

---

# **Council Budget Workshop**

## **February 05, 2020**

---

---

# **FY 2021 Budget Workshop**

---

## **City of Charlotte**

**February 5, 2020  
1:30 p.m.  
Room 267**

---

<b>I.</b>	<b>Workshop Overview</b>	<b>Marcus Jones</b>
<b>II.</b>	<b>Charlotte-Mecklenburg Emergency Management</b>	<b>Reginald Johnson</b>
<b>III.</b>	<b>Overview of City of Charlotte Arts Support</b>	<b>Ryan Bergman</b>
<b>IV.</b>	<b>Financial Partner Applications</b>	<b>Ryan Bergman</b>
<b>V.</b>	<b>Existing Capital Project Updates</b>	<b>Phil Reiger</b>
<b>VI.</b>	<b>Overview of Street Lighting Program</b>	<b>Liz Babson</b>

---

**Distribution:** Mayor and City Council  
Marcus Jones, City Manager  
City Manager's Executive Team  
City Manager's Senior Leadership Team  
Strategy & Budget Staff

# THE CHARLOTTE-MECKLENBURG EMERGENCY MANAGEMENT OFFICE (CMEMO)






## CMEMO PURPOSE





## CMEMO AT A GLANCE

 Deployed the Mobile Operations Center 48 times	<b>157</b> responses to incidents
<b>{16}</b> Emergency Support Functions	 Planned and supported 17 large scale events
 × 12 Shelters operations provided	<u>WebEOC</u> over <b>800</b> users and served over <b>100</b> organizations

## PUBLIC WARNING AND MASS NOTIFICATION

- Everbridge System
  - CharMeck Alerts
  - Integrated Public Alert and Warning System (IPAWS)
- The National Warning System (NAWAS)



## RESPONSE

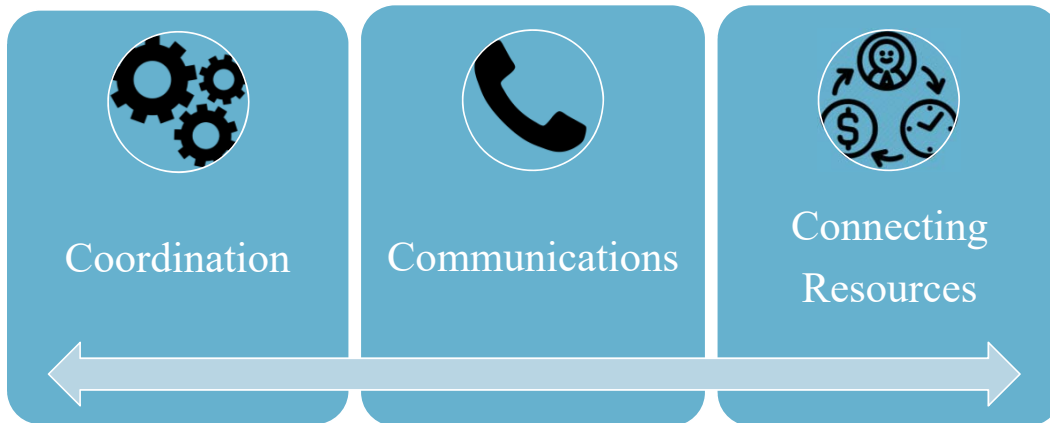


## LARGE PLANNED EVENTS



- The CMEMO engages in coordination and planning activities for large planned events based upon an estimated attendance of 20,000 or where special security needs are present and at the request of law enforcement.
- Examples include:
  - Bank of America Stadium events
  - High profile sport events
  - Large festivals and parades
  - Presidential visits and candidate visits at the request of the USSS

## EMERGENCY MANAGEMENT'S ROLE IN LARGE PLANNED EVENTS



## TASK FORCES



Task Forces are a critical component of the emergency management community that allow information sharing, relationship building, and effective use of resources.

Active Task Forces include:

- Sheltering Task Force (monthly meetings)
- Active Violence Task Force (quarterly meetings)
- Cyber-Security Task Force (quarterly meetings)
- McGuire Nuclear Task Force (monthly meetings)
- Catawba Nuclear Task Force (monthly meetings)

## MAJOR PLANS AND PRODUCTS



- Emergency Operations Plan (EOP)
- Continuity of Operation Plans (COOP)
- Hazard Mitigation Plan
- Threat and Hazard Identification and Risk Analysis (THIRA)
- Stakeholder Preparedness Report (SPR)
- Uptown Evacuation Plan
- Dam Plans
- Nuclear Plans



## SPECIALTY PROGRAMS



- All Hazard Incident Management Team (IMT)
- Regional Response Hazardous Materials Team
- Swift Water Rescue Teams
- Urban Search and Rescue Team (USAR)
- Helo Aquatic Rescue Team (HART)
- State Medical Assistance Team (SMAT)

## FIELD OF EMERGENCY MANAGEMENT IS EVOLVING



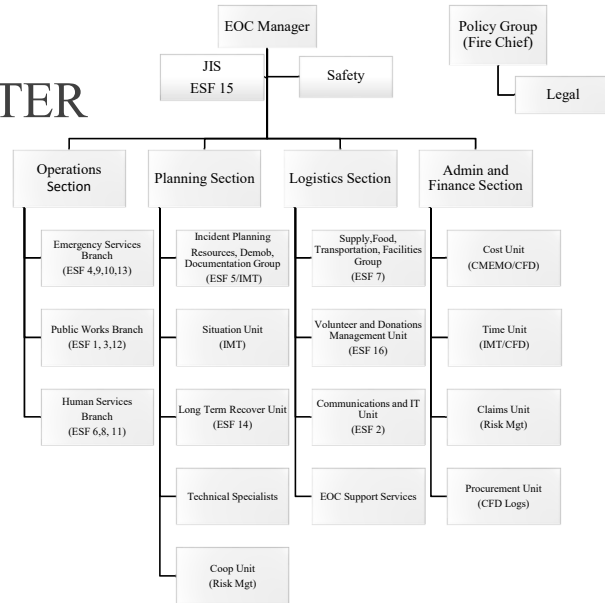
- Technological Hazards
- Climate Related Events
- Active Violence
- Electronic Platforms
- Pandemics
- Public Education and Volunteer Organizations

## EMERGENCY SUPPORT FUNCTIONS (ESFs)



- |   |  |
|---|--|
| • ESF 1 - Transportation  | • ESF 8 - Public Health and Medical Care     |
| • ESF 2 - Communications  | • ESF 9 - Search and Rescue                  |
| • ESF 3 - Public Works and Engineering                                | • ESF 10 - Oil and Hazardous Materials       |
| • ESF 4 - Firefighting  | • ESF 11 - Agriculture and Natural Resources |
| • ESF 5 - Emergency Management  | • ESF 12 - Energy                            |
| • ESF 6 - Mass Care, Emergency Assistance,<br>Housing, Human Services | • ESF 13 - Public Safety and Security        |
| • ESF 7 - Logistics Management and Resource<br>Management             | • ESF 14 - Long Term Recovery                |
|   | • ESF 15 - External Affairs                  |
|   | • ESF 16 - Volunteer and Donation Management |

# EMERGENCY OPERATIONS CENTER (EOC) LAYOUT



## COMMUNITY LIFELINES



## RECENT EOC ACTIVATIONS

- Hurricane Exercise (September 2018)
- Hurricane Florence (September 2018)
- Hurricane Michael (October 2018)
- McGuire Nuclear Tabletop Exercise (December 2018)
- Winter Storm Diego (December 2018)
- Statewide Hurricane Exercise (May 2019)
- Catawba River Flooding (June 2019)
- McGuire Nuclear Exercise (August 2019)
- Integrated Emergency Management Course Exercise (January 2020)



### Emergency Operations Center





# QUESTIONS?

---



## Overview of City of Charlotte Arts Support

### Council Budget Workshop

February 5, 2020

#### PURPOSE OF PRESENTATION

---

- Provide financial and contextual understanding of four ways the City of Charlotte supports arts and culture
- Provide snapshot of peer city benchmark analysis
- Review Arts & Science Council fiscal year (FY) 2021 Financial Partner request

## CITY ARTS AND CULTURE CONTRIBUTIONS – FY 2020 OVERVIEW



Arts & Science Council  
\$3,190,823

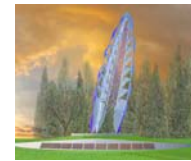


Debt Service on City-owned  
Cultural Facilities  
\$4,971,960

**\$13.0 Million  
FY 2020  
Support**



Maintenance of City-owned  
Cultural Facilities  
\$3,410,000



Public Art Program  
\$1,439,319

*\*Does not include Art in Transit*

## 7 CITY-OWNED CULTURAL FACILITIES



Mint Museum Uptown



Mint Museum Randolph



- The 7 facilities are leased from the city for \$1 annually by 5 organizations
- City shares the responsibility for maintenance and capital improvements

## CITY-FUNDED CAPITAL SUPPORT

Eight of the 10 largest revenue-generating arts and culture organizations utilize facilities owned and maintained by the city.

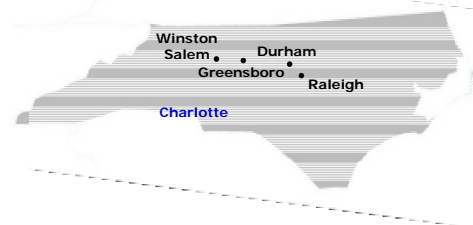
	Operate in City-owned	Utilize City-owned
Blumenthal Performing Arts	X	
Discovery Place	X	
Charlotte Symphony Orchestra		X
Charlotte Ballet		X
Mint Museum	X	
Opera Carolina		X
Bechtler Museum of Modern Art	X	
Harvey B. Gantt Center for African-American Arts + Culture	X	

## PEER CITY BENCHMARK ANALYSIS

12 Biggest Peer Cities



"Big 5" Cities in North Carolina



## PEER CITIES: WHAT IS THE PRIMARY REVENUE SOURCE FOR ARTS?

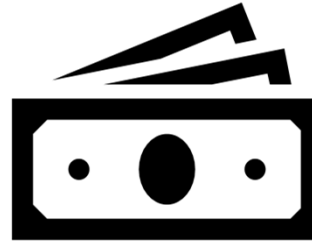
### General Fund



Unrestricted revenue  
(e.g., property taxes)

**5 Peer cities**  
**3 NC cities**

### Other Dedicated Revenues



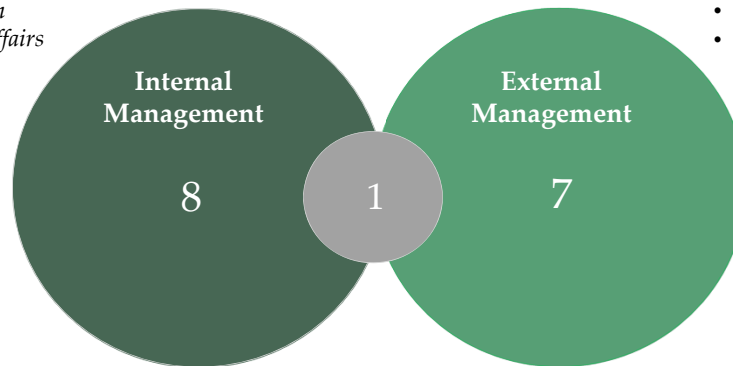
- Dedicated Sales Tax
- Admissions Tax
- Arts Tax
- Occupancy Tax

**7 Peer cities**  
**1 NC city**

## PEER CITIES: HOW IS THE ART PROGRAM MANAGED?

### Examples:

- Parks and Recreation
- Office of Cultural Affairs
- Arts and Culture Division



### Examples:

- Arts & Science Council
- Arts Commission

## ARTS & SCIENCE COUNCIL SUPPORT

Arts & Science Council's mission is to ensure access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg region.



Funds are used by ASC to provide a variety of grants to support and build the capacity of creative individuals, groups, and institutions, such as:

- Cultural vision grants
- Creative renewal fellowship grants, and
- Technical assistance grants.

## ARTS AND SCIENCE COUNCIL FUNDING REQUEST



### FY 2020 Funding

\$3,190,823

### FY 2021 Request

\$7,000,000

**Mission Statement:** Ensuring access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg Region.

**Reason for Increase:** A funding increase would align with recommendations from the Opportunity Task Force, and reflect the continued growth of the city and subsequent growing demands for arts and cultural programming by city residents. ASC is committed to equity throughout the City of Charlotte and Mecklenburg County. The ASC Board of directors adopted a cultural equity statement in 2019. Access is a key component to equity, and additional funding ensures greater access for all residents to diverse and excellent arts, science, and history offerings.

### **Funding History**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$3,980,823	\$3,240,823	\$3,440,823	\$3,190,823	\$3,440,823	\$7,000,000
Approved	\$2,940,823	\$2,940,823	\$3,190,823	\$3,190,823	\$3,190,823	-

## ASC: FY 2020 AND PROJECTED FY 2021 EXPENDITURE BUDGETS

Expense Type	FY 2020 Budget (in millions)	FY 2021 Projected Budget (in millions)	Change (in millions)	FY 2021 Use of City Funds (in millions)
Personnel	\$3.0	\$3.2	\$0.2	\$0.7
Operating Costs	\$1.8	\$2.6	\$0.8	\$0.3
Program and Grant Awards	\$11.7	\$11.9	\$0.2	\$6.0
<b>Total</b>	<b>\$16.5</b>	<b>\$17.7</b>	<b>\$1.2</b>	<b>\$7.0</b>

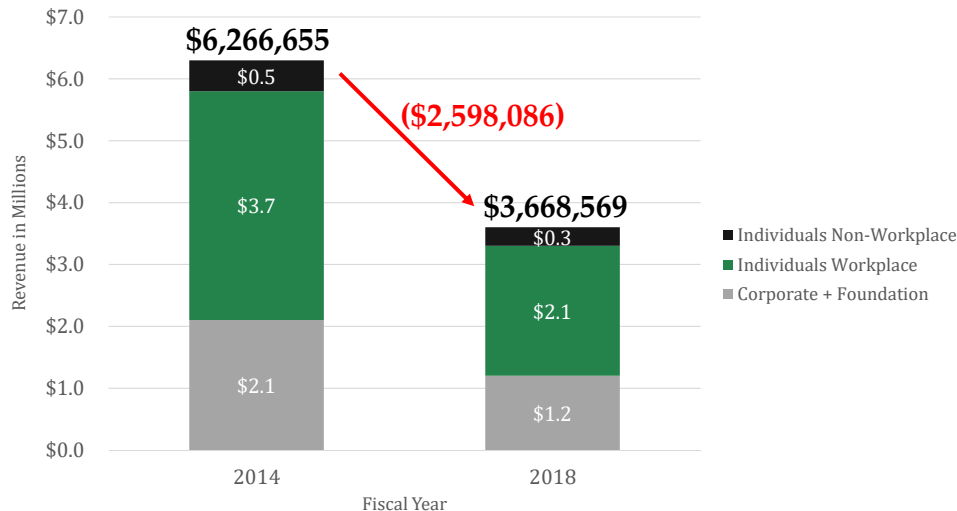
## ASC: FY 2020 vs FY 2021 PROPOSED REVENUES

EXCLUDING CHARLOTTE AND MECKLENBURG COUNTY REVENUE

Funding Source	FY 2020 Budget (in millions)	FY 2021 Projected Budget (in millions)	Change (in millions)
Other Government Grants	\$0.4	\$0.2	(\$0.2)
Foundation Funding	\$2.6	\$1.0	(\$1.6)
Donor Contributions	\$3.3	\$2.9	(\$0.4)
Other Revenue	\$0.1	\$0.1	-
<b>Total</b>	<b>\$6.4</b>	<b>\$4.2</b>	<b>(\$2.2)</b>

## ASC: EXPLAINING THE REVENUE CHANGE

FIVE YEAR CORPORATE AND INDIVIDUAL REVENUE CHANGE – 2014 TO 2018



## KEY QUESTIONS FOR CITY COUNCIL

- How should the city best maximize its contribution to arts and culture?
- What role should the city play in creating an environment that promotes and supports the arts?
- What role should the city play in addressing organizational gaps resulting from a loss in private donations?
- How does an enhancement to arts and culture funding compare to other City Council funding priorities?



QUESTIONS?



## **FY 2021 Financial Partners**

Council Budget Workshop  
February 5, 2020

### **PURPOSE OF PRESENTATION**

---

- Provide information to City Council on FY 2021 applications received.
- Provide understanding of what funds support existing financial partners.
- Allow City Council an opportunity to request additional information.

## FINANCIAL PARTNERS SUMMARY

Financial Partners are contracted by the City of Charlotte to provide specific services which support key initiatives and services for the city, contribute to community enrichment, and support service needs.

General Fund and  
PAYGO  
Discretionary

Federal Grant  
Funds  
(CDBG, HOME &  
HOPWA)

Dedicated  
Revenue Sources



## FY 2021 FINANCIAL PARTNER APPLICATION TIMELINE

- **October 2019:** The City of Charlotte's Financial Partners' Funding Request Application and resource links were posted on the city's website
- **December 2019:** Financial Partners' Funding Request Applications were due to the city's Strategy and Budget Department
- **February 2020:** Financial Partners' Funding Request Summaries presented to City Council during the annual Budget Workshops
- **May 2020:** Funding recommendations provided as part of the City Manager's Recommended Budget to City Council
- **June 2020:** Council votes to adjust or approve Financial Partner funding as part of the Adopted Budget



## FINANCIAL PARTNER – APPLICATION REQUIREMENTS

• **Agencies must complete the Financial Partner Application and submit the following documents:**

- 501(c)3 Letter
- List of Current Board Members
- Organizational Chart
- Annual Audit (with Two-Year Comparative Financials)
- Federal Tax Returns for Previous Two Years
- Financial Policies (Deposits, Transfer of Funds, Employee Reimbursement, Grant Distribution Process, and Investments)
- Human Resource Policies
- Record and Retention Schedule

## FY 2020 FINANCIAL PARTNER FUNDING<sup>1</sup>

	<u>General Fund</u>	<u>PAYGO</u>	<u>Community Development Block Grant &amp; Other</u>
Arts and Science Council	\$3,190,823		
Charlotte Regional Business Alliance	\$161,526		
Community Building Initiative	\$50,000		
Safe Alliance	\$397,038		
Women's Business Center	\$50,000		
YMCA-My Brother's Keeper	\$50,000		
Crisis Assistance Ministry		\$425,000	
Trees Charlotte		\$100,000	
Out of School Time Partners (Six Organizations)		\$164,927	\$812,007
Charlotte Mecklenburg Housing Partnership		\$447,750	\$1,643,250
Carolinas Care Partnership			\$2,725,653
<b>TOTAL</b>	<b>\$3,899,387</b>	<b>\$1,137,677</b>	<b>\$5,180,910</b>

**\$5,040,064** - Total Contribution of local Tax Dollars

1.) Does not include organizations with dedicated revenue.



## Financial Partners

**General Fund and PAYGO: Discretionary**

## DISCRETIONARY FY 2020 FUNDING AND FY 2021 REQUESTS

Agency	FY 2020 Funding Amount	FY 2021 Funding Request
Arts and Science Council	\$3,190,823	\$7,000,000
Charlotte Regional Business Alliance	\$161,526	\$164,085
Community Building Initiative	\$50,000	\$50,000
Safe Alliance	\$397,038	\$413,367
Trees Charlotte	\$100,000	_*
Women's Business Center	\$50,000	\$99,000
YMCA- My Brother's Keeper	\$50,000	\$100,000
Farmers Market Management Services	-	\$118,300
Heal Charlotte	-	\$153,600
Samaritan's Feet	-	\$100,000
<b>Total</b>	<b>\$3,999,387</b>	<b>\$8,198,352</b>
<b>Total (excluding Arts and Science Council)</b>	<b>\$809,564</b>	<b>\$1,198,352</b>

\*Trees Charlotte did not submit a Financial Partners funding request for FY 2021

## ARTS AND SCIENCE COUNCIL (ASC)



### FY 2020 Funding

\$3,190,823

### FY 2021 Request

\$7,000,000

**Mission Statement:** Ensuring access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg Region.

**Reason for Increase:** A funding increase would align with recommendations from the Opportunity Task Force and reflect the continued growth of the city and subsequent growing demands for arts and cultural programming by city residents. ASC is committed to equity throughout the City of Charlotte and Mecklenburg County, and the ASC Board of directors adopted a cultural equity statement in 2019. Access is a key component to equity, and additional funding ensures greater access for all residents to diverse, excellent arts, science, and history offerings.

