

Fiscal Year 2020 Operating Budget and Fiscal Years 2020 - 2024 Capital Investment Plan

Action:

Adopt the Fiscal Year (FY) 2020 Appropriations and Tax Levy Ordinance, the FY 2020 Compensation and Benefits Resolution, and other items related to the Annual Budget Ordinance adoption:

- A. The FY 2020 Operating Appropriations and Tax Levy Ordinance,**
- B. The FY 2020 - 2024 Capital Investment Plan,**
- C. The FY 2020 General Solid Waste Fee,**
- D. The FY 2020 Storm Water Services Fee,**
- E. The FY 2020 Transit Operating Budget and Debt Service Budget, which was approved by the Metropolitan Transit Commission on April 24, 2019,**
- F. The FY 2020 Charlotte Water Rates,**
- G. The FY 2020 Compensation and Benefits Plan and associated Human Resources contracts,**
- H. Outside Agencies and Municipal Service Districts Contracts, and**
- I. Other Budget Items.**

Committee Chair:

Greg Phipps, Budget and Effectiveness Committee

Staff Resource(s):

Marcus Jones, City Manager
Sabrina Joy-Hogg, City Manager's Office
Phil Reiger, Strategy and Budget

Policy

- As required by state law, the City of Charlotte adopts annual appropriations and a tax levy ordinance and considers related actions by July 1 of each fiscal year.
- The annual budget is an instrument that establishes policy. The budget identifies and summarizes programs and services provided by the city and the how they are funded. It is the annual plan that coordinates the use of revenues and associated expenditures.

Background

- The annual budget ordinance is presented in accordance with the City Manager's Proposed FY 2020 Budget on May 6, 2019, and subsequent City Council budget adjustments.
- The FY 2020 Budget is structurally balanced and focuses on four new strategic priorities: Economic Development, Neighborhood Development, Transportation and Planning, and Well-Managed Government.
- The budget development process includes input from the community, city departments, and the Mayor and City Council. To facilitate input, the city held six community engagement events throughout the fall of 2018, four Budget and Effectiveness Committee meetings on December 11, 2018, and January 15, February 19, and March 19, 2019, three Budget Workshops on February 6,

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March 6, and April 3, 2019, and two Budget Briefing meetings on May 8, and May 22, 2019.

- The Proposed FY 2020 Budget was presented on May 6, 2019.
- The Budget Public Hearing occurred on May 13, 2019.
- In the month of May several one-on-one meetings were held with council members regarding the FY 2020 Proposed Budget.
- The Mayor and City Council met on May 23, 2019, to discuss budget adjustments for consideration to the Proposed FY 2020 Budget. Two budget adjustments were approved by City Council for inclusion in the FY 2020 Budget.
- FY 2020 Budget highlights include:
 - Establishes a revenue neutral property tax rate.
 - Establishes the Office of Equity, Mobility, and Immigrant Integration to advance upward mobility, immigrant services, diversity, equity, and inclusion within the organization and throughout the community.
 - Provides additional \$750,000 for the Aging in Place program.
 - Invests \$500,000 in neighborhoods by expanding microgrants program.
 - Provides approximately \$750,000 for two garbage collection crews and trucks to keep the city clean.
 - Supports economic development initiatives for new business creation, innovation, and entrepreneurship with an additional \$1.65 million.
 - Enhances Minority Women Small Business Enterprise opportunities with an additional \$450,000.
 - Provides \$300,000 to initiate phase two of the Project P.I.E.C.E. Workforce Development Program.
 - Assists with the preservation of naturally occurring affordable housing by providing an additional \$6.4 million.
 - Enhances public safety employee compensation by increasing the top pay of Police Officer and Police Sergeant by five percent, and Fire Captain and Fire Engineer by 2.5 percent.
 - Provides three percent merit pool for salaried employees.
 - Provides a 1.5 percent market adjustment and 1.5 percent merit pool for general employees.
 - Ensures a minimum increase of \$2,080 annually for all full-time regular employees receiving a positive performance review.
 - Increases the minimum wage of full-time employees to \$16 per hour by the end of the fiscal year.
- The FY 2020 - 2024 Capital Investment Plan (CIP) matches the city's highest priority needs with a financing schedule. The General CIP focuses on investing in projects that generate the most community benefit and improve the overall quality of life in Charlotte. The nongeneral capital investments respond to aging infrastructure and increasing service demands associated with the provision of water and sewer, storm water, transit, and aviation services.