### **Funding History**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$3,980,823	\$3,240,823	\$3,440,823	\$3,190,823	\$3,440,823	\$7,000,000
Approved	\$2,940,823	\$2,940,823	\$3,190,823	\$3,190,823	\$3,190,823	-

## CHARLOTTE REGIONAL BUSINESS ALLIANCE



### FY 2020 Funding

\$161,526

### FY 2021 Request

\$164,085

**Mission Statement:** Enthusiastically collaborate to promote and advance the Charlotte region, creating opportunity, economic growth, and prosperity for all.

**Reason for Increase:** Supports business development and marketing. Funding is based upon population growth.

### **Funding History**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$148,780*	\$151,881*	\$158,032*	\$158,250	\$161,526	\$164,085
Approved	\$141,008*	\$151,881*	\$155,111*	\$158,250	\$161,526	-

\* Represents funding for former Charlotte Regional Partnership

## COMMUNITY BUILDING INITIATIVE



### FY 2020 Funding

\$50,000

### FY 2021 Request

\$50,000

**Mission Statement:** To intensify the commitment and increase the capacity of individuals and organizations to build a more inclusive and equitable community.

**Use of Funding:** No funding increase requested. Funding request supports:

- Access, inclusion, equity, social mobility, and economic opportunities; and
- Supports the agency's signature leadership programs: Leadership Development (LDI), Leaders Under 40 (LU40), and Community Bus Tours.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$50,000	\$50,000	\$80,000	\$50,000	\$50,000	\$50,000
Approved	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	-

## SAFE ALLIANCE



### FY 2020 Funding

\$397,038

### FY 2021 Request

\$413,367

**Mission Statement:** To provide hope and healing to those impacted by domestic violence and sexual assault.

**Reason for Increase:** Victim Assistance is requesting additional resources for an attorney position for English and Spanish speaking victims to increase legal services for domestic violence protective orders

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$343,996	\$333,977	\$333,977	\$382,552	\$445,613	\$413,367
Approved	\$333,977	\$333,977	\$333,977	\$382,977	\$397,038	-

## WOMEN'S BUSINESS CENTER



### FY 2020 Funding

\$50,000

### FY 2021 Request

\$99,000

**Mission Statement:** To promote economic self-sufficiency through entrepreneurship throughout the Charlotte Combined Statistical Area (CSA) with impactful educational training opportunities that stimulate growth for small/women/minority and veteran businesses.

**Reason for Increase:** Additional funding would support training space and facilities for additional lunch and learn seminars as well as aid in the purchasing of up-to-date software that engages clients with easy-to-use applications that support the 2021 growth strategy to enhance the customer experience while increasing outreach.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	-	-	-	\$99,000	-*	\$99,000
Approved	-	-	-	-	\$50,000	-

\*Funding not requested via Financial Partners process, however was added during City Council Adds/Deletes

## YMCA – MY BROTHER'S KEEPER



### FY 2020 Funding

\$50,000

### FY 2021 Request

\$100,000

**Mission Statement:** My Brother's Keeper Charlotte-Mecklenburg is committed to improving outcomes for boys and young men of color by serving as the backbone organization of a collective impact effort.

**Reason for Increase:** Additional funding would allow My Brother's Keeper to double the impact and serve an additional 100 young boys of color.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	-	-	-	\$50,000*	\$250,000	\$100,000
Approved	-	-	-	\$50,000	\$50,000	-

\*Funding not requested via Financial Partners process, however was added during City Council Adds/Deletes

## FARMERS MARKET MANAGEMENT SERVICES



### FY 2020 Funding

-

### FY 2021 Request

\$118,300

**Mission Statement:** The Farmers Market Management Services (FMMS) aims to create a regional identity for the farmers market system through marketing, promotion, and brand development. By supporting the market managers and building on existing community relationships, FMMS will strengthen access points for farmers and consumers while also addressing issues including food rescue and processing, food access, and nutrition education.

**New Request:** Funding would provide additional support to advice, connect, and herald all farmers markets in the region to create a connected food culture.

**Funding History** - *New in FY 2021*

## HEAL CHARLOTTE



### FY 2020 Funding

-

### FY 2021 Request

\$153,600

**Mission Statement:** Heal Charlotte is a placed-based organization with a holistic approach to serving the community and building trust and legitimate bonds. Heal Charlotte aims to unite the community by creating an open dialogue between the citizens, police, and elected officials.

**New Request:** Funding would allow Heal Charlotte to expand youth engagement, adult workshops, law enforcement engagement, neighborhood revitalization, and the Heal-A-Home programs.

**Funding History** - *New in FY2021*

## SAMARITAN'S FEET



### FY 2020 Funding

-

### FY 2021 Request

\$100,000

**Mission Statement:** Samaritan's Feet serves to inspire hope in children by providing shoes as the foundation to a healthy life, resulting in the advancement of education and economic opportunities.

**New Request:** Funding would create five local shoe distribution events, as well as serve 4,000 local children with new socks and athletic shoes.

**Funding History** - *New in FY 2021*



Financial Partners

Federal Grant Funds

## OUT OF SCHOOL TIME PARTNERS – SUPPORTED BY CDBG

- Organizations that provide after-school enrichment for children and youth, grades K through 12
- Funding targeted to programs that:
  - Serve low-income families
  - Serve at least 50 student five days a week
  - Have a history of successful, evidence-based service
  - Are non-profit 501(c)(3) organizations
- Partners identified through biennial Request for Proposal process (RFP)
- Two-year grant cycles
- Funding not to exceed \$200,000 per year (funding is provided based on \$1,200 per child)
- FY 2022 – FY 2023 Out of School Time RFP will be released in Fall 2020

FY20 Process  
covers FY21

## COMMUNITY DEVELOPMENT BLOCK GRANT PUBLIC SERVICE

The Community Development Block Grant (CDBG) program provides communities with resources to address a wide range of unique community development needs. Implemented in 1974, the CDBG program is one of the longest continuously operated programs at HUD. Annually, the CDBG program provides 1,209 grants to local and state governments.

### Out of School Time Partners

Agency	FY 2020 Funding	FY 2021 Funding	Two-Year Total
Above & Beyond Students	*\$127,934	\$0	*\$127,934
Bethlehem Center	\$126,000	\$126,000	\$252,000
Charlotte Community Services Association	\$126,000	\$126,000	\$252,000
Greater Enrichment Program	\$200,000	\$200,000	\$400,000
WINGS for Kids	\$200,000	\$200,000	\$400,000
YWCA Central Carolinas	\$200,000	\$200,000	\$400,000
<b>Total</b>	<b>\$979,934**</b>	<b>\$852,000</b>	<b>\$1,831,934</b>

\*Above & Beyond Students received an award as an Out of School Time Partner for FY20, but in July 2019 declined the award

\*\*Total funding includes \$164,927 in PAYGO from Innovative Housing program

## FY 2020 FUNDING AND FY 2021 REQUESTS

Housing Financial Partners are programmed primarily with Federal grants, such as CDBG, HOME, and HOPWA, with supplemental funding from PAYGO. These partners assist in providing housing resources such as construction or rehabilitation of units, financial support such as short-term assistance for rent or utilities and other services such as homebuyer counseling.

Agency	FY 2020 Funding Amount	FY 2021 Funding Request	Funding Source
Crisis Assistance Ministry	\$425,000	\$500,000	PAYGO
Carolinas Care Partnership	\$2,725,653	\$2,861,936	HOPWA
Charlotte Mecklenburg Housing Partnership – Affordable Housing	\$1,860,000	\$1,960,000	CDBG and PAYGO
Charlotte Mecklenburg Housing Partnership – House Charlotte	\$231,000	\$281,000	HOME and PAYGO
	<b>\$5,241,653</b>	<b>\$5,602,936</b>	



Financial Partners

**Dedicated Revenue Sources**

## FY 2020 FUNDING AND FY 2021 REQUESTS

Financial Partners with Dedicated Revenue Sources receive allocations from sources such as Municipal Service District Tax, Occupancy Tax, and Prepared Food & Beverage Tax.

Agency	FY 2020 Funding Amount	FY 2021 Funding Request	Funding Source
Charlotte Center City Partners	\$5,809,879	\$6,043,441	Municipal Service District Tax
Charlotte Regional Visitors Authority	\$17,546,420	\$18,072,813	Occupancy/Prepared Food & Beverage Tax
Charlotte Regional Visitors Authority- FILM	\$150,000	\$150,000	Occupancy Tax
University City Partners	\$1,070,020	\$1,099,446	Municipal Service District Tax
	<b>\$24,576,319</b>	<b>\$25,365,700</b>	

## CHARLOTTE CENTER CITY PARTNERS



### FY 2020 Funding

\$5,809,879

### FY 2021 Request

\$6,043,441

Supported by:  
Municipal Service  
District Taxes

**Mission Statement:** The mission of Charlotte Center City Partners is to envision and implement strategies and actions to drive the economic, social, and cultural development of Charlotte Center City.

**Reason for Increase:** Increase determined by projected growth in dedicated property tax revenue in Municipal Service Districts 1, 2, 3, & 4.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$4,783,244	\$4,200,023	\$4,358,946	\$4,307,695	\$5,846,664	\$6,043,441
Approved	\$4,000,022	\$4,151,377	\$4,164,496	\$5,084,056	\$5,809,879	-

## CHARLOTTE REGIONAL VISITORS AUTHORITY



### FY 2020 Funding

\$17,546,420

### FY 2021 Request

\$18,072,813

Supported by:  
Occupancy Tax

**Mission Statement:** Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding, and job growth.

**Reason for Increase:** Funding request based on increasing current occupancy tax levels by 3 percent.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$13,597,941	\$14,980,811	\$15,507,223	\$16,218,480	\$16,705,034	\$18,072,813
Approved	\$13,597,941	\$14,980,811	\$18,896,727	\$16,218,480	\$17,546,420	-

## CHARLOTTE REGIONAL VISITORS AUTHORITY-FILM



### FY 2020 Funding

\$150,000

### FY 2021 Request

\$150,000

Supported by:  
Occupancy Tax

**Mission Statement:** Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

**Use of Funding:** No funding increase requested. Funding request continues to support:

- Promoting the Charlotte Region as a location for film and commercial/television production; and
- Providing site location, crew, equipment, stage, and support service information for commercials, independent films, television series, and still photography shoots.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Approved	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	-

## UNIVERSITY CITY PARTNERS



### FY 2020 Funding

\$1,070,020

### FY 2021 Request

\$1,099,446

Supported by:  
Municipal Service  
District Taxes

**Mission Statement:** To develop, sponsor, and support projects, programs, and initiatives that sustain the economic vitality of the University City region.

**Reason for Increase:** Increase determined by projected growth in dedicated property tax revenue in Municipal Service District 5.

### Funding History

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 Request
Request	\$752,476	\$659,887	\$772,000	\$755,297	\$865,000	\$1,099,446
Approved	\$643,792	\$752,252	\$743,095	\$752,149	\$1,070,020	-

---

## **FY 2021 FINANCIAL PARTNERS**

### **General Fund**

---

*\*The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.*

**Page Intentionally Left Blank**

## Table of Contents

<b>Financial Partners General Fund .....</b>	<b>1</b>
<b>Table of Contents .....</b>	<b>3</b>
<i>Arts and Science Council .....</i>	<i>5</i>
<i>Charlotte Regional Business Alliance.....</i>	<i>11</i>
<i>Community Building Initiative .....</i>	<i>15</i>
<i>Farmers Market Management Services .....</i>	<i>19</i>
<i>Heal Charlotte.....</i>	<i>23</i>
<i>Samaritan's Feet.....</i>	<i>27</i>
<i>Safe Alliance .....</i>	<i>31</i>
<i>Women's Business Center.....</i>	<i>37</i>
<i>YMCA- MY Brother's Keeper.....</i>	<i>43</i>
<b>Dedicated Revenue.....</b>	<b>49</b>
<i>Charlotte Center City Partners .....</i>	<i>51</i>
<i>Charlotte Regional Visitors Authority.....</i>	<i>55</i>
<i>Charlotte Regional Visitors Authority - Film Commission.....</i>	<i>59</i>
<i>University City Partners.....</i>	<i>63</i>
<b>Housing and Neighborhood Services.....</b>	<b>67</b>
<i>Carolina CARE Partnership .....</i>	<i>69</i>
<i>Crisis Assistance Ministry .....</i>	<i>75</i>
<i>Charlotte Mecklenburg Housing Partnership.....</i>	<i>81</i>
<b>Out of School Time Partners .....</b>	<b>87</b>

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

### Agency Name: Arts and Science Council

#### Scope of Service:

Arts and Science Council (ASC) serves as the Cultural Affairs leader for Charlotte- Mecklenburg, with responsibility for community-wide cultural planning, grant making, public art, advocacy, government relations, information collection, research and dissemination, and comprehensive oversight of the cultural system. Their strategic goals emphasize investment in the cultural sector:

- Advocate for all residents to have access to a vibrant cultural life through engagement in excellent and relevant arts, science and history programs and events;
- Invest in long standing and emerging organizations, cultural education experiences, diverse cultural festivals, community and neighborhood-based projects and creative individuals; and
- Serve as a resource hub for strategy and capacity building for the cultural community.

Throughout its almost 62-year history, and with support of public and private partnerships, ASC has led the growth of arts and culture in the Charlotte-Mecklenburg community, helping the region become a vibrant community that enhances the quality of life for residents, attracts businesses, and fuels economic development.

#### Mission Statement:

Ensuring access to an excellent, relevant and sustainable cultural community for the Charlotte-Mecklenburg Region.

**FY 2020:** \$3,190,823

**Supports:** Funding to expand access to cultural experiences for all residents and visitors to the Charlotte region.

**FY 2021 Request:** \$7,000,000

**Increase:** \$3,809,177

**Supports:** Investment in Charlotte's cultural sector through ASC's grant programs including: Operating Support Grants (unrestricted investments in the general operations, administration, and programs for established and emerging cultural organizations), Cultural Vision Grants (increase reach into community and Charlotte neighborhoods, including investment in creative individuals), and Technical Assistance/Professional Development Grants (support capacity building for local cultural organizations); expand support for local individual artists; expand cultural planning, marketing, and communications for Charlotte's arts and cultural sector.

**Agency Established:** 1958

**Total Years Financial Partner with City of Charlotte:** 40 Years

#### Population Served:

Charlotte and Mecklenburg County residents and visitors. In FY 2019, Arts and Science Council funded programs were delivered at 786 physical locations across Charlotte-Mecklenburg for a combined total of 18,227 days of programming and a total of 2,610,327 experiences.

## Objectives Report

### Corporate Scorecard Objective:

Goal	FY 2021 Target	Mid-Year FY2020	FY 2019 Actual
Increase number of grant funded organizations that increase access to African-American, Asian, Latino, and Native American focused arts, science, and history/heritage offerings for the entire community.	-At least 40% of grantees will be outside Center City Charlotte and represent or create access specifically for African-American, Asian, Latino, and Native American populations.	In the 4 years since the introduction of the Cultural Vision Grant program, 160 grants have been offered to 99 different organizations with an average grant size of ~\$5,000.00. 36% of the projects were led by and/or served communities the philanthropic community has historically under resourced, including ALAANA, LGBTQ, and Differently Abled communities.	In the 3 years since the introduction of the Cultural Vision Grant program, 106 grants have been offered to 75 different organizations with an average grant size of ~\$5,500.00. 48% of the projects were led by and/or served communities the philanthropic community has historically under resourced, including ALAANA, LGBTQ, and Differently Abled communities.
Engage a diverse and expert group of panelists to review grant applications and advise the staff and board on grant awards	Recruit community leader and industry expert volunteers to serve as grant panelists for each opportunity	ASC's Staff aims to match community leaders and industry experts to each grant opportunity. For FY20 Operating Support, a panel of 5 experts from ASC's sister organizations around the country reviewed and assessed the applications. For FY20 Cultural Vision Grants and Regional Artist Project Grants, leaders in Charlotte's cultural community including employees and directors of cultural partners, creative individuals, and past recipients review and score the applications.	ASC's Staff aims to match community leaders and industry experts to each grant opportunity. For FY19 Operating Support, a panel of 5 experts from ASC's sister organizations around the country reviewed and assessed the applications. For FY19 Cultural Vision Grants and Regional Artist Project Grants, leaders in Charlotte's cultural community including employees and directors of cultural partners, creative individuals, and past recipients review and score the applications.

## Objectives Report Continued

<p>Offer a rigorous portfolio of training opportunities for Charlotte-area creative and nonprofit practitioners working in Charlotte-Mecklenburg cultural organizations, focusing on themes of:</p> <ul style="list-style-type: none"> <li>• Diversity, Equity, and Inclusion</li> <li>• Board Training and Development</li> <li>• Staff Capacity Building</li> <li>• Grant writing for cultural organizations and creative individuals</li> </ul>	<p>-Graduate 30 individuals from the Cultural Leadership Training Program, focusing on connecting prospective board members with Charlotte-area cultural organizations</p> <p>-Continue meetings of the Catalyst for Cultural Equity cohorts, focused on addressing systemic inequalities across Charlotte's cultural ecosystem</p> <p>-Create training opportunities for established and emerging nonprofit practitioners focused on developing leadership in the cultural sector.</p>	<p>-25 individuals were admitted to the FY20 Cultural Leadership Training program. To date, they have completed 4 of their 10 sessions. Six additional engagements are scheduled for this program between January and June, including a Speed Dating event with nonprofit orgs that are recruiting new board talent.</p> <p>-To date, ASC has hosted 61 hours of training and workshop sessions for 382 participants from cultural organizations, as well as individual artists. Workshops have included Accounting and Audit Updates for Nonprofits; Forward Faster: Innovation Enablement for Social Impact; Lead with Intention; and grants information sessions for creative individuals and cultural organizations.</p>	<p>28 individuals were admitted to the FY19 Cultural Leadership Training program. To date, they have completed 10 of their 10 sessions.</p>
<p>Maintain the geographic diversity of funded programs to more accurately reflect population density</p>	<p>Projects in each of the city's 7 council districts</p>	<p>Through the Culture Blocks program (a partnership with Mecklenburg County), ASC has developed collaborations across the City of Charlotte and Mecklenburg County to activate community spaces with cultural activity for all residents.</p>	<p>Through the Culture Blocks program (a partnership with Mecklenburg County), ASC has developed collaborations across the City of Charlotte and Mecklenburg County to activate community spaces with cultural activity for all residents.</p>

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$2,452,000	\$2,525,600	\$572,629
Merit	\$0	\$0	\$0
Benefits	\$590,000	\$649,000	\$147,148
<b>Subtotal Personnel Expenses</b>	<b>\$3,042,000</b>	<b>\$3,174,600</b>	<b>\$719,777</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$15,000	\$1,200,000	\$0
Communications (e.g. publishing, marketing)	\$286,000	\$250,000	\$56,683
Facilities (e.g. rent, utilities)	\$530,000	\$455,000	\$103,162
Office Supplies	\$47,000	\$48,500	\$10,996
Travel & Training	\$97,000	\$100,000	\$22,674
Technology	\$218,000	\$225,000	\$51,014
Other	\$12,272,000	\$12,278,000	\$6,035,694
<b>Subtotal Operating Expenses</b>	<b>\$13,465,000</b>	<b>\$14,556,500</b>	<b>\$6,280,223</b>
<b>Total Expenditures</b>	<b>\$16,507,000</b>	<b>\$17,731,100</b>	<b>\$7,000,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$409,000	\$150,000
Foundation Grants	\$2,583,000	\$1,000,000
Donor Contributions	\$3,300,000	\$2,900,000
Service Fees	\$37,000	\$30,000
Other Revenue	\$101,000	\$75,000
<b>Total Revenues</b>	<b>\$6,430,000</b>	<b>\$4,155,000</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$1,900,000
FY 2020 Current Budget	\$2,050,000
FY 2021 Projected (as requesting)	\$7,000,000

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Arts and Science Council

**Valecia M. McDowell**

Moore & Van Allen

**Missy A. Banks**

Allen Tate

**Sherri Belfield**

Johnson C. Smith University

**Michael A. Bryant**

Mecklenburg County

**Denis Bilodeau**

Town of Cornelius

**Tiffany W. Blackwell**

City of Charlotte

**Brett Denton**

Atrium Health

**George Dunlap**

Mecklenburg County

**Matthew Gardner**

Merril Lynch

**Durrall Gilbert**

Community Volunteer

**Robert E. Harrington**

Robinson, Bradshaw & Hinson P.A.

**Jeanne E. Johnson**

KPMG LLC

**Wesley Mancini**

Wesley Mancini, Ltd.

**Mattie Marshall**

Historic Washington Heights Community Association

**Tim Miller**

Bank of America

**Nalan Karakaya Mulder**

Wells Fargo

**Geoff Owen**

GreerWalker Wealth Management

**Susan L. Patterson**

John S. and James L. Knight Foundation

**Katrina Pride**

Bank of America

**Richard Schell**

Parker Poe, Adams & Bernstein, LLP

**Deborah Stewart**

Stewart + Company

**Jaz Tunnell**

Piedmont Natural Gas

**Banu Valladares**

Charlotte Bilingual Preschool

**Mike Vasaune**

TIAA

**Paula R. Vincent**

Novant Health Presbyterian Medical Center

**Denytra Whitner**

Community Volunteer

**Lisa Williams**

McGuire Woods

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

### Agency Name: Charlotte Regional Business Alliance

#### Scope of Service:

The Charlotte Regional Business Alliance (CRBA) markets the Charlotte region throughout the world as a superior business location to develop short - and long-term business prospects and develop assets required to provide sustainable economic growth for the 15-county, two-state area. Services include site selection assistance, research for clients, corporate intelligence for business development missions, sponsoring trade shows and industry events in key markets, domestic and international awareness of region via marketing and advertising campaigns.

#### Mission Statement:

To enthusiastically collaborate, promote, and advance the Charlotte region, creating opportunity, economic growth and prosperity for all.

**FY 2020:** \$161,526

**Support:** Funding supports business and economic development and regional marketing.

**FY 2021 Request:** \$164,085

**Increase:** \$2,559

**Supports:** Increase is based on \$0.30 per capita and will support the agency's regional marketing efforts and business recruitment program that pursues domestic and international companies to locate their business in Charlotte.

**Agency Established:** Legacy Charlotte Chamber of Commerce (1870); Legacy Charlotte Regional Partnership (1990) ; Newly Formed Charlotte Regional Business Alliance (2019).

**Total Years Financial Partner with City of Charlotte:** 10 Years

#### Population Served:

The Charlotte Regional Business Alliance markets the 15-county Charlotte region through a collaborative effort, leveraging scarce local dollars by promoting the Charlotte region collectively and bringing attention to the community as one region. This alleviates competition at the local level, among neighbors, and provides a focused effort to attract outside dollars to the community.

## Objectives Report

### Corporate Scorecard Objective:

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
To generate new projects of companies that are interested in expanding or Relocating to the Charlotte Region	≥75	44	75
To participate in site visits to our region from companies and consultants	≥50	17	49
To support projects that are interested in the region, but that we are not leading	≥50	14	46
To meet with domestic and international leads and projects to market the Charlotte Region to them	≥75	19	144

### Comments/ Explanation:

CRBA officially became an organization in January of 2019, and the organization runs on a calendar year. To be consistent with the schedule above for Mid-Year 2020, CRBA will count the progress towards each goal from July – December 2019.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$5,448,792	\$4,868,194	\$0
Merit	\$150,204	\$155,300	\$0
Benefits	\$1,237,355	\$1,239,001	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$6,836,351</b>	<b>\$6,262,495</b>	<b>\$0</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$1,941,919	\$2,074,246	\$164,085
Facilities (e.g. rent, utilities)	\$1,372,358	\$1,160,672	\$0.00
Office Supplies	\$59,328	\$87,714	\$0.00
Travel & Training	\$453,242	\$1,078,386	\$0.00
Technology	\$33,345	\$260,398	\$0.00
Other	\$550,510	\$493,618	\$0.00
<b>Subtotal Operating Expenses</b>	<b>\$4,410,702</b>	<b>\$5,155,034</b>	<b>\$164,085</b>
<b>Total Expenditures</b>	<b>\$11,247,053</b>	<b>\$11,417,529</b>	<b>\$164,085</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$616,474	\$808,200
Foundation Grants	\$0	\$593,000
Donor Contributions	\$9,974,000	\$9,578,868
Service Fees	\$0	\$0
Other Revenue	\$481,000	\$478,960
<b>Total Revenues</b>	<b>\$11,071,474</b>	<b>\$11,459,028</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$158,225
FY 2020 Current Budget	\$161,526
FY 2021 Projected (as requesting)	\$164,085

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Charlotte Regional Business Alliance

**Wesley Beckner**

BB&T

**Charles Bowman**

Bank of America

**Charlis Brock**

CBI | Workplace Solutions

**Jess Cureton**

Novant Health

**Betty Doster**

UNC Charlotte

**William Downs**

Gardner-Webb University

**Natalie Fath**

Sealed Air Corporation

**Lee Fite**

Fifth Third Bank

**Kenneth Gill**

CPI Security Systems

**Geoff Gray**

Signature Consultants, LLC

**Gary Greer**

Dixon Hughes Goodman LLP

**John Harris**

Lincoln Harris

**Ken Haynes**

Atrium Health

**Reginald Henderson**

Lowe's Companies

**Regina Heyward**

Wells Fargo

**Scott Hurd**

Belk, Inc.

**Tom Joseph**

Grant Thornton LLP

**Fred Klein**

Childress Klein Properties

**Dec Lee**

American Airlines

**Luis Lluberas**

Moore & Van Allen PLLC

**Tom Murray**

Charlotte Regional Visitors Authority

**Kelli Price**

Premier

**Walter Price**

Moore & Van Allen PLLC

**John Reid**

SunTrust Bank

**Patricia Rodgers**

Rodgers

**Ann Sheridan**

Compass Group North America

**Alison Summerville**

Ally Financial, Inc.

**Trey Suttan**

Cardinal Innovations Healthcare

**Nate Viebrock**

LendingTree, LLC

**Martha Wegner**

Duke Energy Corporation

**Judy Wishnek**

Truliant Federal Credit Union

**Angela Yochem**

Novant Health

**Frank Yoho**

Piedmont Natural Gas Company

**Teross Young**

Food Lion LLC

## **FY 2021 Financial Partner Agency Summary**

### **Agency Name: Community Building Initiative**

#### **Scope of Service:**

Community Building Initiative (CBI) is a non-profit organization that advances access, inclusion, and equity in Charlotte-Mecklenburg. Founded in 1997 to address the critical issue of race, CBI has integrated additional aspects of diversity and difference into its established and successful programs. The organization also focuses on equity and equality issues, including social mobility and economic opportunity, which impact the quality of life for all in Charlotte-Mecklenburg. Through its programs and partnerships and by involving diverse groups of people, CBI builds the capacity and commitment of individuals, organizations, institutions and ultimately the broader community to successfully work towards a more inclusive and equitable community.

#### **Mission Statement:**

To give people and organizations the knowledge, skills and courage to fight bias, remove barriers to opportunity, and build a more equitable and just Charlotte-Mecklenburg.

**FY 2020:** \$50,000

**Supports:** Funding supported continued engagement and education for organizations and community partners to advance and increase access, inclusion and equity to the community.

**FY 2021 Request:** \$50,000

**Increase:** \$0

**Supports:** Operations of the agency's signature leadership programs: Leadership Development Initiative, Leaders Under 40, the community bus tours, Equity Impact Circles, advancing equity, annual stakeholder breakfast community dialogues and conversation guides.

**Agency Established:** 1997

**Total Years Financial Partner with City of Charlotte:** 14 Years

#### **Population Served:**

Each year CBI directly engages a diverse, cross-sector group of approximately 2400 people connected to more than 40 key cross-sector organizations and groups from throughout the City and Mecklenburg County. Many are CBI program participants and alumni directly connected to City departments and initiatives. As such, they are poised to support the city's priorities and focus areas both internally and externally. People connected to CBI programs are equipped through the knowledge and skills they gain, and the relationships developed to advance the work of inclusion and equity within the City. They do so in both their personal and professional lives as well as through their interactions and service within the broader community.

## Objectives Report

### Corporate Scorecard Objective: Strengthen Neighborhoods & Promote Economic Opportunity

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
Equip senior staff and board members from public, non-profit and for-profit organizations to become more skilled in influencing for inclusion and equity within their organizations and to establish solid connections that can be leveraged to positively impact the City's quality of life.	80%	LDI Class 19 will conclude in June 2020, and a program evaluation will be conducted at that time. CBI fully expects to meet this target, and results for this measure will be reported at year end.	95%
Support emerging leaders as advocates for inclusion and equity by increasing their awareness, developing and enhancing their leadership skills and connecting them with one another and community issues as well as with the City's past, present and future, in order to build a robust network of engaged, effective and educated young leaders.	45-50 participants	49 participants	49 participants
Engage a diverse spectrum of residents in real-time opportunities and promote dialogue to build connections across difference and raise awareness, increase understanding and promote action and response to significant community issues.	23 engagement events	16 engagement events	23 engagement events

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$288,750	\$291,256	\$0
Merit	\$0	\$0	\$0
Benefits	\$81,250	\$88,744	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$370,000</b>	<b>\$380,000</b>	<b>\$0</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$2,500	\$2,500	\$0
Communications (e.g. publishing, marketing)	\$25,000	\$25,000	\$3,500
Facilities (e.g. rent, utilities)	\$44,000	\$44,000	\$6,160
Office Supplies	\$24,000	\$24,000	\$3,360
Travel & Training	\$0	\$0	\$0
Technology	\$6,000	\$6,000	\$0
Other	\$263,500	\$263,500	\$36,980
<b>Subtotal Operating Expenses</b>	<b>\$365,000</b>	<b>\$365,000</b>	<b>\$50,000</b>
<b>Total Expenditures</b>	<b>\$735,000</b>	<b>\$745,000</b>	<b>\$50,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$0	\$0
Foundation Grants	\$40,000	\$50,000
Donor Contributions	\$450,000	\$450,000
Service Fees	\$160,000	\$160,000
Other Revenue	\$0	\$0
<b>Total Revenues</b>	<b>\$650,000</b>	<b>\$660,000</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$25,000
FY 2020 Current Budget	\$25,000
FY 2021 Projected (as requesting)	\$25,000

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Community Building Initiative

**Cathy Best**

Atrium

**Carola Cardenas**

Johnston YMCA

**Ray Feaster**

Novant Health

**Jenni Gaisbauer**

Charlotte Mecklenburg Library Foundation

**Sally Geaney**

National Contact Center, TIAA

**Caroline Griffin**

Price Waterhouse Cooper

**Megan Liddle Gude**

Charlotte Center City Partners

**Bryon Hawkins**

Bank of America

**Brian Heslin**

Duke Energy

**Raquel Lynch**

Goodwill of the Southern Piedmont

**Rick McDermott**

McDermott, PLLC

**Justin Perry**

Justin Perry Counseling, LLC

**Kendel B. Phillips**

Wells Fargo Bank

**Elly Portillo**

UNC-Charlotte Urban Institute

**Derrick Ramos**

Mecklenburg County

**Willie Ratchford**

City of Charlotte

**Ann Sanders**

Children's Rights

**Osei Sencherery**

Deloitte & Touche, LLP

**Gerald Smith**

Charlotte Mecklenburg Police Department

**Jenny Ward**

Bank of America

**Tom Zweng**

Physician

## FY 2021 Financial Partner Agency Summary

### Agency Name: Farmers Market Management Services

### (New Funding Request)

**Scope of Service:**

Farmers Market Management Services (FMMS) is a 501(c)3 that is dedicated to advising, connecting, and heralding farmers markets in our region. We recognize that the foundation of our markets are the managers who guide them, the farmers and artisans who make them possible, as well as the patrons who make them economically viable.

**Mission Statement:**

We aim to create a regional identity for our farmers market system through marketing, promotion and brand development. By supporting our market managers and building on our existing community relationships we will strengthen access points for farmers and consumers while also addressing issues including food rescue and processing, food access, and nutrition education.

**FY 2020:** \$0

**FY 2021 Request:** \$118,300

**Supports:** Expansion of our local food system, farmers markets, increase messaging and opportunities around placemaking which enrich market experiences.

**Agency Established:** 2018

**Total Years Financial Partner with City of Charlotte:** 0 Years

**Population Served:**

Farmers Markets Management Services aims to serve everyone who eats. It is well known that there is some disparity in food access, whether it is due to location, cost, or education. Through incorporating and promoting financial nutrition access programs and working with mobile markets and our community network on locations we aim to bridge some of those gaps. Farmers, foodies, and people who need more access to food.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$72,000	\$86,400	\$72,000
Merit	\$0	\$0	\$0
Benefits	\$0	\$0	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$72,000</b>	<b>\$86,400</b>	<b>\$72,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$35,000	\$42,000	\$35,000
Facilities (e.g. rent, utilities)	\$0	\$0	\$0
Office Supplies	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0
Technology	\$0	\$0	\$0
Other	\$13,000	\$15,600	\$11,300
<b>Subtotal Operating Expenses</b>	<b>\$48,000</b>	<b>\$57,600</b>	<b>\$48,000</b>
<b>Total Expenditures</b>	<b>\$120,000</b>	<b>\$144,000</b>	<b>\$118,300</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$0	\$10,000
Foundation Grants	\$0	\$20,000
Donor Contributions	\$5,000	\$10,000
Service Fees	\$0	\$2,000
Other Revenue	\$0	\$0
<b>Total Revenues</b>	<b>\$5,000</b>	<b>\$42,000</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Farmers Market Management Services

**John Borland**

Blue Goat Dairy

**Matt Gilbert**

Emergence Strategic Advisors

**Amy Kendall**

CareSource

**Beverly McLaughlin**

Beverly's Gourmet Foods  
Mecklenburg Market

**Thomas Moore**

Business Development Director  
On the Gibson Mill Project

**Mike Vergili**

General Manager  
at The Manchester

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

**Agency Name: Heal Charlotte**

***(New Funding Request)***

**Scope of Service:**

Heal Charlotte is a place-based organization that is focused on the importance of creating community impact by deploying programs in youth engagement, adult workshops, Heal-A-Home program, law enforcement engagement and neighborhood revitalization. Heal Charlotte provides services to families that live in the Orchard Trace community along Reagan Drive.

**Mission Statement:**

Heal Charlotte is a place-based organization with a holistic approach to serving the community and building trust and legitimate bonds. We aim to unite our community by creating an open dialogue between the citizens, police and elected officials.

**FY 2020: \$0**

**FY 2021 Funding Request: \$153,600**

**Supports:** Building Heal Charlotte is a holistic place-based organization. It is the goal for Heal Charlotte, through the programs and the Reagan Drive Initiative, to have the principle structure of the housing in the area to remain the same while focusing on neighborhood revitalization. This will provide affordable housing for the residents in the area, while also providing a safe place for youth to grow and thrive. According to the Center for Budget and Policy Priorities, programs that assist families who struggle with basic needs are highly effective in reducing the number of Americans that are poor and uninsured. Heal Charlotte's programs provide a sense of a better quality of life for the Reagan Drive corridor, but also reduce the budget for government assistance needed for families.

**Agency Established: 2017**

**Total Years Financial Partner with City of Charlotte: 0 Years**

**Population Served:**

Heal Charlotte serves the residents of the Orchard Trace community, along the Reagan Drive corridor. The families are of diverse ethnicities and backgrounds.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$50,000	\$200,000	\$100,000
Merit	\$0	\$0	\$0
Benefits	\$3,138	\$3,138	\$1,000
<b>Subtotal Personnel Expenses</b>	<b>\$53,138</b>	<b>\$203,138</b>	<b>\$101,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$50,000	\$20,000
Communications (e.g. publishing, marketing)	\$3,760	\$15,000	\$7,500
Facilities (e.g. rent, utilities)	\$6,000	\$18,000	\$10,000
Office Supplies	\$1,500	\$2,000	\$1,000
Travel & Training	\$12,000	\$15,000	\$4,500
Technology	\$800	\$1,500	\$600
Other	\$28,000	\$30,000	\$9,000
<b>Subtotal Operating Expenses</b>	<b>\$52,060</b>	<b>\$131,500</b>	<b>\$52,600</b>
<b>Total Expenditures</b>	<b>\$105,198</b>	<b>\$334,638</b>	<b>\$153,600</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$0	\$153,600
Foundation Grants	\$25,000	\$60,000
Donor Contributions	\$40,000	\$65,000
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
<b>Total Revenues</b>	<b>\$65,000</b>	<b>\$278,600</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0



## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Heal Charlotte

**Kimberly Bash**  
BB&T

**Ronald Rust**  
Consilio Services

**Regina Flores**  
Orchard Trace Condominiums

**Dr. Shante Williams**  
RW Capital Partners

**Robert Forquer**  
Orchard Trace Condominiums

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

**Agency Name: Samaritan's Feet**

***(New Funding Request)***

### **Scope of Service:**

Samaritan's Feet is a humanitarian relief organization that provides shoes for children all around the world. Our team of volunteer ambassadors demonstrate servant leadership by providing shoes and sharing a message of hope with each recipient. There are over 50 million people living in poverty in the US, who cannot afford basic necessities like shoes (World Bank, 2011). Globally, there are 1.5 billion people infected with diseases transmitted through contaminated soil, which could be prevented by wearing proper footwear (World Health Organization, 2013).

### **Mission Statement:**

Samaritan's Feet serves and inspires hope in children, by providing shoes as the foundation to a healthy life, resulting in the advancement of education and economic opportunities.

**FY 2020:** \$0

**FY 2021:** \$100,000

**Supports:** To create a world with zero shoeless children.

**Agency Established:** 2003

**Total Years Financial Partners with City of Charlotte:** 0 Years

**Population Served:** Under-served children in the Charlotte area Title 1 schools.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$1,098,762	\$1,208,638	\$10,000
Merit	\$3,000	\$4,000	\$0
Benefits	\$40,148	\$44,162	\$1,000
<b>Subtotal Personnel Expenses</b>	<b>\$1,141,910</b>	<b>\$1,256,800</b>	<b>\$11,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$139,156	\$153,071	\$14,000
Communications (e.g. publishing, marketing)	\$112,359	\$123,594	\$10,000
Facilities (e.g. rent, utilities)	\$217,033	\$238,736	\$5,000
Office Supplies	\$38,452	\$42,297	\$3,000
Travel & Training	\$103,100	\$113,410	\$5,000
Technology	\$43,863	\$48,250	\$2,000
Other	\$1,409,426	\$1,550,368	\$50,000
<b>Subtotal Operating Expenses</b>	<b>\$2,063,389</b>	<b>\$2,269,726</b>	<b>\$89,000</b>
<b>Total Expenditures</b>	<b>\$3,205,299</b>	<b>\$3,526,526</b>	<b>\$100,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$100,000	\$150,000
Foundation Grants	\$100,000	\$100,000
Donor Contributions	\$1,000,000	\$1,200,000
Service Fees	\$0	\$0
Other Revenue	\$2,000,000	\$2,100,000
<b>Total Revenues</b>	<b>\$3,200,000</b>	<b>\$3,550,000</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$100,000

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Samaritan's Feet

**Bishop James W. Dixon**

Community of Faith Church

**Jay Hein**

Sagamore Institute

**Kevin Henry**

Extended Stay America

**Dr. Gwendolyn High**

Aramark Education

**Rob Johnson**

FIS' Banking & Payments Segment

**Jacqie McWilliams**

Central Intercollegiate Athletic  
Association (CIAA)

**Anne Neilson**

Anne Neilson Home & Anne Neilson  
Fine Art Gallery

**Henry Santos**

Movement Mortgage

**Manny Ohonme**

Samaritan's Feet

**Tracie Ohonme**

Samaritan's Feet

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

### Agency Name: Safe Alliance

#### Scope of Service:

Safe Alliance began in 1909 when a group of Charlotte business and religious leaders formed the Associated Charities. Since its inception, the agency has undergone many changes to meet the needs of the local community. Safe Alliance has always maintained its status as the well-known and respected domestic violence and sexual assault agency in Mecklenburg County, North Carolina. Safe Alliance currently manages three programs: Victim Assistance and the Legal Representation Program (LRP), Sexual Trauma Resource Center (STRC), and the Domestic Violence Shelter. Safe Alliance began to manage a Hotline Program in early 2019, its fourth program.

By training and maintaining a dedicated group of volunteers, in addition to the professional staff, Victim Assistance can offer crisis intervention services to victims of sexual assault, domestic violence, child abuse, families of homicide victims, and other violent crimes 24-hours a day, 365 days a year. Safe Alliance is the only agency in Mecklenburg County whose primary focus is to provide crisis intervention and counseling to victims of any violent crime.

#### Mission Statement:

To provide hope and healing to those impacted by domestic violence and sexual assault.

**FY 2020:** \$397,038

**Supports:** Operation of the Victim Assistance program, victim assistance with filing a Domestic Violence Protection Order, The Sexual Trauma Resource Center, The Domestic Violence Shelter, The Greater Charlotte Hope Line, and case management type services.