Approved Changes to the Proposed FY 2020 Budget from May 23 City Council Budget Adjustments and Straw Votes Meeting

- During the May 23 Budget Adjustments and Straw Votes meeting, City Council approved the following adjustments:
 - \$50,000 to support the Women's Business Center of Charlotte. This adjustment is funded by reducing the General Fund Undesignated Balance by \$50,000.

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- The requested tax rates for Municipal Service Districts (MSDs) #2, #3, and #5.

A. Adopt the FY 2020 Operating Appropriations and Tax Levy OrdinanceBudget Overview

- The total FY 2020 budget is \$2.6 billion, with \$1.6 billion for operating expenditures and \$992.4 million for capital expenditures (all funds). The General Fund operating budget totals \$727.7 million.
- The total budget includes the following key revenues:
 - Revenue neutral property tax rate of 34.81¢ per \$100 of assessed valuation, which is a decrease of 14.06¢ from the prior year. The FY 2020 assessed value is estimated at \$142.7 billion, with an estimated collection rate of 99 percent,
 - Water and Sewer rate increase of \$2.21 per month. This increase consists of a \$0.17 monthly decrease to Fixed and Availability Billing Fees, which are not dependent on how much water customers use, and an average increase of \$2.38 to existing water and sewer volumetric usage rates,
 - The four tier Storm Water rate methodology (adopted in FY 2016) does not change in FY 2020. This methodology charges detached single-family parcels a flat rate for each tier based on the same per square foot rate (\$0.0035) applied to the median impervious area of each tier. All other parcels (multi-family and commercial) are charged the same rate (\$0.0035) per actual square foot, and
 - Charlotte Area Transit System (CATS) base transit fare remains flat from FY 2019 to FY 2020.

B. Adopt the FY 2020 - 2024 Capital Investment PlanGeneral CIP

- The capital program is based on property tax rates as follows:
 - 6.77¢ for the Municipal Debt Service Fund, and
 - 0.73¢ for the Pay-As-You-Go (PAYGO) Fund.
- The FY 2020 - 2024 five-year General CIP totals \$694.7 million and includes:
 - Planning for street, neighborhood, and housing bonds in 2020 for a total of \$197.2 million; this amount includes a \$25.0 million increase to the planned 2020 affordable housing bond from \$25.0 million to \$50.0 million,
 - Funding construction of all planned segments of the Cross Charlotte Trail using \$54.4 million of available funds without securing additional debt, and
 - Implementing a \$20.0 million Advanced Planning Revolving Account to initiate earlier planning and design on high-priority projects. This account will be replenished once permanent financing is in place for the project.

Nongeneral CIPs

- Nongeneral programs are financially self-sustaining and do not rely on property tax or general government revenues.
- The FY 2020 - 2024 five-year nongeneral CIP includes:
 - CATS totals \$139.1 million and is funded by \$61.2 million in federal and state grants and \$77.9 million in CATS PAYGO.
 - Aviation totals \$2.0 billion and is funded by \$1.1 billion in revenue bonds, \$335.0 million in federal grants, and \$540.9 million in passenger facility charges and other sources.
 - Storm Water totals \$451.5 million and is funded by \$261.5 million in cash and \$190.0 million in revenue bonds.
 - Charlotte Water totals \$1.6 billion, funded by \$702.7 million in cash and \$935.4 million in revenue bonds.

C. Amend the General Solid Waste Fee

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- The annual Solid Waste Fee for residential customers changes from \$46.06 to \$58.06 per year in FY 2020.
- These changes become effective on July 1, 2019.
 - The revised fee will be included in the tax bills that will be mailed to property owners by September 2019 and are due by December 31, 2019.

D. Approve the FY 2020 Storm Water Services Fee

- In accordance with the Interlocal Agreement on Storm Water Services, this action will inform Mecklenburg County of the amount to be charged for the city's portion of the fee.
- The FY 2020 fees remain unchanged from FY 2019:
 - Detached single family homes with less than 2,000 square feet (sf) of impervious area
 - FY 2020 Monthly Fee: \$5.85
 - Detached single family homes with 2,000 to 2,999 sf of impervious area
 - FY 2020 Monthly Fee: \$8.62
 - Detached single family homes with 3,000 to 4,999 sf of impervious area
 - FY 2020 Monthly Fee: \$12.76
 - Detached single family homes with 5,000 sf or more of impervious area
 - FY 2020 Monthly Fee: \$21.11
 - Commercial and multi-family per acre of impervious area
 - FY 2020 Monthly Fee: \$152.35