**FY 2021 Request:** \$413,367

**Increase:** \$16,329

**Supports:** The increase provides additional resources for the Victim Assistance program and funds an attorney position for English and Spanish speaking victims to increase legal services for domestic violence protective orders and filing for custody or divorce for victims of domestic violence and sexual assault in Mecklenburg County. Safe Alliance has recently launched an electronic filing of Domestic Violence Protective Orders. The e-filing has increased the number of clients seeking services.

**Agency Established:** 1909

**Total Years Financial Partner with City of Charlotte:** 40 Years

#### Population Served:

Though domestic violence does not discriminate, Safe Alliance tends to care for the most vulnerable in our community. Across the agency, more than 60 percent of our clients live below the federal poverty level. 88 percent of shelter residents live in extreme poverty, with family incomes below \$10,000 per year and 72 percent of our victim assistance clients live below \$25,000 per year. With slight fluctuations each year, major racial/ethnic groups served are African American (50-70%), Caucasian (20-30%) and Latin American (10-20%). The majority of our clients are struggling with multiple issues in addition to domestic or sexual violence such as poverty, community violence, and institutional racism.

## Objectives Report

### Corporate Scorecard Objective: Reduce Crime

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
Improve safety of domestic violence victims.	90% of 4,000 victims will develop safety plans	2,384	5,383
Improve safety of domestic violence victims.	4,750 victims will be accompanied to court	1,900	1,077
Improve safety of domestic violence victims.	85% of clients will indicate an increase in their personal safety after receiving services.	99%	98%
Help crime victims by assisting with Victims Compensation paperwork and/or providing information	300 victims will be receiving information and/or assistance regarding Victims Compensation	70	203

### Comments/ Explanation:

Safe Alliance has trained court advocates, volunteers and interns to complete verbal and written safety plans in civil, criminal, and felony court. Safe Alliance completes verbal safety plans with victims who prefer to not have a written safety plan or need assistance over the phone or in court. Safe Alliance's resource guides are in the Mecklenburg County Courthouse, Self-Serve Center, Civil Clerk's Office, Magistrate's office, local police departments, and other community agencies so victims will know they can receive protection order assistance through our office.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$3,583,914	\$3,691,432	\$309,369
Merit	\$0	\$0	\$0
Benefits	\$1,123,820	\$1,157,534	\$98,998
<b>Subtotal Personnel Expenses</b>	<b>\$4,707,734</b>	<b>\$4,848,966</b>	<b>\$408,367</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$71,617	\$73,765	\$0
Facilities (e.g. rent, utilities)	\$563,964	\$580,883	\$5,000
Office Supplies	\$109,909	\$113,207	\$0
Travel & Training	\$90,310	\$93,019	\$0
Technology	\$124,508	\$128,243	\$0
Other	\$937,556	\$965,683	\$0
<b>Subtotal Operating Expenses</b>	<b>\$1,897,864</b>	<b>\$1,954,800</b>	<b>\$5,000</b>
<b>Total Expenditures</b>	<b>\$6,605,598</b>	<b>\$6,803,766</b>	<b>\$413,367</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$4,646,273	\$4,785,661
Foundation Grants	\$484,825	\$484,825
Donor Contributions	\$430,000	\$430,000
Service Fees	\$14,000	\$14,000
Other Revenue	\$1,030,500	\$1,030,500
<b>Total Revenues</b>	<b>\$6,605,598</b>	<b>\$6,744,986</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$1,515,731
FY 2020 Current Budget	\$1,450,210
FY 2021 Projected (as requesting)	\$1,515,210

## City Funded Program Budget

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$726,200	\$747,985	\$309,369
Merit	\$0	\$0	\$0
Benefits	\$275,917	\$284,195	\$98,998
<b>Subtotal Personnel Expenses</b>	<b>\$1,002,117</b>	<b>\$1,032,180</b>	<b>\$408,367</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$9,650	\$9,940	\$0
Facilities (e.g. rent, utilities)	\$200	\$206	\$5,000
Office Supplies	\$30,050	\$30,952	\$0
Travel & Training	\$38,580	\$39,737	\$0
Technology	\$16,345	\$16,835	\$0
Other	\$60,012	\$61,813	\$0
<b>Subtotal Operating Expenses</b>	<b>\$154,837</b>	<b>\$159,483</b>	<b>\$5,000</b>
<b>Total Expenditures</b>	<b>\$1,156,954</b>	<b>\$1,191,663</b>	<b>\$413,367</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$1,146,954	\$1,181,363
Foundation Grants	\$10,000	\$10,000
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
<b>Total Revenues</b>	<b>\$1,156,954</b>	<b>\$1,191,363</b>

**Total Funds received from Mecklenburg County, if applicable.**

Fiscal Year	Total Funds
FY 2019 Prior Year	\$382,552
FY 2020 Current Budget	\$397,038
FY 2021 Projected (as requesting)	\$413,367

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Safe Alliance

**Kate Cole**

Moore & Van Allen

**Julio Colmenares**

CGR Creative

**Tom Coyne**

Community Volunteer

**Linda Christopherson**

Linda Christopherson & Associates

**Barbara Dare**

Community Volunteer

**Leila Evans**

Queens Oak Advisors

**Sid Fletcher**

Novant Health

**Marcy Hingst**

Bank of America

**T. Hampton Hopkins**

Atrium Health College of Health  
Sciences

**Becky Lindahl**

Katten

**Spencer Merriweather**

Mecklenburg County

**Allen O'Rourke**

Robinson Bradshaw

**Markita Payne**

Community Volunteer

**Symone Robinson**

Habitat for Humanity Charlotte

**Melissa Romanzo**

Hunton & Williams

**Nakia Savage**

Habitat for Humanity Charlotte

**Scott Shannon**

Windermere Insurance Group

**Virginia Sutton**

Rodgers Builders

**Gracy Wooster**

Community Volunteer

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

### Agency Name: Women's Business Center of Charlotte

#### Scope of Service:

The Women's Business Center of Charlotte (WBCC) is one of four programs hosted by the Institute. The Institute is a statewide nonprofit with a mission to build the asset base among limited resource populations through research, information, education, training, and business development. The Institute administers innovative programs and initiatives to address the business development needs of its clients. The WBCC provides substantive training for women interested in starting businesses (pre-venture & startup), micro-business, and small and medium businesses.

#### Mission Statement:

The mission of the Women's Business Center of Charlotte is to promote self-sufficiency through entrepreneurship throughout its 12 County District and the Charlotte Combined Statistical Area (CSA) with IMPACTFUL educational training opportunities that stimulate growth for small/women/minority & veteran businesses.

**FY 2020:** \$50,000

**Supports:** The Women's WP3 Program, small business funding series, SBE Academy, Game Changer LEAD Program, QuickBooks courses, the purchase of technology, training space, and the execution of eight signature events.

**FY 2021 Request:** \$99,000

**Increase:** \$49,000

**Supports:** The Women's Business Center of Charlotte facilitates and host nearly 85-100 FREE workshops throughout the year-additional funding will support the training space and facilities for additional lunch & learn seminars. In addition the Women's Business Center is passionate about remaining technologically relevant, additional funding will aid in purchasing up-to-date software that engages our audience and clients with easy-to-use applications as well as supports our 2021 growth strategy to increase our reach and enhance our customer experience: such software will include but not be limited to new Webinar Platforms, Learning Management & Event Management Database, as well as funding for marketing and administrator oversight.

**Agency Established:** 2016

**Total Years Financial Partner with City of Charlotte:** 2 Years

#### Population Served:

The overall Agency provides capacity building, business, and professional development training for all M/WSBE. The Women's Business Center of Charlotte is passionate about elevating, empowering, inspiring and encouraging Women. Our 2019 YE data reflects a great need for continued support in this area. In 2019 we provided services to over 693 Entrepreneurs/Business owners of which over 499 were Women – 80 percent or 420 were African American women, 18 percent or 105 were Caucasian, 1 percent or 33 were Hispanic.

## Objectives Report

### Corporate Scorecard Objective:

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
Clients seeking assistance with access to capital	\$100,000 and 19 transactions	\$318,000 or 2 transactions	\$845,000 in capital funding and 16 transactions (84%)
The hours of training business owners engage, participate and receive for development	1,000 training hours	4,200 training hours	Over 150% or 3,200 training hours provided in fiscal period
Clients seeking assistance with professional development endeavoring to gain knowledge regarding business processes, business plan development, marketing, branding, personal development, management and more through training	596 Unique Clients Trained Total target 693 clients serviced	112 unique clients trained (19%) 624 total attendees in training (90%)	100% or 596 unique clients trained with a total of 1,292 attendees participating in training for fiscal period
Existing and Startup businesses seeking counseling assistance with business strategies	100 Clients becoming competent in feasibility, business strategy	36 clients counseled	144 clients counseled
Clients seeking assistance with business startup – jobs retained and jobs created	15 Business Starts 52 Jobs Created 13 Jobs Retained	1 Business Start 0 Jobs Created 0 Jobs Retained	49% (7) Business Starts 100% Jobs Created 100% Jobs Retained

### Comments/ Explanation:

City funding in the amount of \$95,000 will represent 19 percent of the WBCC's Budget. The increase is critically important to the sustainability of the Center's strategic direction for supporting and building MWSBE's capacity. Increased funding will be used to support additional programming and operations with additional part time human capital. The city funds have allowed and afforded the WBCC the ability to continue to operate the center programs as well as work closely with the City's Business Inclusion (CBI) certification departments, and other resource partners in the region. Collectively, WBCC are supplying and providing the small business ecosystem with valuable tools, resources, and strategies for business growth and development.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$846,945	\$889,292	\$22,000
Merit	\$0	\$0	\$0
Benefits	\$189,673	\$199,157	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$1,036,618</b>	<b>\$1,088,449</b>	<b>\$22,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$8,600	\$9,030	\$5,000
Communications (e.g. publishing, marketing)	\$33,040	\$34,692	\$8,000
Facilities (e.g. rent, utilities)	\$113,300	\$118,965	\$25,000
Office Supplies	\$15,950	\$16,748	\$5,000
Travel & Training	\$63,064	\$66,217	\$4,000
Technology	\$48,000	\$50,400	\$5,000
Other	\$827,496	\$868,871	\$25,000
<b>Subtotal Operating Expenses</b>	<b>\$1,109,450</b>	<b>\$1,164,924</b>	<b>\$77,000</b>
<b>Total Expenditures</b>	<b>\$2,146,068</b>	<b>\$2,253,373</b>	<b>\$99,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$801,230	\$841,292
Foundation Grants	\$175,000	\$183,750
Donor Contributions	\$250,000	\$262,500
Service Fees	\$527,140	\$553,497
Other Revenue	\$392,850	\$412,493
<b>Total Revenues</b>	<b>\$2,146,220</b>	<b>\$2,253,532</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$50,000
FY 2020 Current Budget	\$50,000
FY 2021 Projected (as requesting)	\$99,000

## City Funded Program Budget

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$116,550	\$122,378	\$22,000
Merit	\$0	\$0	\$0
Benefits	\$22,105	\$23,210	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$138,655</b>	<b>\$145,588</b>	<b>\$22,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$5,000
Communications (e.g. publishing, marketing)	\$4,460	\$4,683	\$8,000
Facilities (e.g. rent, utilities)	\$36,850	\$38,693	\$25,000
Office Supplies	\$3,500	\$3,675	\$5,000
Travel & Training	\$12,000	\$12,600	\$4,000
Technology	\$7,200	\$7,560	\$5,000
Other	\$109,925	\$115,421	\$25,000
<b>Subtotal Operating Expenses</b>	<b>\$173,935</b>	<b>\$182,632</b>	<b>\$77,000</b>
<b>Total Expenditures</b>	<b>\$312,590</b>	<b>\$328,220</b>	<b>\$99,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$150,000	\$150,000
Foundation Grants	\$75,000	\$78,750
Donor Contributions	\$0	\$0
Service Fees	\$80,000	\$84,000
Other Revenue	\$36,850	\$38,693
<b>Total Revenues</b>	<b>\$341,850</b>	<b>\$351,443</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$50,000
FY 2020 Current Budget	\$50,000
FY 2021 Projected (as requesting)	\$99,000

## FY 2021 Financial Partner Agency Board of Directors

**Agency Name: Women's Business Center of Charlotte**

**Tyrone Baines**

American Honda Motor Company

**Martin Eakes**

Self-Help/Center for Responsible Lending

**Edward Fort**

NC Agricultural & Technical State University

**Lori Jones Gibbs**

PNC Bank

**Michael Goodman**

Capitol Broadcasting Company, Inc

**Adam Klein**

Capitol Broadcasting Company, Inc

**Will C. Mann**

Wells Fargo

**Lewis H. Myers**

Perkins+Will

**Sue Malone**

Strategies for Small Business

**Troy Roberts**

Alliance of Professionals & Consultants, Inc

**Michael Suggs**

Goler CDC

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

### Agency Name: YMCA-My Brother's Keeper

#### Scope of Service:

My Brother's Keeper is a national initiative established during the second term of former President Barack Obama's administration aiming to address the opportunity gap facing boys of color. Specifically, My Brother's Keeper Charlotte-Mecklenburg (MBK-CLTMeck) is committed to improving outcomes for boys and young men of color by serving as the backbone organization for a collective impact effort. A steering committee, including representation from the city and county government, oversees the initiative. MBK-CLTMeck is registered with the Obama Foundation and will receive technical assistance from the Foundation and other national organizations. The focus includes increasing public will and advocacy for boys of color while recruiting, equipping and measuring the volunteer experience. MBK-CLTMeck focuses on ages 10-21 aiming to promote career and college readiness.

#### Mission Statement:

YMCA: To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

MBK-CLTMeck: My Brother's Keeper Charlotte-Mecklenburg is committed to improving outcomes for boys and young men of color by serving as the backbone organization of a collective impact effort.

**FY 2020:** \$50,000

**Supports:** Planning activities to develop an implementation plan for launching MBK-CLTMeck in FY 2020.

**FY 2021 Request:** \$100,000

**Increase:** \$50,000

**Supports:** The increase provides program support towards the agency's goals to improve grades, increase attendance and reduce suspensions for participants.

**Agency Established:** 1874; MBK-CLTMeck: 2018

**Total Years Financial Partner with City of Charlotte:** 3 Years

#### Population Served:

MBK-CLT Meck focuses on boys of color in 5th and 9th grade in schools in the 28208-zip code. CMS administrators recommend students to the program

## Objectives Report

### Corporate Scorecard Objective:

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
Career/College Readiness	75% of students in MBK-CLTMeck network will graduate from high school with a college or career goal	*N/a	Our objectives in FY 2019 were solely focused on defining what MBK would be in Charlotte, developing a steering committee and establishing a plan/chart of work as the initiative officially launched. All objectives were met.
Academic Improvement	60% of students who start the school year with MBK-CLTMeck will improve their GPA by end of school year	*N/a	
Shared Data Systems	75% of agencies serving MBK-CLTMeck teens will report the value of new boys of color dashboard and use of the data provided	Dashboard development underway	
Partner & Community Collaboration	40 partner agencies and faith-based organizations will launch a public awareness campaign to increase results for boys of color	*N/a	

\*Information will be available closer to the end of the fiscal year

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$41,907,250	\$54,862,000	\$72,000
Merit	\$0	\$0	\$0
Benefits	\$12,517,750	\$0	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$54,425,000</b>	<b>\$54,862,000</b>	<b>\$72,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$4,557,300	\$0	\$0
Communications (e.g. publishing, marketing)	\$0	\$	\$3,000
Facilities (e.g. rent, utilities)	\$10,068,000	\$10,507,000	\$0
Office Supplies	\$5,492,000	\$5,859,000	\$0
Travel & Training	\$0	\$0	\$0
Technology	\$0	\$0	\$0
Other	\$21,312,700	\$17,931,000	\$25,000
<b>Subtotal Operating Expenses</b>	<b>\$41,430,000</b>	<b>\$34,297,000</b>	<b>\$28,000</b>
<b>Total Expenditures</b>	<b>\$95,855,000</b>	<b>\$89,159,000</b>	<b>\$100,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$1,015,994	\$0
Foundation Grants	\$4,792,750	\$4,472,000
Donor Contributions	\$5,751,300	\$6,483,000
Service Fees	\$81,787,000	\$85,551,000
Other Revenue	\$2,507,956	\$2,414,000
<b>Total Revenues</b>	<b>\$95,855,000</b>	<b>\$98,920,000</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$117,500
FY 2020 Current Budget	\$117,500
FY 2021 Projected (as requesting)	\$117,500

## City Funded Program Budget

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$36,000	\$72,000	\$72,000
Merit	\$0	\$0	\$0
Benefits	\$12,989	\$25,978	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$48,989</b>	<b>\$97,978</b>	<b>\$72,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$2,500	\$500	\$0
Communications (e.g. publishing, marketing)	\$4,000	\$6,500	\$3,000
Facilities (e.g. rent, utilities)	\$0	\$0	\$0
Office Supplies	\$200	\$500	\$0
Travel & Training	\$5,000	\$5,000	\$0
Technology	\$0	\$0	\$0
Other	\$35,500	\$70,000	\$25,000
<b>Subtotal Operating Expenses</b>	<b>\$47,200</b>	<b>\$82,500</b>	<b>\$28,000</b>
<b>Total Expenditures</b>	<b>\$96,189</b>	<b>\$180,478</b>	<b>\$100,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$50,000	\$150,000
Foundation Grants	\$0	\$10,000
Donor Contributions	\$0	\$20,478
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
<b>Total Revenues</b>	<b>\$50,000</b>	<b>\$180,478</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$50,000

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: YMCA-My Brother's Keeper

**Melissa Anderson**

Duke Energy

**Johnny Belk**

Retired- Belk, Inc

**Howard Bissell**

Bissell

**Melissa Bodford**

uBack, INC.

**Charles Bowman**

Bank of America

**Ken Burton**

Bank of America

**Armando Chardiet**

Atrium

**David Dooley**

CBI

**Theresa Drew**

Deloitte

**Roz Durant**

Disney/ESPN

**Sonja Gantt-Gibson**

Charlotte Meck County Public School  
Foundation

**Jaimie Harris**

Coca-Cola Bottling Co.

**David Head**

Grant Thornton LLP

**Cory Hohnbaum**

King & Spaulding

**Greg Johnson**

Orbital Socket

**Marcus Jones**

City of Charlotte

**Nicole Martin**

American Bible Society

**Nancy McNelis**

Queen University of Charlotte

**Dionne Nelson**

Laurel Street Residential

**Dee O'Dell**

US Bank

**Crawford Pounds**

PricewaterhouseCoopers LLP

**Chris Thomas**

Childress Klein Properties

**Page Intentionally Left Blank**

---

## **GENERAL FUND DEDICATED REVENUE**

---

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

**Agency Name: Charlotte Center City Partners**

**Scope of Service:**

Charlotte Center City Partners' (CCCP) mission is to provide a platform for city-wide community-building arts, education, sustainability, health, and wellness initiatives and implement strategies facilitating and promoting the economic, social, and cultural development of Charlotte's Center City to help create a viable, livable, memorable, and sustainable Center City with modern infrastructure, a tapestry of great urban neighborhoods, and a diversity of thriving businesses.

**Mission Statement:**

The mission of CCCP is to envision and implement strategies and actions to drive the economic, social and cultural development of Charlotte's Center City.

**FY 2020:** \$5,809,879

**Supports:** Economic, and cultural development of Charlotte's Center City and South End. Funding is based on Municipal Service Districts 1-4 tax revenue.

**FY 2021 Request:** \$6,043,441 Requesting the proposed funding for FY21 as provided by the MSD 1-4 contacts.

**Increase:** \$233,562

**Supports:** Economic, and cultural development of Charlotte's Center City and South End. Funding is based on Municipal Service Districts 1-4 tax revenue.

**Agency Established:** 1978

**Total Years Financial Partner with City of Charlotte:** 41 Years

**Population Served:**

Residents, visitors, employees and employers in Uptown and South End.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$2,302,068	\$2,415,541	\$2,415,541
Merit	\$88,474	\$68,922	\$68,922
Benefits	\$740,258	\$789,243	\$789,243
<b>Subtotal Personnel Expenses</b>	<b>\$3,130,800</b>	<b>\$3,273,706</b>	<b>\$3,273,706</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$221,000	\$221,000	\$221,000
Facilities (e.g. rent, utilities)	\$246,287	\$246,287	\$246,287
Office Supplies	\$35,000	\$35,000	\$35,000
Travel & Training	\$157,440	\$182,440	\$182,440
Technology	\$92,800	\$92,800	\$81,300
Other	\$2,635,119	\$2,299,653	\$2,003,708
<b>Subtotal Operating Expenses</b>	<b>\$3,387,646</b>	<b>\$3,077,180</b>	<b>\$2,769,735</b>
<b>Total Expenditures</b>	<b>\$6,518,446</b>	<b>\$6,350,886</b>	<b>\$6,043,441</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government	\$6,211,001	\$5,735,996
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$307,445	\$307,445
<b>Total Revenues</b>	<b>\$6,518,446</b>	<b>\$307,445</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$125,000
FY 2020 Current Budget	\$200,000
FY 2021 Projected (as requesting)	\$0

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Charlotte Center City Partners

**Jennifer Appleby**  
Wray Ward

**Clay Armbrister**  
Johnson C. Smith University

**Jeep Bryant**  
Arts & Science Council

**Malcomb Coley**  
Ernest & Young Charlotte

**Jesse Cureton**  
Novant Health

**Dr. Kandi Deitemeyer**  
Central Piedmont Community College

**Dena Diorio**  
Mecklenburg County

**Dr. Philip Dubois**  
UNC Charlotte

**George Dunlap**  
Mecklenburg County

**Rob Engel**  
Wells Fargo Securities

**Tom Finke**  
Barings

**David Furman**  
Centro CityWorks

**Sam Judd**  
Asana Partners

**Janet LaBar**  
Charlotte Regional Business Alliance

**Tiffani Lewis**  
Entrepreneur

**Carol Lovin**  
Atrium Health

**Dr. Michael Marsicano**  
Foundation for the Carolinas

**Diane Morais**  
Ally Bank

**Katie Morgan**  
Retired Bank of America

**Tom Murray**  
Charlotte Regional Visitors Authority

**Tom Nelson**  
National Gypsum

**Cindy Noble**  
Compass Group, North America

**Mike Praeger**  
AvidXchange

**Ernie Reigel**  
Moore & Van Allen

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Charlotte Center City Partners Continued

**Tom Glick**  
Carolina Panthers

**Malcolm Graham**  
City of Charlotte

**Johno Harris**  
Lincoln Harris

**Mark Holoman**  
Cousins Properties

**Taiwo Jaiyeoba**  
City of Charlotte

**Marcus Jones**  
City of Charlotte

**Pat Riley**  
Allen Tate Companies

**Pat Rodgers**  
Rodgers

**Terry Shook**  
Shook Kelley

**Darrel Williams**  
Neighboring Concepts

**Earnest Winston**  
Charlotte-Mecklenburg Schools

## FY 2021 Financial Partner Agency Summary

### Agency Name: Charlotte Regional Visitors Authority

#### Scope of Service:

The Charlotte Regional Visitors Authority (CRVA) manages and promotes Charlotte's publicly-owned assembly facilities, which include the Charlotte Convention Center, Bojangles' Coliseum, Ovens Auditorium, the NASCAR Hall of Fame, and specific contracted services with Spectrum Center and Charlotte Douglas International Airport. CRVA engages in new or expanded activities and programs aiding and encouraging convention and visitor promotion to the Charlotte region as a travel and tourism destination and in business development activities associated with tourism and organizations that sponsor or hold events, meetings, or conventions in the Charlotte area.

#### Mission Statement:

Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

**FY 2020 Funding:** \$17,546,420

**Supports:** The Charlotte Regional Visitors Authority leads the effort to develop assets, destination amenities and infrastructure that drive increased visitor demand and position Charlotte as a leader among competitive destination cities.

**FY 2021 Funding Request:** \$18,072,813

**Increase:** \$526,393

**Supports:** CRVA's funding is determined by projected growth in dedicated prepared Food & Beverage and Occupancy Tax and supports promoting Charlotte as a travel, convention, and tourism destination and conducts business development activities associated with tourism.

**Agency Established:** 1951

**Total Years Financial Partner with City of Charlotte:** 40 Years

#### Population Served:

The CRVA directly serves the hospitality-related businesses, the local population through job creation, visitors to the area, and the greater Charlotte community.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$20,866,210	\$21,492,196	\$5,988,557
Merit	\$0	\$0	\$0
Benefits	\$8,296,565	\$8,545,462	\$2,248,303
<b>Subtotal Personnel Expenses</b>	<b>\$29,162,775</b>	<b>\$30,037,658</b>	<b>\$8,236,860</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$6,138,450	\$3,100,000	\$0
Communications (e.g. publishing, marketing)	\$9,907,756	\$10,204,989	\$4,918,896
Facilities (e.g. rent, utilities)	\$6,183,096	\$6,368,589	\$419,628
Office Supplies	\$1,090,460	\$1,123,174	\$80,691
Travel & Training	\$1,710,052	\$1,761,354	\$1,162,058
Technology	\$0	\$0	\$0
Other	\$14,802,216	\$15,246,282	\$3,254,680
<b>Subtotal Operating Expenses</b>	<b>\$39,832,030</b>	<b>\$37,804,388</b>	<b>\$9,835,953</b>
<b>Total Expenditures</b>	<b>\$68,994,805</b>	<b>\$67,842,046</b>	<b>\$18,072,813</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$33,145,357	\$33,150,966
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$35,849,268	\$34,691,080
<b>Total Revenues</b>	<b>\$68,994,805</b>	<b>\$67,842,046</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$410,000
FY 2020 Current Budget	\$410,000
FY 2021 Projected (as requesting)	\$410,000

## City Funded Program Budget-CRVA Visit Charlotte

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$5,814,133	\$5,988,557	\$5,988,557
Merit	\$0	\$0	\$0
Benefits	\$2,182,818	\$2,248,303	\$2,248,303
<b>Subtotal Personnel Expenses</b>	<b>\$7,996,951</b>	<b>\$8,236,860</b>	<b>\$8,236,860</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$6,747,903	\$6,950,340	\$4,918,896
Facilities (e.g. rent, utilities)	\$407,406	\$419,628	\$419,628
Office Supplies	\$78,341	\$80,691	\$80,691
Travel & Training	\$1,128,212	\$1,162,058	\$1,162,058
Technology	\$0	\$0	\$0
Other	\$3,159,883	\$3,254,680	\$3,254,680
<b>Subtotal Operating Expenses</b>	<b>\$11,521,745</b>	<b>\$11,867,397</b>	<b>\$9,835,953</b>
<b>Total Expenditures</b>	<b>\$19,518,696</b>	<b>\$20,104,257</b>	<b>\$18,072,813</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$17,546,420	\$18,072,813
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$1,972,276	\$2,031,444
<b>Total Revenues</b>	<b>\$19,518,696</b>	<b>\$20,104,257</b>

**Total Funds received from Mecklenburg County, if applicable.**

Fiscal Year	Total Funds
FY 2019 Prior Year	\$260,000
FY 2020 Current Budget	\$260,000
FY 2021 Projected (as requesting)	\$260,000

## FY 2021 Financial Partner Agency Board of Directors

**Agency Name: Charlotte Regional Visitors Authority**

**Clark Allen**

Clark Allen Events

**Bridgette-Anne Hampden**

JHR & Associates LLC

**Karen Bentley**

Novant Health Medical Group

**Thomas Henson**

Henson-Tomlin Interests, LLC

**Boris Bunich**

Beacon Investment Management Group

**Tracy Montross**

American Airlines

**Dockery Clarke**

Blue Cap Marketing

**Vinay Patel**

SREE Hotels

**Bill DeLoache**

DoubleTree by Hilton

**Carlos Sanchez**

AT&T

**Kimberly Edmonds**

Global Impact Industries, LLC

**Tom Sasser**

Harper's Restaurant Group

**Arthur Gallagher**

Resident

**Cameron Furr**

Grier Furr & Crisp, PA

## FY 2021 Financial Partner Agency Summary

### Agency Name: Charlotte Regional Visitors Authority

### *Film Commission*

**Scope of Service:**

The Charlotte Regional Visitors Authority (CRVA) manages and promotes Charlotte's publicly-owned assembly facilities. CRVA engages in new or expanded activities and programs aiding and encouraging convention and visitor promotion to the Charlotte region as a travel and tourism destination and in business development activities associated with tourism and organizations that sponsor or hold events, meetings, or conventions in the Charlotte area. CRVA also promotes the Charlotte Region as a location for film and commercial/television productions. Through the Charlotte Regional Film Commission, the CRVA provides site location, crew, equipment, stage, and support service information for commercials, independent films, television series, and still photography shoots.

**Mission Statement:**

Embracing an inclusive, employee-first culture, the CRVA is the trusted leader of Charlotte's visitor economy, which elevates community prosperity through destination-defining infrastructure, impactful branding and job growth.

**FY 2020:** \$150,000

**Supports:** Operations of the Film Commission.

**FY 2021 Request:** \$150,000

**Increase:** \$0. The agency is not requesting a funding increase.

**Agency Established:** 1951

**Total Years Financial Partner with City of Charlotte:** 68 Years

**Population Served:**

The CRVA Film Commission works to deliver experiences that uniquely enrich the lives of Charlotte's visitors and residents. Through leadership in destination development, marketing and venue management expertise, the CRVA Film Commission leads efforts to maximize the region's economic potential through the film industry.

## Overall Agency Budget

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$20,866,210	\$21,492,196	\$49,502
Merit	\$0	\$0	\$0
Benefits	\$8,296,565	\$8,545,462	\$20,493
<b>Subtotal Personnel Expenses</b>	<b>\$29,162,775</b>	<b>\$30,037,658</b>	<b>\$69,995</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$6,138,450	\$3,100,000	\$0
Communications (e.g. publishing, marketing)	\$9,907,756	\$10,204,989	\$66,855
Facilities (e.g. rent, utilities)	\$6,183,096	\$6,368,589	\$0
Office Supplies	\$1,090,460	\$1,123,174	\$412
Travel & Training	\$1,710,052	\$1,761,354	\$12,034
Technology	\$0	\$0	\$0
Other	\$14,802,216	\$15,246,282	\$704
<b>Subtotal Operating Expenses</b>	<b>\$39,832,030</b>	<b>\$37,804,388</b>	<b>\$80,005</b>
<b>Total Expenditures</b>	<b>\$68,994,805</b>	<b>\$67,842,046</b>	<b>\$150,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$33,145,537	\$33,150,966
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$35,849,268	\$34,691,080
<b>Total Revenues</b>	<b>\$68,994,805</b>	<b>\$67,842,046</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$410,000
FY 2020 Current Budget	\$410,000
FY 2021 Projected (as requesting)	\$410,000

## City Funded Program Budget- CRVA Film Commission

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$144,181	\$148,506	\$49,502
Merit	\$0	\$0	\$0
Benefits	\$59,687	\$61,478	\$20,493
<b>Subtotal Personnel Expenses</b>	<b>\$203,868</b>	<b>\$209,984</b>	<b>\$69,995</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$109,250	\$112,527	\$66,855
Facilities (e.g. rent, utilities)	\$0	\$0	\$0
Office Supplies	\$1,200	\$1,236	\$412
Travel & Training	\$35,050	\$36,102	\$12,034
Technology	\$0	\$0	\$0
Other	\$2,050	\$2,111	\$704
<b>Subtotal Operating Expenses</b>	<b>\$147,550</b>	<b>\$151,976</b>	<b>\$80,005</b>
<b>Total Expenditures</b>	<b>\$351,418</b>	<b>\$361,960</b>	<b>\$150,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$150,000	\$150,000
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$206,167	\$211,960
<b>Total Revenues</b>	<b>\$356,167</b>	<b>\$361,960</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$150,000
FY 2020 Current Budget	\$150,000
FY 2021 Projected (as requesting)	\$150,000

## FY 2021 Financial Partner Agency Board of Directors

**Agency Name: Charlotte Regional Visitors Authority**

### *Film Commission*

**Clark Allen**

Clark Allen Events

**Bridgette-Anne Hampden**

JHR & Associates LLC

**Karen Bentley**

Novant Health Medical Group

**Thomas Henson**

Henson-Tomlin Interests, LLC

**Boris Bunich**

Beacon Investment Management Group

**Tracy Montross**

American Airlines

**Dockery Clarke**

Blue Cap Marketing

**Vinay Patel**

SREE Hotels

**Bill DeLoache**

DoubleTree by Hilton

**Carlos Sanchez**

AT&T

**Kimberly Edmonds**

Global Impact Industries, LLC

**Tom Sasser**

Harper's Restaurant Group

**Arthur Gallagher**

Resident

**Cameron Furr**

Grier Furr & Crisp, PA

## FY 2021 Financial Partner Agency Summary

**Agency Name: University City Partners**

### **Scope of Service:**

University City Partners (UCP) is a Municipal Service District- 5 and works to promote, encourage, and coordinate the University City region's long-term economic vitality as a center for education, commerce, shopping, and entertainment. University City Partners enhances communication to build community visibility for the area and is engaged in ensuring the continuing economic viability of University City by promoting it as an excellent place to live, work, learn, and play; by advocating on behalf of the area's infrastructure needs; by preparing the area for multimodal transportation; by emphasizing University City's role as the heart of the larger two-county area; by encouraging economic development and smart growth through regional planning; and by identifying and facilitating cross-jurisdictional planning to enhance the area.

### **Mission Statement:**

To develop, sponsor, and support projects, programs and initiatives that sustain the economic vitality of the University City region.

**FY 2020:** \$1,070,020

**Supports:** Economic Developments activities in Municipal Service District 5.

**FY 2021 Request:** \$1,099,446

**Increase:** \$29,426

**Supports:** City funding for UCP is determined by projected growth in dedicated property tax revenue in Municipal Service District 5. Convene transportation partners and advocate for highest and best infrastructure investments. Supports the implantation of the University City Transit Station Area Plan and the University Research Park Area.

**Agency Established:** 2003

**Total Years Financial Partner with City of Charlotte:** 17 Years

### **Population Served:**

Promotes University City's long-term economic vitality as a regional center for education, commerce, shopping, and entertainment within Municipal Service District 5.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$323,371	\$349,000	\$349,000
Merit	\$20,000	\$33,000	\$33,000
Benefits	\$31,272	\$42,665	\$42,665
<b>Subtotal Personnel Expenses</b>	<b>\$374,643</b>	<b>\$424,665</b>	<b>\$424,665</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$2,500	\$2,500	\$2,500
Facilities (e.g. rent, utilities)	\$46,000	\$74,000	\$74,000
Office Supplies	\$0	\$0	\$0
Travel & Training	\$19,200	\$28,000	\$28,000
Technology	\$8,050	\$7,600	\$7,600
Other	\$438,904	\$760,681	\$562,681
<b>Subtotal Operating Expenses</b>	<b>\$514,654</b>	<b>\$872,781</b>	<b>\$674,781</b>
<b>Total Expenditures</b>	<b>\$889,297</b>	<b>\$1,297,446</b>	<b>\$1,099,446</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government	\$680,297	\$901,446
Foundation Grants	\$75,000	\$0
Donor Contributions	\$110,000	\$120,000
Service Fees	\$0	\$0
Other Revenue	\$24,000	\$78,000
<b>Total Revenues</b>	<b>\$889,297</b>	<b>\$1,099,446</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: University City Partners

**Clay Andres**

UNC Charlotte-CRI

**Shannon Dixon**

Casto

**George Dunlap**

Mecklenburg County

**Todd Dunn**

Duke Energy

**Michael Fung**

Wells Fargo

**John Grogan**

Electrolux

**Kati Hynes**

Charlotte Chamber

**Taiwo Jaiyeoba**

City of Charlotte

**Leslie Johnson**

Mecklenburg County

**Renee Perkins Johnson**

City of Charlotte

**Elizabeth McMillan**

Crescent Communities

**Kevin Mills**

YMCA

**Phil Nicholenko**

TIAA

**Lat Purser**

Lat Purser and Associates

**Bobbie Shields**

Shielb

**Jane Wu**

Panorama Holdings

**Page Intentionally Left Blank**

---

## HOUSING AND NEIGHBORHOOD SERVICES

---

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

### Agency Name: Carolina Care Partnership

#### Scope of Service:

Carolinas CARE Partnership (CCP) is dedicated to coordinating, developing and providing care, service, training, prevention, and housing programs that address the complex issues of HIV/AIDS, and those persons directly affected by the epidemic in the Charlotte Metropolitan Statistical Area (MSA). Carolinas CARE Partnership has been the regional administrative agent for Housing Opportunities for Persons with AIDS (HOPWA) programs for the MSA since 1998. The intended use of these funds is to provide supportive services to people living with HIV and AIDS who are at risk of becoming homeless in the ten-county MSA.

Carolinas CARE Partnership provides a wide array of housing resources in the ten-county MSA that includes: Anson, Cabarrus, Chester, Gaston, Iredell, Lancaster, Mecklenburg, Rowan, Union and York. The following housing and supportive services are provided: short-term assistance for rent, utilities and mortgages; residential substance abuse treatment; end-of-life residential care; supportive services (ie: case management, mental health services; and permanent housing placement); tenant-based rental assistance; facility based housing; housing information services; and resource identification activities that identify affordable housing. For FY 2020, Carolinas CARE Partnership awarded restricted grant funding to ten agencies for the development, enhancement, and advancement of housing programs for people living with HIV and AIDS. These resources prevent homelessness and allow people living with HIV-AIDS the ability to secure more stable housing situations that help improve their overall health and well-being.

#### Mission Statement:

The mission of Carolinas CARE Partnership to foster and ensure a regional approach to prevent the spread of HIV and AIDS, and to meet with compassion and dignity the needs of those affected by these diseases.

**FY 2020:** \$2,725,653

**Supports:** Housing resources and homelessness prevention for HIV and AIDS population.

**FY 2021 Request:** \$2,861,936

**Increase:** \$136,283

**Supports:** Additional housing resources for HIV and AIDS population. Funding is determined and provided by U. S. Department of Housing and Urban Development (HUD).

**Agency Established:** 1989

**Total Years Financial Partner with City of Charlotte:** 21 Years

#### Population Served:

Carolinas CARE Partnership, founded in 1989 as a partnership between the United Way of Central Carolinas and Foundation for the Carolinas, is a community-based 501(c)3 organization which serves individuals at risk for and living with HIV and AIDS, including youth, minorities, women, and those experiencing homelessness. CCP provides a continuum of services from HIV and STI education and testing to Linkage to Care, Medical Case Management, Mental Health, and an array of housing services.

## Objectives Report

### Corporate Scorecard Objective:

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
Increase the number of households in the MSA assisted with HOPWA funding	530	488	710

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY2021 City Request
Salaries	\$979,047	\$1,003,998	\$595,707
Merit	\$0	\$0	\$0
Benefits	\$293,714	\$301,199	\$178,712
<b>Subtotal Personnel Expenses</b>	<b>\$1,272,761</b>	<b>\$1,305,197</b>	<b>\$774,419</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$2,052	\$2,500	\$1,000
Communications (e.g. publishing, marketing)	\$39,714	\$41,700	\$25,020
Facilities (e.g. rent, utilities)	\$74,611	\$77,584	\$46,551
Office Supplies	\$9,000	\$12,000	\$7,200
Travel & Training	\$60,919	\$62,000	\$37,200
Technology	\$25,448	\$29,000	\$17,400
Other	\$4,357,859	\$4,457,953	\$1,953,146
<b>Subtotal Operating Expenses</b>	<b>\$4,569,603</b>	<b>\$4,682,737</b>	<b>\$2,087,517</b>
<b>Total Expenditures</b>	<b>\$5,842,364</b>	<b>\$5,987,934</b>	<b>\$2,861,936</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$256,966	\$291,942
Foundation Grants	\$3,500	\$3,500
Donor Contributions	\$1,000	\$1,000
Service Fees	\$0	\$0
Other Revenue	\$229,803	\$144,494
<b>Total Revenues</b>	<b>\$491,269</b>	<b>\$440,936</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$283,152
FY 2020 Current Budget	\$289,531
FY 2021 Projected (as requesting)	\$289,531

## City Funded Program Budget

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$563,246	\$595,707	\$595,707
Merit	\$0	\$0	\$0
Benefits	\$168,974	\$178,712	\$178,712
<b>Subtotal Personnel Expenses</b>	<b>\$732,220</b>	<b>\$774,419</b>	<b>\$774,419</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$1,000	\$1,000	\$1,000
Communications (e.g. publishing, marketing)	\$20,237	\$25,020	\$25,020
Facilities (e.g. rent, utilities)	\$45,513	\$46,551	\$46,551
Office Supplies	\$6,180	\$7,200	\$7,200
Travel & Training	\$32,230	\$37,200	\$37,200
Technology	\$15,290	\$17,400	\$17,400
Other	\$1,872,983	\$1,953,146	\$1,953,146
<b>Subtotal Operating Expenses</b>	<b>\$1,993,433</b>	<b>\$2,087,517</b>	<b>\$2,087,517</b>
<b>Total Expenditures</b>	<b>\$2,725,653</b>	<b>\$2,861,936</b>	<b>\$2,861,936</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$0	\$0
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$129,420	\$120,654
<b>Total Revenues</b>	<b>\$129,420</b>	<b>\$120,654</b>

**Total Funds received from Mecklenburg County, if applicable.**

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Carolinas Care Partnership

**Jane Clark**

ClarKinestics

**Jeffrey Van Houtte**

Kohl's

**Frank Dorsey**

Johnson C. Smith University

**Paula Toynton**

M.Ed. Community

**Vontina McGrant**

Knee-High Children's Learning Center

**Richard Mills**

CREW Program

**Richard Grimstad**

Community Advocate

**Page Intentionally Left Blank**

## **FY 2021 Financial Partner Agency Summary**

### **Agency Name: Crisis Assistance Ministry**

#### **Scope of Service:**

The City Energy Assistance (CEA) program provides direct payments to utility companies on behalf of low-income households residing in Charlotte who are unable to pay their utility bills during times of financial crisis. For FY 2020, it is estimated that 1,000 families will receive utility assistance. The average CEA amount for FY 2020 is \$173 per household.