E. Adopt the FY 2020 Transit Operating Budget and Debt Service Budget, which was approved by the Metropolitan Transit Commission on April 24, 2019Policy

The Transit Governance Interlocal Agreement calls for the Metropolitan Transit Commission (MTC) to annually approve a Transit Operating Program and a Transit Capital Program by April 30. Following the MTC's approval, the Transit Operating and Capital Programs are forwarded to City Council for approval. Upon approval, City Council shall fund the programs through its budget process and/or project ordinances.

Budget Overview

- The FY 2020 Transit Operating and Debt Service Budgets and the FY 2020 - 2024 Transit CIP have been developed in compliance with CATS Financial Policies including annual contribution to the Transit Revenue Reserve Fund, year-end fund balance, debt service coverage ratios, and the transfer of balances to the capital program.
- The FY 2020 Budget includes no proposed fare increases.
- The FY 2020 Budget for CATS represents three key ideas: responding to customer needs, maintaining a safe and reliable transit system, and planning for the future.

F. Adopt the FY 2020 Charlotte Water Rates

- Water and sewer fees are necessary to maintain current infrastructure, accommodate growth, and respond to changing regulatory requirements.
- FY 2020 rate changes include:
 - Decreases the water and sewer availability fees from \$10.34 to \$9.61 per month,
 - Increases the water and sewer administrative fees from \$8.90 to \$9.46 per month,
 - Increases the water and sewer volumetric usage rates by an average of \$2.38 per month,
 - The typical monthly total water and sewer bill for residential customers is estimated to be \$66.82 in FY 2020, an increase of \$2.21 per month, and

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- The typical bill assumes 5,236 gallons, or 7 ccf, used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource.

G. Adopt the FY 2020 Compensation and Benefits Plan and Associated Human Resources Contracts

The FY 2020 Pay and Benefits Report includes the following:

Compensation

- On May 6, 2019, the City Manager presented pay and benefits recommendations. This action authorizes the City Manager to implement all of the recommendations as presented in the FY 2020 Compensation and Benefits Recommendation including, but not limited to the following items:
- In the Public Safety Pay Plan:
 - Merit steps of 2.5 percent to five percent,
 - Market adjustment to the pay steps funded at 1.5 percent effective July 6, 2019,
 - Merge Police Officer steps seven and eight from two, 2.5 percent steps to one, five percent step,
 - Merge Police Officer steps nine and ten from two, 2.5 percent steps to one, five percent step,Move the merit date of all police officers on step eight and above to July 6, 2019,
Create Senior Police Officer I (SPO I) step for eligible police officers to receive a five percent step increase on the later of July 6, 2019, or one year after reaching the top police officer step,
Implement a Senior Police Officer II program in which officers that have completed SPO I requirements can enroll to receive a five percent salary step increase on the later of one year after reaching the SPO I step or December 2020,
Increase all Police Sergeant steps by five percent each,
Add a 2.5 percent step to Fire Engineer, and
Increase Fire Captain steps by 2.5 percent each.
- Create the new Salaried Pay Plan (exempt/salaried employees):
 - Transition employees in Broadbanding Pay Plan to a Salaried Pay Plan consisting of 26 traditional ranges, each with a minimum and maximum pay equal to 80 percent and 125 percent, respectively, of benchmarked market data, and
 - A three percent merit pool.
- In the Hourly Pay Plan:
 - Merit increase pool funded at 1.5 percent,
 - Market adjustment to the ranges of 1.5 percent, effective December 7, 2019, and
 - Increase minimum starting hourly rate to \$16.00 by the end of FY 2020.
- Provide at least \$1.00 per hour increase to employees who receive a positive performance review, in the Salaried or Hourly Pay Plans, earning less than \$33.33 per hour by the end of FY 2020.