The Emergency Rental Assistance (ERA) program provides emergency rental assistance for low-income households residing in designated areas by the City who are unable to pay their rent during times of financial crisis. For FY2020, more people in crisis have approached the agency for assistance before they owed more than one- month's rent, thereby restricting the amount of City funds used to an average ERA amount of \$211 per household.

Although, the CEA and ERA programs help prevent homelessness, the number of individuals and families served varies from year to year, depending upon client's energy and rental demands.

#### **Mission Statement:**

The mission of Crisis Assistance Ministry is to provide assistance and advocacy for people in financial crisis, helping them move toward self-sufficiency.

**FY 2020:** \$425,000

**Supports:** Operations of City Energy Assistance Program and Emergency Rental Assistance Program.

**FY 2021 Request:** \$500,000

**Increase:** \$75,000

**Supports:** Increased public services for preventing homelessness and providing emergency rent and utility assistance.

**Agency Established:** 1975

**Total Years Financial Partner with City of Charlotte:** 33 Years

#### **Population Served:**

Crisis Assistance Ministry provides families with assistance meeting life's basic needs (housing, utilities, clothing, furniture), preventing a financial crisis from developing into a downward spiral towards homelessness.

## Objectives Report

### Corporate Scorecard Objective:

Goal	FY 2021 Target	Mid-Year FY 2020	FY 2019 Actual
Provide households with energy assistance	1,000	*0	958
Provide households with rental assistance	660	*0	616

*\*Note: As of 11/30/19, no City Energy and Rental funds have been spent to help clients facing utility disconnections or rental assistance. The agency anticipates spending the awarded amount, assisting 1,044 energy clients and 665 rental assistance by 6/30/2020.*

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$4,096,994	\$4,138,719	\$31,000
Merit	\$726,450	\$738,358	\$0
Benefits	\$354,363	\$331,098	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$5,177,807</b>	<b>\$5,208,175</b>	<b>\$31,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$118,760	\$119,948	\$0
Facilities (e.g. rent, utilities)	\$324,170	\$327,412	\$0
Office Supplies	\$0	\$0	\$0
Technology	\$251,445	\$253,959	\$0
Travel & Training	\$109,800	\$110,898	\$0
Other	\$591,815	\$430,033	\$0
<b>Subtotal Operating Expenses</b>	<b>\$1,395,990</b>	<b>\$1,242,250</b>	<b>\$0</b>
Client Aid Materials	\$3,250,000	\$3,250,000	\$0
Direct Client Aid	\$7,167,724	\$7,092,886	\$469,000
<b>Total Expenditures</b>	<b>\$16,991,521</b>	<b>\$16,793,311</b>	<b>\$500,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$6,948,394	\$6,938,900
Foundation Grants	980,743	980,743
Donor Contributions	4,738,687	4,861,418
Service Fees	3,405,000	3,405,000
Other Revenue	918,697	607,250
<b>Total Revenues</b>	<b>\$16,991,521</b>	<b>\$16,793,311</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$4,007,199
FY 2020 Current Budget	\$3,598,394
FY 2021 Projected (as requesting)	\$3,583,900

## City Funded Program Budget

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$2,243,319	\$2,265,753	\$31,000
Merit	\$397,755	\$401,733	\$0
Benefits	\$192,918	\$194,848	\$0
<b>Subtotal Personnel Expenses</b>	<b>\$2,833,992</b>	<b>\$2,862,334</b>	<b>\$31,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$30,807	\$31,115	\$0
Facilities (e.g. rent, utilities)	\$83,319	\$84,152	\$0
Office Supplies	\$0	\$0	\$0
Travel & Training	\$58,158	\$58,740	\$0
Technology	\$112,778	\$113,905	\$0
Other	\$68,263	\$68,946	\$0
<b>Subtotal Operating Expenses</b>	<b>\$ 353,325</b>	<b>\$356,858</b>	<b>\$0</b>
Direct Client Aide	\$7,017,724	\$6,942,886	\$469,000
<b>Total Expenditures</b>	<b>\$10,205,041</b>	<b>\$10,162,078</b>	<b>\$500,000</b>

FY 2020- FY 2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$6,948,394	\$6,938,900
Foundation Grants	\$540,193	\$524,698
Donor Contributions	\$2,613,853	\$2,600,878
Service Fees	\$62,601	\$62,601
Other Revenue	\$40,000	\$35,000
<b>Total Revenues</b>	<b>\$10,205,041</b>	<b>\$10,162,077</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$4,007,199
FY 2020 Current Budget	\$3,598,394
FY 2021 Projected (as requesting)	\$3,583,900

## FY 2021 Financial Partner Agency Board of Directors

### Agency Name: Crisis Assistance Ministry

**Melissa Agnew**

LPL Financial

**Henry Agusti**

Wells Fargo

**Stuart Christhilf**

Pamlico Capital

**Sarah Coble**

Atrium Health

**Tanqueray Edwards**

Duke Energy

**Quentin Fogan**

Bank of America Merrill Lynch

**Wendy Franklin**

Atrium Health

**Christian Friend**

C.A. Friends Consulting

**Joe Gigler**

MetroTech Automotive

**Chris Jackson**

Goodwill Industries of  
Southern Piedmont

**Jarrold Jones**

Charlotte-Mecklenburg Housing  
Partnership

**Andrew Ladd**

Communities in Schools

**Michael Martino**

Wells Fargo

**Lisa Quisenberry**

Community Volunteer

**Nikhil Sawant**

Foundation for The Carolinas

**Leigh Ann Smith**

Community Volunteer

**Joe Taylor**

Centerlane Capital

**Catherine Warfield**

Foundation for The Carolinas

**Brad Winer**

Winer Family Foundation

**Court Young**

Myers Park Presbyterian Church

**Page Intentionally Left Blank**

## FY 2021 Financial Partner Agency Summary

**Agency Name: Charlotte Mecklenburg Housing Partnership**

### **Scope of Service:**

Charlotte-Mecklenburg Housing Partnership, Inc. (CMHP) is a nonprofit agency that provides affordable housing by administering comprehensive services that include pre- and post-homeownership counseling, delinquency prevention counseling, sale of houses, affordable mortgages and construction, and renovation of for sale and rental housing. In addition, CMHP owns or is the general partner of 3,000 rental units. CMHP assists other affordable housing providers through collaboration of resources and affordable financing. CMHP primarily serves families earning up to 80 percent of annual median income (AMI). Average income of CMHP homeowners is 60 percent or less of AMI. CMHP has developed seminar and informational sessions such as: "Homeownership 101", training for mortgage loan officers, and attorneys to advertise the program.

### **Mission Statement:**

Charlotte Mecklenburg Housing Partnership develops affordable housing, creates vibrant communities and provides opportunity for strong futures.

### **FY 2020: \$2,091,000**

- \$1,860,000 Affordable Housing
- \$231,000 House Charlotte

**Supports:** Affordable housing activities, homeownership counseling, and down payment assistance

### **FY 2021 Request: \$2,241,000.**

- \$1,960,000 Affordable Housing
- \$281,000 House Charlotte

### **Increase: \$150,000**

**Supports:** Expansion of affordable housing for low-and-moderate-income families and provide training for first-time homebuyers, foreclosure prevention, and digital training.

**Agency Established:** 1989

**Total Years Financial Partner with City of Charlotte:** 30 Years

### **Population Served:**

CMHP serves individuals and families earning up to 80 percent of annual median income.

## Overall Agency Budget

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2021 Financial Partner applications.

FY 2020- FY2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$3,274,900	\$3,575,130	\$625,500
Merit	\$0	\$0	\$0
Benefits	\$746,500	\$795,470	\$145,500
<b>Subtotal Personnel Expenses</b>	<b>\$4,021,400</b>	<b>\$4,370,600</b>	<b>\$771,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$1,470,000	\$1,470,000	\$1,470,000
Communications (e.g. publishing, marketing)	\$45,400	\$70,500	\$0
Facilities (e.g. rent, utilities)	\$282,400	\$283,040	\$0
Office Supplies	\$32,800	\$34,850	\$0
Travel & Training	\$125,270	\$129,950	\$0
Technology	\$89,100	\$83,000	\$0
Other	\$8,301,627	\$1,328,361	\$0
<b>Subtotal Operating Expenses</b>	<b>\$10,346,597</b>	<b>\$3,399,701</b>	<b>\$1,470,000</b>
<b>Total Expenditures</b>	<b>\$14,367,997</b>	<b>\$7,770,301</b>	<b>\$2,241,000</b>

FY 2020- FY2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$6,905,200	\$614,700
Foundation Grants	\$167,000	\$205,000
Donor Contributions	\$75,000	\$75,000
Service Fees	\$2,575,250	\$3,022,690
Other Revenue	\$1,271,706	\$1,388,773
<b>Total Revenues</b>	<b>\$10,994,156</b>	<b>\$5,306,163</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0

## City Funded Program Budget-Affordable Housing

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$3,039,700	\$3,371,940	\$399,300
Merit	\$0	\$0	\$0
Benefits	\$689,500	\$748,670	\$90,700
<b>Subtotal Personnel Expenses</b>	<b>\$3,729,200</b>	<b>\$4,120,610</b>	<b>\$490,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$1,470,000	\$1,470,000	\$1,470,000
Communications (e.g. publishing, marketing)	\$44,800	\$69,300	\$0
Facilities (e.g. rent, utilities)	\$245,800	\$246,440	\$0
Office Supplies	\$30,100	\$30,650	\$0
Travel & Training	\$122,370	\$129,950	\$0
Technology	\$83,000	\$83,000	\$0
Other	\$8,301,627	\$1,325,921	\$0
<b>Subtotal Operating Expenses</b>	<b>\$10,297,697</b>	<b>\$3,355,261</b>	<b>\$1,470,000</b>
<b>Total Expenditures</b>	<b>\$14,026,897</b>	<b>\$7,475,871</b>	<b>\$1,960,000</b>

FY 2020- FY2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$6,905,200	\$614,700
Foundation Grants	\$167,000	\$205,000
Donor Contributions	\$75,000	\$75,000
Service Fees	\$2,575,250	\$3,022,690
Other Revenue	\$1,271,706	\$1,388,773
<b>Total Revenues</b>	<b>\$10,994,156</b>	<b>5,306,163</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0

## City Funded Program Budget-House Charlotte

The city funded program budget represents the total expenditure and revenue budgets for the entire agency.

FY 2020- FY 2021 Expenditures			
Personnel	FY 2020 Budget	FY 2021 Projected Budget	FY 2021 City Request
Salaries	\$235,200	\$203,190	\$226,200
Merit	\$0	\$0	\$0
Benefits	\$57,000	\$46,800	\$54,800
<b>Subtotal Personnel Expenses</b>	<b>\$292,200</b>	<b>\$249,990</b>	<b>\$281,000</b>
<b>Operating</b>			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$600	\$1,200	\$0
Facilities (e.g. rent, utilities)	\$36,600	\$36,600	\$0
Office Supplies	\$2,700	\$4,200	\$0
Travel & Training	\$2,900	\$0	\$0
Technology	\$6,100	\$0	\$0
Other	\$0	\$2,440	\$0
<b>Subtotal Operating Expenses</b>	<b>\$48,900</b>	<b>\$44,440</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$341,100</b>	<b>\$294,430</b>	<b>\$281,000</b>

FY 2020- FY2021 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$0	\$0
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>

### Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2019 Prior Year	\$0
FY 2020 Current Budget	\$0
FY 2021 Projected (as requesting)	\$0

**FY 2021 Financial Partner Agency Board of Directors**  
**Agency Name: Charlotte Mecklenburg Housing Authority**

**Gene Bodycott**  
Retired/Secretary

**Astrid Chirinos**  
Simmons YMCA

**Elyse Dashew**  
Charlotte Mecklenburg Schools Board  
of Commissioners- At Large

**Amanda K. DeWeese, APR**  
Chernoff Newman

**David R. Finnie, CPA**  
Pesta Finnie & Associates

**Judge Linwood O. Foust**  
Community Advocate

**Kevin Granelli**  
Taylor Morrison

**Jessica Beil Hindman**  
Studio H

**Rickey Hall**  
West Boulevard Neighborhood Coalition

**Chris Jackson**  
Goodwill Industries of Southern Piedmont

**Dr. Clifford Jones**  
Friendship Missionary Baptist Church

**Patsy Kinsey**  
Neighborhood/Community Advocate

**Jacqueline O'Garrow**  
Bank of America

**Ken Schorr**  
Charlotte Center for Legal Advocacy

**James R. Simpson**  
Wood Partners (Retired)

**Gerald Smith**  
Charlotte Mecklenburg Police Department

**Darry White**  
Queens University of Charlotte

**Kevin Wright**  
Wells Fargo

**James Mitchell**  
City of Charlotte

**Page Intentionally Left Blank**

---

## **FY 2020-2021**

# **OUT OF SCHOOL TIME PARTNERS**

---

**Page Intentionally Left Blank**

## FY 2020-2021 Out of School Time Partners Summary

Out of School Time (OST) Partners provide after school enrichment services to children from low-to-moderate income families. Agencies participate in a Request for Proposal (RFP) process to request financial partner funding. The OST program provides a maximum grant of \$200,000 annually, or \$1,200 per eligible student served, whichever is less. The Budget Committee and Economic Development Committee recommendations approved by City Council on November 26, 2012, with additional modifications recommended by the Economic Development Committee approved by City Council on October 28, 2013 and November 10, 2014. Those approved recommendations include:

- ♦ Cap the city's Innovative Housing (local PAYGO) funding at the FY 2013 level of \$590,000.
- ♦ Cap the percentage of an OST program budget that can be funded from the city to 33 percent. For existing OST Financial Partners, there was a transition period of no more 66 percent in FY 2014, 50 percent in FY 2015, and 33 percent for all subsequent fiscal years.
- ♦ Allow city-funded OST programs to charge a nominal fee for participants.
- ♦ Maintain agency eligibility requirements, except for changing the years of OST experience the agency must have in Charlotte from three years to one year.
- ♦ Modify the RFP review process to include site visits, including a group of external volunteers to participate in the review process, revising scoring to reflect the City Council priorities, and publishing the scoring rubric in the RFP.
- ♦ Continue to use the Housing Trust Fund model for award allocations; basing funding allocations at the agencies' total requested amount in priority order, until funds are fully expended.
- ♦ Reduce the maximum per agency funding allocation from \$300,000 to \$200,000 in FY 2016 to ensure that more agencies can participate and offer programs throughout the city.
- ♦ Implement a \$1,200 cost-per-child award allocation, not to exceed the maximum per agency funding amount.
- ♦ Fund the maximum amount permitted annually for OST programming by the federal Community Development Block Grant Program (that amount may change from year to year).

## FY 2020-2021 Out of School Time Partners Summary

Transition the funding cycle from a one-year to a two-year contract funding cycle starting in FY 2016 and FY 2017. This transition creates efficiencies to the RFP process, for both the agencies seeking funding as well as the review committee. The two-year funding cycle also allows agencies more time for strategic planning and staffing decisions. Below outlines OST Provider guidelines and FY 2020- FY 2021 funding:

FY 2020 - FY 2021 Out of School Time Partner Funding		
Agency	FY 2018 - FY 2019	FY 2020 - FY 2021
Arts & Science Council	\$200,000	n/a
Above & Beyond Students	\$157,934	\$127,934
Behailu Academy	\$66,000	
Bethlehem Center		\$126,000
Charlotte Community Services Association		\$126,000
Greater Enrichment Program	\$200,000	\$200,000
Police Activities League	\$156,000	n/a
WINGS for Kids		\$200,000
YMCA Charlotte		
YWCA Central Carolinas	\$200,000	\$200,000
<b>TOTALS</b>	<b>\$979,934</b>	<b>\$979,934</b>



## Capital Projects Update City Council Budget Workshop

February 5, 2020

### PURPOSE AND OUTLINE

---

#### PURPOSE

- **Provide and update on enhancements to the Capital Improvement Program and status update on select CIP projects.**

#### OUTLINE

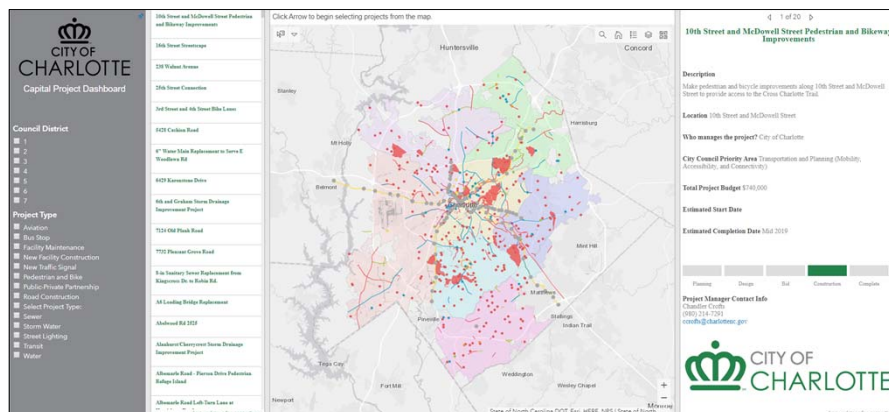
- **Process enhancements**
- **Status of current projects**

## CIP IMPROVEMENTS OVERVIEW

- Project Programming and Planning
- Project Implementation
- Performance Management and Reporting

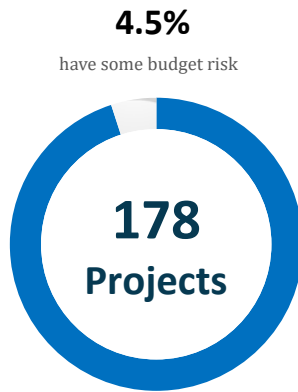


## CAPITAL PROJECT DASHBOARD



[https://charlottenc.gov/charlottefuture/Pages/Capital\\_Project.aspx](https://charlottenc.gov/charlottefuture/Pages/Capital_Project.aspx)

## CAPITAL PROJECTS OVERVIEW



- Eight out of 178 projects with some budget risk
- Some projects likely to be addressed without need for additional funds
- No projects with a significant potential funding gap



## STATUS OF CURRENT PROJECTS

## CAPITAL PROJECTS OVERVIEW



General Capital Investment Plan Project Updates

January 2020

Page 1 of 2

Yellow highlighted projects indicate potential budget risk.

## PROJECT UPDATES – SOME BUDGET RISK



Proposed Intersection Improvement Perspective

### Idlewild Road / Monroe Road Intersection

Description	Enhance conditions for uses including vehicles, pedestrians, bicyclists, and transit
Funding	Initial Approval: \$12.844 M* Additional Needed: \$0 - \$4.5 M
Explanation	<ul style="list-style-type: none"> <li>Increased utility relocation expenses, real estate costs, and inflation beyond the contingency.</li> <li>CDOT is pursuing CRTPO discretionary funding for this project. The CRTPO's Technical Coordinating Committee recommended approval for discretionary funds on January 15<sup>th</sup>. The CRTPO will vote on February 19<sup>th</sup>. If approved, no additional City funding is needed.</li> </ul>

\* Comprised of various funding sources such as City, State, Federal funding.

## PROJECT UPDATES – SOME BUDGET RISK

### CMPD Northwest Division Station

Description	Construct a 13,000 – 15,000 sq. ft. one-story police station located in Northwest Charlotte. This station will enable CMPD to create a new division station between the North Division and Freedom Division.
Funding	Current Budget: \$13.197 M Additional Needed: unknown
Explanation	Land acquisition is in process. Planning / Design has not started.