Benefits

- No medical plan premium increase to Health Savings Plan (HSA) Plan A, Preferred Provider Organization (PPO) Plan D, or PPO Plan E, for all tiers,
- Reduce the current HSA Plan B premiums, for all tiers, by five percent,
- Discontinue Health Reimbursement Account Plan C medical plan,
- Add adult orthodontia coverage to dental plan,
- Increase city contribution to defined contribution retirement plans for employees in the Charlotte Firefighters' Retirement System to four percent, from three percent, in January 2020,
- Provide the City Manager the authority to approve changes including plan options, vendors, rate increases, and future contracts/contract amendments to the Medicare-eligible retiree medical and prescription plans,
- Provide the City Manager the authority to establish the wellness incentive design for employees

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- and Non-Medicare retirees within the overall health insurance budget,
- Provide the City Manager the authority to make medical plan design changes for employees and Non-Medicare retirees within the overall health insurance budget,
- Provide the City Manager the authority to select vendors and execute the contracts and future contract amendments with the selected vendors for the health care liaison, 457, and retiree health savings plans,
- Provide the City Manager the authority to enhance the plan design and execute the contract renewal for MyHealth employee clinics and vision,
- Provide the City Manager the authority to renegotiate the current contracts or if the contracts are rebid, to select vendors and execute the contracts and future contract amendments with the selected vendors for dental, employee assistance plan, short term disability, life insurance, and stop loss insurance,
- Provide the City Manager the authority to establish the dental premium structure within the overall health insurance budget,
- Offer employee all-access transit passes at a reduced rate, and
- Provide city-paid Hospital Indemnity coverage for all employees covered by the city's health plan.

H. Approve Outside Agencies and Municipal Service Districts Contracts

Authorize the City Manager to negotiate and execute contracts related to outside agencies and municipal service districts. The Outside Agency and Municipal Service District contracts are outlined below.

FY 2020 Annual Outside Agency Contracts

- General Fund Financial Partners:
 - Arts & Science Council: \$3,190,823
 - Community Building Initiative: \$50,000
 - My Brother's Keeper: \$50,000
 - Safe Alliance: \$397,038
 - Women's Business Center: \$50,000
- Dedicated Revenue Sources Financial Partners:
 - Charlotte Regional Visitors Authority (CRVA): \$17,456,421
 - CRVA Regional Film Commission: \$150,000
- 100 Percent Federal Grant Funded Financial Partners:
 - Carolinas Care Partnership: \$2,643,883
- 100 Percent PAYGO Funded Financial Partners:
 - Crisis Assistance Ministry: \$425,000
 - TreesCharlotte: \$100,000
- PAYGO/Federal Share Funded Financial Partners:
 - Charlotte-Mecklenburg Housing Partnership - Affordable Housing: \$1,860,000
 - Charlotte-Mecklenburg Housing Partnership - House Charlotte: \$231,000
- Out of School Time Financial Partners:
 - Greater Enrichment Program: \$200,000
 - Bethlehem Center: \$126,000
 - YWCA: \$200,000
 - Charlotte Community Services Association: \$126,000
 - WINGS for Kids: \$200,000
 - Above and Beyond Students: \$127,934

Municipal Service District Contracts

- The FY 2020 tax rates for MSD #1 and #4 have been adjusted to the revenue neutral rate, MSDs #2 and #3 have been reduced from the previous rate, but are not revenue neutral, and MSD #5 remains unchanged from the FY 2019 tax rate. Below, the tax rate changes for the MSDs are shown in greater detail.

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Municipal Service District Contracts with Charlotte Center City Partners

- District 1: Center City
 - Tax Rate decreased from 2.08¢ to 1.36¢
 - FY 2020 Contract: \$1,740,534
- District 2: Center City
 - Tax Rate decreased from 2.93¢ to 2.27¢
 - FY 2020 Contract: \$1,295,461
- District 3: Center City
 - Tax Rate decreased from 4.18¢ to 3.38¢
 - FY 2020 Contract: \$1,725,315
- District 4: South End
 - Tax Rate decreased from 6.68¢ to 3.90¢
 - FY 2020 Contract: \$1,048,569

Municipal Service District Contract with University City Partners

- District 5: University City
 - Tax Rate: 2.79¢
 - FY 2020 Contract: \$1,070,020

FY 2020 Public Art Work Plan

- The Arts & Science Council administers the Public Art Program, which is outlined in Section 15-233 of the Charlotte City Code.
- The FY 2020 Public Art Allocations include:
 - General Capital Investment Fund: \$330,900, and
 - Aviation Capital Investment Fund: \$1,108,419.

Charlotte Works

- Job Training Contract for implementing federally-funded Workforce Investment Act in an amount up to \$11,315,622.
 - Funding source is federal Workforce Investment Act Grant.