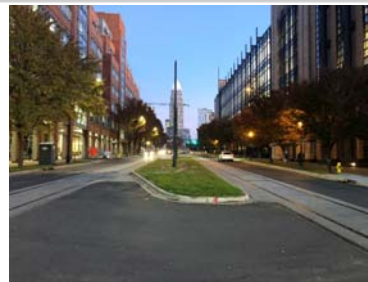
Potential site for CMPD Northwest Division

## PROJECT UPDATES – SOME BUDGET RISK

### Gold Line Phase II

Description	Extend the CityLYNX Gold Line system <ul style="list-style-type: none"> <li>• 2.0 miles west from the Charlotte Transportation Center to Johnson C. Smith University and</li> <li>• 0.5 miles east from Novant Presbyterian Medical Center to Sunnyside Avenue</li> </ul>
Funding	Initial Approval: \$150 M* Additional Needed: \$2 - \$4 M
Explanation	Re-inspections, design reviews due to errors with bridge girders; additional staff time due to contractor working 18-hour days and/or 7 days a week

\* Comprised of various funding sources such as City, State, Federal funding.



Gold Line Phase II (top) and CityLYNX Gold Line Vehicle (bottom)

## PROJECT UPDATES – SOME BUDGET RISK

### Beatties Ford Road Widening

Description	<ul style="list-style-type: none"> <li>Widen 1.75 miles of a two-lane cross-section to a median divided four-lane between Capps Hill Mine Road and Pauline Lane</li> <li>Install traffic signal at the Beatties Ford Road and Capps Hill Mine Road intersection</li> <li>Project includes bike lanes, turning lanes, and sidewalks</li> </ul>
Funding	Initial Approval: \$19.965 M (including \$850K from Charlotte Water) Additional Needed: \$1.5 - \$2M (including \$450K from Charlotte Water)
Explanation	Unsuitable soils, additional structures for water and sewer



A portion of the project is complete with landscaping

## PROJECT UPDATES – SOME BUDGET RISK

### McKee Road / Providence Road Intersection

Description	<ul style="list-style-type: none"> <li>Improve capacity and relieve congestion to the intersection of McKee Road, Ballantyne Commons Parkway and Providence Road</li> <li>Construct a second southbound left turn lane</li> <li>Widen McKee Road to Alderbrook Lane</li> <li>Add a southbound left turn lane onto Providence Road, and a new eastbound left turn lane on Ballantyne Commons Parkway</li> </ul>
Funding	Initial Approval: \$8.913 M* Additional Needed: \$100 K - \$450 K
Explanation	Unsuitable soils, additional retaining wall due to Duke Power pole

\* Comprised of various funding sources such as City, State, Federal funding.



Construction of the McKee Road / Providence Road intersection

## PROJECT UPDATES – SOME BUDGET RISK

### Innovation & Technology Relocation

Description	Purchase and renovate the office building at 5516 Central Avenue to house the Innovation & Technology Department
Funding	Initial Approval: \$7.95 M Additional Needed: TBD
Explanation	<ul style="list-style-type: none"> <li>Vital building systems need significant repairs.</li> <li>The City is evaluating options for future use.</li> </ul>



5516 Central Avenue

## PROJECT UPDATES – SOME BUDGET RISK

### Beatties Ford/ Sunset Road Pedestrian Improvements – Sunset/Beatties Ford Comprehensive Neighborhood Improvement Program

Description	<ul style="list-style-type: none"> <li>Construct sidewalks along Sunset Road and Beatties Ford Road</li> <li>Install traffic signal at the Beatties Ford Road / Trinity Road intersection</li> </ul>
Funding	Initial Approval: \$8.55M* Additional Needed: \$2 - \$6M
Explanation	NCDOT requirement to extend pipe crossing at McIntyre Creek

\* Comprised of various funding sources such as City, State, Federal funding.



Site of the Beatties Ford/Sunset Road Pedestrian Improvements

## PROJECT UPDATES – SOME BUDGET RISK

### Montford Drive to Abbey Place Street Connection

Description	Construct new roadway connecting Montford Drive to Abbey Place Street
Funding	Initial Approval: \$2.51 M Additional Needed: \$0 - \$1 M
Justification	Real estate costs

### Montford Drive Street Connection (Montford Drive to Abbey Place)



Potential cross section



Montford Drive towards Abbey Place



QUESTIONS?

---

**FY 2020 General Capital  
Investment Plan  
Project Updates**

---

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
Neighborhood Investments				
Comprehensive Neighborhood Improvement Program (CNIP)				
CNIP - Central / Albemarle / Shamrock				
1	CNIP - Central/Albemarle/Shamrock - Shamrock Drive Complete Street Improvements (The Plaza to Eastway Drive)	Design	Q3 2025	On Target
2	CNIP - Central/Albemarle/Shamrock - Eastway/Shamrock Intersection (CNIP Contribution) Planning Study Only	Planning	Q1 2020	On Target
3	CNIP - Central/Albemarle/Shamrock - Kilborne Drive Streetscape	Design	Q4 2022	On Target
4	CNIP - Central/Albemarle/Shamrock - Central/Kilborne/Norland Ped/Bike Improvements	Design	Q4 2022	On Target
CNIP - Prosperity Village				
5	CNIP - Prosperity Village - Ridge Road Sidewalk Gap	Completed		
6	CNIP - Prosperity Village - Craven Thomas Road/Robert Helms Road Streetscape	Design	Q4 2021	On Target
7	CNIP - Prosperity Village - DeArmon Road Complete Street Improvements	Design	Q1 2024	On Target
8	CNIP - Prosperity Village - Prosperity Church Road Pedestrian Crossings	Construction	Q3 2020	On Target
9	CNIP - Prosperity Village - Prosperity Church Road (Old Ridge to Benfield) Improvements	Design	Q1 2024	On Target
10	CNIP - Prosperity Village - Prosperity Village Pocket Park	Completed		
CNIP - Sunset / Beatties Ford				
11	CNIP - Sunset/Beatties Ford - Beatties Ford Road Pedestrian Crossings	Completed		
12	CNIP - Sunset/Beatties Ford - Lakeview/Reames Roundabout with Sidewalk to Beatties Ford	Real Estate	Q4 2022	On Target
13	CNIP - Sunset/Beatties Ford - Beatties Ford/Sunset Ped Improvements (former Hornets Nest Park Access)	Design	Q4 2023	Some Budget Risk
14	CNIP - Sunset/Beatties Ford - Peachtree Road Sidewalks	Bid	Q2 2021	On Target
15	CNIP - Sunset/Beatties Ford - Oakdale/Miranda/Sunset Intersection	Planning	NCDOT Build According to Schedule	On Target
CNIP - West Trade / Rozzelles Ferry				
16	CNIP - West Trade/Rozzelles Ferry - Frazier Avenue Realignment	Construction	Q3 2020	On Target
17	CNIP - West Trade/Rozzelles Ferry - I-77/West Trade Underpass Enhancements	Construction	Q4 2020	On Target
18	CNIP - West Trade/Rozzelles Ferry - Five Points Public Plaza	Construction	Q4 2020	On Target
19	CNIP - West Trade/Rozzelles Ferry - Rozzelles Ferry Pedscape Project	Construction	Q4 2020	On Target
20	CNIP - West Trade/Rozzelles Ferry - State Street Pedestrian Improvements, Turner to Five Points	Construction	Q4 2020	On Target
21	CNIP - West Trade/Rozzelles Ferry - State Street/Stewarts Creek Trail Crossing Improvements	Real Estate	Q4 2020	On Target
22	CNIP - West Trade/Rozzelles Ferry - Street Connectivity - Yellowstone Drive to Zebulon Avenue (MLK Park)	Construction	Q3 2021	On Target
23	CNIP - West Trade/Rozzelles Ferry - Vibrant Ashley Housing	Removed - Developer project never materialized		

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>CNIP - Whitehall / Ayrley</b>				
24	CNIP - Whitehall/Ayrley - South Tryon/Whitehall Park/Ayrley Intersection and Traffic Calming	Completed		
25	CNIP - Whitehall/Ayrley - Brown - Grier Road Upgrades	Design	Q4 2023	On Target
26	CNIP - Whitehall/Ayrley - Sandy Porter/South Tryon Intersection Improvement (former Sandy Porter Road Upgrades)	Design	Q2 2021	On Target
27	CNIP - Whitehall/Ayrley - Multi-Use Path along Westinghouse Boulevard	Design	Q4 2021	On Target
<b>SouthPark CNIP</b>				
28	SouthPark CNIP - Enhanced CrossWalks - Phase I (Sharon Road/Fairview Road and Sharon Road/Morrison Boulevard Intersection)	Bid	Q2 2020	On Target
29	SouthPark CNIP - Barclay Downs Sidewalk (Scofield Road to Runnymede Lane)	Real Estate	Q3 2021	On Target
30	SouthPark CNIP - Backlot Trail Phase I (Park South Extension to Park Road Park-XCLT)	Design	Q1 2022	On Target
31	SouthPark CNIP - Cultural Loop Vision Framework Plan	Completed		
32	SouthPark CNIP - Briar Creek Greenway Wayfinding	Planning	County Build According to Schedule	On Target
33	SouthPark CNIP - Cultural Loop Implementation and Partnership Opportunities	Developer Partnerships	N/A	Waiting on Partnerships
<b>Neighborhood Reinvestment Program (NRP)</b>				
34	NRP - Ardrey Kell Sidewalk	Design	Q2 2023	On Target
35	NRP - North Community House Road at Ballantyne Commons Parkway Turn Lanes	Design	Q3 2021	On Target
36	NRP - Ballantyne Commons Parkway at Rea Road Turn Lanes	Design	Q4 2021	On Target
37	NRP - NC-51 at Providence Road Turn Lanes	Design	Q2 2022	On Target
<b>Neighborhood Improvement Program (NIP)</b>				
38	NIP - Howie Acres Phase II	Design	Q3 2020	On Target
39	NIP - Newell South Phase I	Construction	Q4 2020	On Target
40	NIP - Newell South Phase II	Planning	Establish Upon Completion of Planning	On Target
<b>Placemaking Program</b>				
41	Placemaking - Montford Drive Streetscape	Completed		
42	Placemaking - North Rail Trail	Planning	Establish Upon Completion of Planning	On Target
43	Placemaking - West Boulevard Bus Stop	Planning	Establish Upon Completion of Planning	On Target
44	Placemaking - Urban Arboretum Trail Phase I	Planning	Establish Upon Completion of Planning	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Transportation Investments</b>				
<b>Preserving and Optimizing the Transportation Network</b>				
45	Beatties Ford Road Widening (Capps Hill Mine to Sunset)	Construction	Q2 2020	Some Budget Risk
46	Idlewild Road/Monroe Road Intersection	Real Estate	Q1 2023	Some Budget Risk
47	Lakeview Road Farm to Market	Real Estate	Q2 2023	On Target
48	McKee Road/Providence Road Intersection	Construction	Q4 2020	Some Budget Risk
49	Oakdale Road Farm-to-Market	Construction	Q3 2020	On Target
50	Tuckaseegee / Berryhill / Thrift Roundabout	Bid	Q1 2021 - May be delayed due to NCDOT funding	On Target - May change due to NCDOT delay
<b>Repair and Replace Bridges</b>				
51	Michael Baker Bridge Replacement	Completed		
52	Morris Field Bridge Replacement	Real Estate	Q1 2023 - May be delayed due to NCDOT funding	On Target - May change due to NCDOT delay
53	Sardis Lane Bridge Replacement	Real Estate	Q2 2021 - May be delayed due to NCDOT funding	On Target - May change due to NCDOT delay
<b>New Street Connections</b>				
54	35th Street Extension	Developer Partnerships	N/A	Waiting on Partnerships
55	Bryant Farms Road Extension (Elm Lane to Rea Road)	Planning	Q3 2024	On Target
56	Eastern Circumferential	Developer Partnerships	NCDOT Build According to Schedule	Waiting on Partnerships
57	John Kirk Drive Extension	Developer Partnerships	Q2 2022	On Target
58	Park South Drive Extension	Developer Partnerships	N/A	Waiting on Partnerships
59	Research Drive - J.W. Clay Connector over I-85 (North Bridge)	Real Estate	Q1 2024	On Target
<b>Mobility Options</b>				
60	Belk Greenway Connector	Design	Q2 2023	On Target
61	Billy Graham Parkway Street Lighting	Real Estate	Q2 2021	On Target
62	Gold Line Phase II	Construction	Q4 2020	Some Budget Risk
63	South End Pedestrian/Bicycle Connector	Design	Q2 2022	On Target
64	South End Rail Trail I-277 Pedestrian Bridge	Planning	Q3 2023	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Sidewalk and Pedestrian Safety Program</b>				
65	10th Street and McDowell Street Pedestrian and Bikeway	Completed		
66	University Research Park Sidewalk	Planning	Establish Upon Completion of Planning	On Target
67	Rail Trail Gaps	Design	Q4 2021	On Target
68	Heather Lane / Paddock Circle Sidewalk (Ashbrook Neighborhood)	Completed		
69	Kennon Street Sidewalk (Hawthorne Lane to Thomas Avenue)	Design	Q3 2022	On Target
70	Oneida Road Sidewalk	Real Estate	Q2 2021	On Target
71	Queen City Sidewalk	Real Estate	Q3 2020	On Target
72	Sunnyside Avenue Sidewalk	Design	Q1 2021	On Target
73	Suttle Avenue Sidewalk	Completed		
74	Alleghany Street Pedestrian and Bike Improvements	Real Estate	Q3 2021	On Target
75	Ashley Road (Greenland Avenue to Alleghany Street) Sidewalk	Bid	Q1 2021	On Target
76	Bryant Farms Road Sidewalk	Construction	Q2 2020	On Target
77	Davidson Street (36th Street to Sugar Creek Road) Sidewalk	On Hold	NCDOT May Complete Project	On Target
78	Gibbon Road Sidewalk	Real Estate	Q2 2021	On Target
79	Graham Street (10th Street to 12th Street) Sidewalk	Completed		
80	Margaret Wallace Road (Campbell Creek to Old Gate Drive) Sidewalk	Real Estate	Q2 2021	On Target
81	Margaret Wallace Road (Cedar Bark Drive to Idlewild Road) Sidewalk	Completed		
82	Mallard Creek Church Road and David Taylor Drive Intersection Improvements	Completed		
83	Mallard Creek Church Road Shared Use Path	Real Estate	Q3 2021	On Target
84	Marvin Road Sidewalk	Real Estate	Q1 2021	On Target
85	NC-51 (Echo Forest Drive to Alexander Road) Sidewalk	Design	Q3 2022	On Target
86	NC-51 (McAlpine Greenway to Ridgeloach Place) Sidewalk	Construction	Q2 2021	On Target
87	Old Providence Road (Sharon View Road to English Meadows Lane) Sidewalk	Real Estate	Q4 2021	On Target
88	Pleasant Grove Road (Hipp Road to Oakdale Elementary School) Sidewalk	Planning	Establish Upon Completion of Planning	On Target
89	Providence Road (Greentree Drive to Knob Oak Lane) Sidewalk	Real Estate	Q4 2021	On Target
90	Sharon Amity Road (Tangle Drive to Craig Avenue) Sidewalk	Real Estate	Q4 2021	On Target
91	Sharon Road (Bramwyck Drive to Chandworth Road) Sidewalk	Planning	Establish Upon Completion of Planning	On Target
92	Tuckaseegee Road (Little Rock Road to Westerwood Drive) Sidewalk	Planning	Establish Upon Completion of Planning	On Target
<b>East / Southeast Corridor Sidewalk and Bikeway Improvements (ESBI)</b>				
93	ESBI - North Pedestrian/Bike Boulevard	Design	Q2 2023	On Target
94	ESBI - South Pedestrian/Bike Boulevard	Design	Q2 2023	On Target
95	ESBI - Briar Creek Road Connector	Design	Q3 2021	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Northeast Corridor Infrastructure Improvements (NECI)</b>				
96	NECI - 25th Street Connection	Bid	Q1 2021	On Target
97	NECI - Orr Road Extension	Construction	Q2 2020	On Target
98	NECI - Rocky River Road West Streetscape	Real Estate	Q2 2022	On Target
99	NECI - Sugar Creek Streetscape	Real Estate	Q1 2022	On Target
100	NECI - McCullough Drive Streetscape	Real Estate	Q2 2023	On Target
101	NECI - North Tryon Street/36th Street Streetscape	Design	Q1 2023	On Target
102	NECI - J.W. Clay Boulevard Streetscape and Harris Boulevard / J.W. Clay Intersection	Design	Q4 2023	On Target
103	NECI - Parkwood Avenue Streetscape	Design	Q2 2022	On Target
104	NECI - Tom Hunter Road Streetscape	Real Estate	Q3 2021	On Target
105	NECI - Dave McKinney Avenue Extension	Design	Q4 2023	On Target
106	NECI - Tryon Street/Northchase Drive Intersection	Design	Q2 2022	On Target
107	NECI - North Davidson/Jordan Place Intersection	Design	Q2 2023	On Target
108	NECI - North Davidson/Belmont Intersection	Planning	Establish Upon Completion of Planning	On Target
<b>Neighborhood Transportation Programs (NTP)</b>				
109	NTP - Albemarle Road Left Turn Lane at Harrisburg Road	Design	Q1 2021	On Target
110	NTP - Grier / Rocky River Left Turn Lane	Real Estate	Q2 2021	On Target
111	NTP - Milton Road Pedestrian Refuge	Completed		
112	NTP - Oaklawn Pedestrian Refuge	Completed		
113	NTP - Wilkinson Left Turn Lane at Old Steel Creek Road	Bid	Q3 2020	On Target
<b>Cross-Charlotte Trail (XCLT)</b>				
114	XCLT Segment 2 - Brandywine to Tyvola	Construction	Q4 2021	On Target
115	XCLT Segment 3 - 7th Street to 10th Street	Real Estate	Q4 2021	On Target
116	XCLT Segment 4 - Cordelia Park	Completed		
117	XCLT Segment 5 - Davidson to Matheson	Design	Q2 2022	On Target
118	XCLT Segment 6 - Matheson to Craighead	Design	Q4 2024	On Target
119	XCLT Segment 7 - Craighead to Tryon	Design	Q4 2023	On Target
120	XCLT Segment 8 - Orr to Rocky River	Design	Q4 2024	On Target
121	XCLT Segment 9 - Tryon to Orr (Hidden Valley)	Design	Q1 2024	On Target
122	XCLT Bike Boulevard	Design	Q4 2020	On Target
123	Cross Charlotte Trail - South Charlotte Connector	Construction	Q4 2020	On Target
<b>Bicycle Travel (Bike)</b>				
124	Bike - South Boulevard Parallel Route	Completed		
125	Bike - South Tryon Street Parallel Route	Design	Q4 2020	On Target
126	Bike - 6th Street Cycle Track	Design	Q4 2021	On Target
127	Bike - 7th Street Bridge Diet	Completed		
128	Bike - The Plaza Road Conversion	Construction	Q1 2020	On Target
129	Bike - First Ward to 6th Street Bike Boulevard	Construction	Q2 2020	On Target
130	Bike - Elizabeth Bike Boulevard Connections	Planning	Establish Upon Completion of Planning	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Bicycle Travel (continued)</b>				
131	Bike - Brevard Street Bike Boulevard	Design	Q1 2020	On Target
132	Bike - Selwyn Park Wayfinding	Completed		
133	Bike - 3rd Street / 4th Street Bike Lane Improvements Uptown	Construction	Q2 2020	On Target
<b>Transportation Safety (Vision Zero)</b>				
134	Vision Zero - Neighborhood Traffic Calming (Speed humps at approximately 55 locations citywide)	Varies	Q1 2021	On Target
135	Vision Zero - New Thoroughfare Street Lighting (LED lighting upgrades or new installation at more than 40 locations citywide)	Varies	Q2 2021	On Target
136	Vision Zero - Traffic Safety Infrastructure - Pedestrian Hybrid Beacon at The Plaza/Duncan	Design	Q4 2021	On Target
137	Vision Zero - Traffic Safety Signs (Driver Feedback signs at 10-15 locations citywide)	Planning	Establish Upon Completion of Planning	On Target
<b>Corridor Program (Corridor)</b>				
138	Corridor - Parkwood Road Improvements	Real Estate	Q2 2021	On Target
139	Corridor - South Tryon Corridor	Real Estate	Q4 2020	On Target
140	Corridor - South Boulevard Corridor	Real Estate	Q4 2020	On Target
141	Corridor - West Boulevard Corridor	Real Estate	Q4 2020	On Target
<b>Supporting Economic Development</b>				
142	Monroe Road Streetscape	Design	Q3 2024	On Target
143	North Tryon Redevelopment	Construction	Q1 2020	On Target
<b>Dixie Berryhill Area Roads</b>				
144	Dixie Berryhill Area Roads - West Boulevard Extension	Developer Partnerships	Q4 2023	On Target
<b>Southeast Land Acquisition and Street Connections (SELA)</b>				
145	SELA - City View / Buick Drive Connector	Construction	Q3 2020	On Target
146	SELA - Oakhurst -Amity Garden Street Connector	Real Estate	Q4 2022	On Target
147	SELA - Shade Valley Road Realignment and Roundabout	Design	Q2 2023	On Target
148	SELA - Albemarle / Pierson Crossing	Planning	Establish Upon Completion of Planning	On Target
<b>Applied Innovation Corridor</b>				
149	AIC - Matheson Avenue Bridge	Design	Q4 2022	On Target
150	AIC - 16th Street	Real Estate	Q1 2021	On Target
151	AIC - ATCO (Graham Street Streetscape)	Real Estate	Q4 2022	On Target
152	AIC - North Tryon Gateway	Design	Q2 2022	On Target
<b>Area Plan Program (Area Plan)</b>				
153	Area Plan - Montford Drive to Abbey Place Street Connection	Real Estate	Q1 2022	Some Budget Risk
154	Area Plan - Montford Drive and East Woodlawn Signal	Real Estate	Q1 2020	On Target
155	Area Plan - Cherry Traffic Calming	Planning	Establish Upon Completion of Planning	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>Public Safety Facilities</b>				
156	Animal Care and Control - Upgrades to Current Facility	Construction	Q2 2020	On Target
157	CMPD Central Division Station	Construction	Q3 2020	On Target
158	Fire Logistics Parking Lot Renovations	Completed		
159	Infill Fire Station I-77 and Clanton Road Additional Funding	Construction	Q1 2021	On Target
160	Joint Communication Center <sup>4</sup>	TBD	TBD	TBD
<b>Six Police Division Station</b>				
161	Six Police Division Stations - CMPD Hickory Grove Station	Construction	Q2 2020	On Target
162	Six Police Division Stations - CMPD Independence Station	Construction	Q3 2020	On Target
163	Six Police Division Stations - CMPD Northwest Station	Real Estate	Establish Once Land is Acquired and Planning is Complete	Some Budget Risk
164	Six Police Division Stations - CMPD South Station	Construction	Q2 2021	On Target
165	Six Police Division Stations - CMPD University City Station	Construction	Q1 2021	On Target
<b>Non-Public Safety Facilities</b>				
166	Cemeteries - Roads and Storm Water Renovations and Master Plan	Design	Q4 2021	On Target
167	Charlotte Vehicle Operations Center (CVOC)	Construction	Q2 2020	On Target
168	Circular Economy Innovation Barn	Design	Q4 2020	On Target
169	CMGC Generator	Planning	Establish Upon Completion of Planning	On Target
170	CMGC HVAC Replacement	Planning	Establish Upon Completion of Planning	On Target
171	Convention Center Renovation	Construction	Q4 2021	On Target
172	Innovation and Technology Relocation	Design	Q4 2020	Some Budget Risk
173	Louise Ave Parking Lot Repairs	Construction	Q3 2020	On Target
174	Northeast Equipment Maintenance Facility	Design	Q4 2021	On Target
175	Sweden Road Complex Repaving	Planning	Establish Upon Completion of Planning	On Target
176	Sweden Road Modular	Design	Q1 2021	On Target