School Resource Officer Program for Charlotte-Mecklenburg Schools

- The Charlotte-Mecklenburg Police Department (CMPD), through the School Resource Officer (SRO) program, has a security presence at Charlotte-Mecklenburg Schools (CMS) middle and high schools in their jurisdiction.
- The SROs provide police services to their respective school communities as their primary assignment.
- CMPD will provide approximately 51 Police Officers and one Sergeant to CMS for the 2019 - 2020 school year.
- Based on the previously agreed upon funding formula, CMS will pay the city up to \$5,410,318 for the SRO program.
- This action authorizes the City Manager to negotiate and execute the FY 2020 contract with CMS for continued funding for these SRO positions.

Support to the District Attorney's Office - Property Crime Unit

- Since 2008, the city has provided annual funding (via the CMPD operating budget) to the District Attorney to support two Assistant District Attorneys and three Victim/Witness Legal Assistants from the North Carolina Administrative Office of the Courts to address the backlog of cases in Mecklenburg County and support Police crime fighting initiatives.
- This action authorizes the City Manager to negotiate and execute the FY 2020 contract with the District Attorney and NC Administrative Office of the Courts for continued funding of these five

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positions.

Local Initiative Support Corporation

- The city will partner with Local Initiatives Support Corporation (LISC) to continue to preserve Naturally Occurring Affordable Housing (NOAH) by encouraging individuals to build wealth through homeownership by creating a ***Single-Family Acquisition/Rehabilitation Loan Program*** and a ***Multi-Family NOAH Program***.
- This action authorizes the City Manager to negotiate and execute the FY 2020 contracts associated with the above LISC programs.

Eastside and Westside Collaborative Initiative

- Provide \$1.0 million to support the Eastside Collaborative Initiative and the Westside Collaborative Initiative, with a match of \$500,000 for each collaborative from LISC. The funds will help these communities transform themselves into areas of opportunity.
- This action authorizes the City Manager to negotiate and execute the FY 2020 contracts associated with the collaboratives.

I. Approve Other Budget Items

- Various updates to the schedule of regulatory and non-regulatory user fees, including the creation of a new Transit Oriented Development (TOD) fee in lieu set at \$4.75 per square foot, adopted as part of the TOD ordinance on April 15, 2019.
- The budget ordinance included is the city's annual budget operating ordinance. Sections 1 through 13 of this Ordinance reflect the items included in the FY 2020 Budget and all Council adjustments.
- The remainder of the Annual Ordinance (Sections 14 through 86) serves to make budgetary corrections to the current fiscal year for technical, accounting, and other adjustments necessary prior to the fiscal year's end.

Attachment(s)

Annual Budget Ordinance

Resolution by MTC

FY 2020 Compensation and Benefits Recommendation

KEY TERMS AND ACRONYMS





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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Department: City's operating departments.

Enhancement: Requests for new projects, programs, or services or requests for additional funding to existing projects, programs or services.

Enterprise Funds: One of four city departments which are fully funded by operating revenues rather than property taxes. These are Charlotte Douglas Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water.

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

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

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

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

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

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

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

Governance Department: The city's governance departments include the Mayor and City Council, City Attorney, City Clerk, and City Manager's Office.

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.

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

Metropolitan Transit Commission (MTC): is the policy board for the Charlotte Area Transit System (CATS) and has responsibility for reviewing and recommending all long-range public transportation plans.

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

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

Non-Departmental Account: Those services or functions that are not specifically associated with a city department.

Nongeneral Funds: Those services or functions not included in the General Fund.

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

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

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

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

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

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

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

Strategic Priorities: Four strategic areas of focus, which serve as the framework for allocating funds and resources. These are Economic Development, Neighborhood Development, Transportation and Planning, and Well-Managed Government.

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

Support Department: The city's support departments include Human Resources, Innovation and Technology, and Finance.

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

Key Terms and Acronyms

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

Key Terms and Acronyms

| <u>Acronym</u> | <u>Definition</u> |
|-----------------------|--------------------------------|
| STIG | Synthetic Tax Increment Grants |
| STS | Special Transportation Service |
| SWS | Solid Waste Services |
| TAP | Transportation Action Plan |
| TBA | To Be Authorized |
| UCR | Uniform Crime Reporting |
| UDAG | Urban Development Action Grant |
| UPWP | Unified Planning Work Program |
| VMT | Vehicles Miles Traveled |
| WIA | Workforce Investment Act |



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