## General Capital Investment Plan Project Updates

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Budget Status
<b>CMGC Floor Renovations</b>				
177	Lobby - Charlotte Development Center	Construction	Q1 2020	On Target
<b>Bojangles / Ovens Area Redevelopment</b>				
178	Bojangles/Ovens Area Redevelopment - Connector Facility	Construction	Q2 2020	On Target

Legend:

Yellow highlights represent projects with Some Budget Risk based on preliminary analysis.

Dark blue highlights represent major umbrella projects with sub-projects listed below in light blue highlights.

Projects not highlighted are stand alone projects.

Notes:

1. All projects have the risk of escalating construction market, poor soils, rock, etc.
2. New facilities listed above are all designed to meet LEED v4 standards. Facilities listed above DO NOT have funding to support the Strategic Energy Action Plan.
3. Facility renovation projects are not scoped to pursue LEED certification. The Central Avenue Innovation and Technology Relocation and Circular Economy Innovation Barn do not have the budget to pursue LEED or Strategic Energy Action Plan goals.
4. The Joint Communications Center will now be built as part of a future Police or Fire Station.

---

**FY 2019 General Capital  
Investment Plan  
Project Updates**

---

# Preliminary 2014 - 2020 General Community Investment Plan Updates

1/14/2019

Does not include funds committed to projects through off-cycle adjustments

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
<b>Housing General Obligation (GO) Bonds</b>				
1	Affordable Housing	Ongoing	N/A	On Target
<b>Neighborhood Improvement GO Bonds</b>				
2	Sidewalks and Pedestrian Safety	Ongoing	N/A	On Target
<b>Comprehensive Neighborhood Improvement Program (CNIP)</b>				
<b>CNIP - Central/Albemarle/Shamrock</b>				
3	CNIP - Central/Albemarle/Shamrock - Shamrock Drive Complete Street Improvements (The Plaza to Eastway Drive)	Design	Q4 2023	On Target
4	CNIP - Central/Albemarle/Shamrock - Eastway/Shamrock Intersection (CNIP Contribution) Planning Study	Planning	Establish Upon Completion of Planning	On Target
5	CNIP - Central/Albemarle/Shamrock - Kilborne Drive Streetscape	Design	Q3 2021	On Target
6	CNIP - Central/Albemarle/Shamrock - Central/Kilborne/Norland Ped/Bike Improvements	Design	Q4 2022	On Target
<b>CNIP - Prosperity Village</b>				
7	CNIP - Prosperity Village - Jimmy Oehler Road Sidewalk	Completed	Q4 2017	On Target
8	CNIP - Prosperity Village - Ridge Road Sidewalk Gap	Construction	Q3 2019	On Target
9	CNIP - Prosperity Village - Craven Thomas Road/Robert Helms Road Streetscape	Design	Q4 2021	On Target
10	CNIP - Prosperity Village - DeArmon Road Complete Street Improvements	Design	Q1 2024	On Target
11	CNIP - Prosperity Village - Prosperity Church Road Pedestrian Crossings	Design	Q3 2020	On Target
12	CNIP - Prosperity Village - Prosperity Church Road (Old Ridge to Benfield) Improvements	Planning	Establish Upon Completion of Planning	On Target
13	CNIP - Prosperity Village - Prosperity Village Pocket Park	Design	Q4 2019	On Target
<b>CNIP - Sunset/Beatties Ford</b>				
14	CNIP - Sunset/Beatties Ford - Beatties Ford Road Pedestrian Crossings	Construction	Q2 2019	On Target
15	CNIP - Sunset/Beatties Ford - Lakeview/Reames Roundabout with Sidewalk to Beatties Ford	Design	Q4 2022	On Target
16	CNIP - Sunset/Beatties Ford - Beatties Ford/Sunset Ped Improvements (former Hornets Nest Park Access)	Design	Q2 2023	On Target
17	CNIP - Sunset/Beatties Ford - Peachtree Road Sidewalks	Design	Q2 2020	On Target
18	CNIP - Sunset/Beatties Ford - Oakdale/Miranda/Sunset Intersection	Planning	NCDOT Build According to Schedule	On Target
<b>CNIP - West Trade/Rozzelles Ferry</b>				
19	CNIP - West Trade/Rozzelles Ferry - West 4 <sup>th</sup> Street Extension	Completed	Q3 2018	On Target
20	CNIP - West Trade/Rozzelles Ferry - Frazier Avenue Realignment	Construction	Q3 2020	On Target
21	CNIP - West Trade/Rozzelles Ferry - I-77/West Trade Underpass Enhancements	Design	Q4 2020	On Target
22	CNIP - West Trade/Rozzelles Ferry - Five Points Public Plaza	Design	Q4 2020	On Target

# Preliminary 2014 - 2020 General Community Investment Plan Updates

1/14/2019

Does not include funds committed to projects through off-cycle adjustments

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
23	CNIP - West Trade/Rozzelles Ferry - Morehead Projects (2)	Completed	Q2 2018	On Target
24	CNIP - West Trade/Rozzelles Ferry - Rozzelles Ferry Pedscape Project	Design	Q4 2020	On Target
25	CNIP - West Trade/Rozzelles Ferry - State Street Pedestrian Improvements, Turner to Five Points	Design	Q4 2020	On Target
26	CNIP - West Trade/Rozzelles Ferry - State Street/Stewarts Creek Trail Crossing Improvements	Design	Q4 2020	On Target
27	CNIP - West Trade/Rozzelles Ferry - Street Connectivity - Yellowstone Drive to Zebulon Avenue (MLK Park)	Design	Q1 2021	On Target
28	CNIP - West Trade/Rozzelles Ferry - Vibrant Ashley Housing	Developer Partnerships	N/A	Waiting on Partnerships
29	CNIP - West Trade/Rozzelles Ferry - Five Points Better Blocks Contract	Completed	Q3 2017	On Target
<b>CNIP - Whitehall/Ayrsley</b>				
30	CNIP - Whitehall/Ayrsley - South Tryon/Whitehall Park/Ayrsley Intersection and Traffic Calming	Construction	Q4 2018	On Target
31	CNIP - Whitehall/Ayrsley - Brown - Grier Road Upgrades	Design	4Q 2022	On Target
32	CNIP - Whitehall/Ayrsley - Sandy Porter/South Tryon Intersection Improvement (former Sandy Porter Road Upgrades)	Design	Q2 2021	On Target
33	CNIP - Whitehall/Ayrsley - Multi-Use Path along Westinghouse Boulevard	Design	Q1 2021	On Target
<b>SouthPark CNIP</b>				
34	SouthPark CNIP - Enhanced CrossWalks - Phase I (Sharon Road/Fairview Road and Sharon Road/Morrison Boulevard Intersection)	Design	Q4 2019	On Target
35	SouthPark CNIP - Enhanced CrossWalks - Phase II	Not Started	Establish Upon Completion of Planning	On Target
36	SouthPark CNIP - Barclay Downs Sidewalk (Scofield Road to Runnymede Lane)	Design	Q3 2021	On Target
37	SouthPark CNIP - Backlot Trail Phase I (Park South Extension to Park Road Park-XCLT)	Design	Q4 2021	On Target
38	SouthPark CNIP - Cultural Loop Vision Framework Plan	Planning	Q2 2019	On Target
39	SouthPark CNIP - Briar Creek Greenway Wayfinding	Not Started	N/A	On Target
40	SouthPark CNIP - Cultural Loop Implementation	Not Started	N/A	On Target
41	SouthPark CNIP - Partnership Opportunities	Developer Partnerships	N/A	Waiting on Partnerships
42	Neighborhood Reinvestment Program	Ongoing	Varies	On Target
<b>Transportation GO Bonds</b>				
<b>Dixie Berryhill Area Roads (combined two prior projects)</b>				
43	Dixie Berryhill Area Roads - West Boulevard Extension	Developer Partnerships	Q4 2023	Waiting on Partnerships
44	Land Acquisition and Street Connections	Ongoing	Q1 2022	On Target
45	Monroe Road Streetscape	Planning	Q2 2022	On Target

# Preliminary 2014 - 2020 General Community Investment Plan Updates

1/14/2019

Does not include funds committed to projects through off-cycle adjustments

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
46	Public/Private Redevelopment Opportunities	Developer Partnerships	N/A	Waiting on Partnerships
47	Idlewild Road/Monroe Road Intersection	Design	Q1 2023	Some Budget Risk
48	Sidewalk and Bikeway Improvements	Ongoing	N/A	On Target
49	Research Drive - J.W. Clay Connector over I-85 (North Bridge)	Design	Q1 2024	On Target
50	University Pointe Connection - IBM Drive to Ikea Boulevard (South Bridge)	Completed	Q2 2017	On Target
Northeast Corridor Infrastructure (NECI)				
51	NECI - 25 <sup>th</sup> Street Connection	Design	Q3 2020	On Target
52	NECI - Orr Road Extension	Design	Q2 2020	On Target
53	NECI - Rocky River Road West Streetscape	Design	Q1 2021	On Target
54	NECI - Sugar Creek Streetscape	Design	Q1 2021	On Target
55	NECI - McCullough Drive Streetscape	Design	Q3 2021	On Target
56	NECI - North Tryon/36 <sup>th</sup> Street Streetscape	Design	Q4 2021	On Target
57	NECI - J.W. Clay Boulevard Streetscape	Design	Q4 2021	On Target
58	NECI - Parkwood Avenue Streetscape	Design	Q3 2021	On Target
59	NECI - Tom Hunter Road Streetscape	Design	Q4 2020	On Target
60	NECI - Dave McKinney Avenue Extension	Planning	Q4 2023	On Target
61	NECI - Harris Boulevard/J.W. Clay Intersection	Planning	Establish Upon Completion of Planning	On Target
62	NECI - Tryon Street/Northchase Drive Intersection	Planning	Establish Upon Completion of Planning	On Target
63	NECI - North Davidson/Jordan Place Intersection	Planning	Establish Upon Completion of Planning	On Target
64	NECI - North Davidson/Belmont Intersection	Planning	Establish Upon Completion of Planning	On Target
65	Applied Innovation Corridor	Ongoing	Varies	On Target
66	Prosperity Church Road NW Arc	Completed	Phase A - Q4 2014 Phase B - Q1 2016	On Target
67	Neighborhood Transportation Programs	Ongoing	Varies	On Target
68	Upgrade Traffic Signal System Coordination	Ongoing	Varies	On Target
69	Upgrade Traffic Control Devices	Ongoing	Varies	On Target
70	Repair and Replace Bridges	Ongoing	Varies	On Target
71	Eastern Circumferential	Developer Partnerships	NCDOT Build According to Schedule	Waiting on Partnerships
72	Park South Drive Extension	Developer Partnerships	N/A	Waiting on Partnerships
73	Cross Charlotte Multi-Use Trail	Ongoing	Varies	TBD
74	Cross Charlotte Trail - South Charlotte Connector	Design	Q4 2020	On Target

# Preliminary 2014 - 2020 General Community Investment Plan Updates

1/14/2019

Does not include funds committed to projects through off-cycle adjustments

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
75	SouthEnd Pedestrian/Bicycle Connector	Planning	Establish Upon Completion of Planning	On Target
76	Bryant Farms Road Extension (Elm Lane to Rea Road)	Planning	Establish Upon Completion of Planning	On Target
77	Bicycle Travel	Ongoing	Varies	On Target
78	Transportation Safety (Vision Zero)	Ongoing	Varies	On Target
79	McKee Road/Providence Road Intersection	Construction	Q4 2020	On Target
<b>Certificates of Participation (COPs)</b>				
<b>Bojangles/Ovens Area Redevelopment</b>				
80	Bojangles/Ovens Area Redevelopment - Connector Facility	Construction	Q4 2019	On Target
81	Bojangles/Ovens Area Redevelopment - Hotel Demolition and Parking Lot Paving	Completed	Q2 2016	On Target
82	Sweden Road Maintenance Yard Replacement	Removed	N/A	Removed
83	Northeast Equipment Maintenance Facility	Design	Q4 2020	On Target
84	Joint Communications Center	Design	Q1 2023	On Target
<b>Six Police Division Stations</b>				
85	Six Police Division Stations - CMPD Hickory Grove Station	Construction	Q4 2019	On Target
86	Six Police Division Stations - CMPD Independence Station	Design	Q2 2020	On Target
87	<b>Six Police Division Stations - CMPD Northwest Station</b>	<b>Planning</b>	<b>Establish Upon Completion of Planning</b>	<b>Some Budget Risk</b>
88	Six Police Division Stations - CMPD South Station	Design	Q3 2020	On Target
89	Six Police Division Stations - CMPD University City Station	Design	Q2 2020	On Target
90	Six Police Division Stations - CMPD Westover Station	Completed	Q2 2016	On Target
<b>Land Purchase for Future Fire Stations</b>				
91	Land Purchase for Future Fire Stations - Beatties Ford Road/Miranda Road	Completed	Q1 2018	On Target
92	Land Purchase for Future Fire Stations - I-77 and Clanton Road	Completed	Q4 2017	On Target
93	<b>Animal Care and Control - Upgrades to Current Facility</b>	<b>Design</b>	<b>Q3 2019</b>	<b>Some Budget Risk</b>
94	Infill Fire Station I-77 and Clanton Road Additional Funding	Design	Q3 2020	On Target
95	<b>Infill Fire Station New</b>	<b>Not Started</b>	<b>N/A</b>	<b>Additional Funds Needed</b>
96	Sweden Road Complex Repaving	Not Started	N/A	On Target
97	Innovation and Technology Relocation	Design	Q4 2020	On Target
98	Circular Economy Innovation Barn	Design	Q4 2019	On Target
99	Hold for Charlotte Gateway Station and Other Contingencies	Developer Partnerships	Varies	Waiting on Partnerships
<b>Other Projects Funded Through Various Sources</b>				
100	<b>North Tryon Redevelopment</b>	<b>Construction</b>	<b>Q4 2019</b>	<b>Some Budget Risk</b>
101	Beatties Ford Road Widening (Capps Hill Mine to Sunset)	Construction	Q2 2020	On Target
102	American with Disabilities Act (ADA) Implementation	Planning	Establish Upon Completion of Planning	On Target

# Preliminary 2014 - 2020 General Community Investment Plan Updates

1/14/2019

Does not include funds committed to projects through off-cycle adjustments

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
103	John Kirk Drive Extension	Developer Partnerships	UNC Charlotte Build According to their Schedule	Waiting on Partnerships
104	Oakdale Road Farm-to-Market	Construction	Q3 2020	On Target
105	Gold Line Phase II	Construction	Q3 2020	Some Budget Risk
106	Charlotte Vehicle Operations Center (CVOC)	Design	Q3 2020	Some Budget Risk
107	Convention Center Renovation	Design	Q1 2021	Some Budget Risk
108	Sweden Road Modular	Design	Q1 2020	On Target
109	CMPD Central Division Station	Construction	Q2 2020	Some Budget Risk

## Legend:

**Yellow highlights represent projects with Some Budget Risk or Additional Funds Needed based on preliminary analysis.**

Dark blue highlights represent major umbrella projects with sub-projects listed below in light blue highlights.

## Notes:

1. All projects have the risk of escalating construction market, poor soils, rock, etc.
2. New facilities listed above are all designed to meet LEED v4 standards. Facilities listed above DO NOT have funding to support the Strategic Energy Action Plan.
3. Facility renovation projects are not scoped to pursue LEED certification. The Central Avenue Innovation and Technology Relocation and Circular Economy Innovation Barn do not have the budget to pursue LEED or Strategic Energy Action Plan goals.

During the Budget Workshop on February 6, 2019, City Council was provided with a list of project status updates entitled, "Preliminary 2014 – 2020 General Community Investment Plan Updates." During that meeting, it was noted that staff would bring updates on any remaining active, off-cycle projects to City Council at a later date. Attached, please find project updates for the remaining capital projects.

## General Community Investment Plan Project Updates Continued

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
<b>Neighborhood Reinvestment Program</b>				
1	Ardrey Kell Sidewalk	Planning	Establish Upon Completion of Planning	On Target
2	North Community House Road at Ballantyne Commons Parkway Turn Lanes	Planning	Establish Upon Completion of Planning	On Target
3	Ballantyne Commons Parkway at Rea Road Turn Lanes	Planning	Establish Upon Completion of Planning	On Target
4	NC-51 at Providence Road Turn Lanes	Planning	Establish Upon Completion of Planning	On Target
<b>Southeast Land Acquisition and Street Connections</b>				
5	City View / Buick Drive Connector	Design	Q3 2020	On Target
6	Oakhurst / Amity Gardens Street Connections	Design	Q4 2022	On Target
7	Albemarle / Pierson Crossing	Planning	Establish Upon Completion of Planning	On Target
<b>East / Southeast Corridor Sidewalk and Bikeway Improvements</b>				
8	North Pedestrian/Bike Boulevard	Design	Q1 2023	On Target
9	South Pedestrian/Bike Boulevard	Design	Q1 2023	On Target
10	Briar Creek Road Connector	Design	Q3 2021	On Target
<b>Applied Innovation Corridor</b>				
11	Matheson Avenue Bridge	Design	Q4 2022	On Target
12	16 <sup>th</sup> Street	Design	Q1 2021	On Target
13	ATCO (Graham Street Streetscape)	Design	Q4 2022	On Target
14	North Tryon Gateway	Construction	Q2 2020	On Target
<b>Bicycle Travel</b>				
15	South Boulevard Parallel Route	Planning	Establish Upon Completion of Planning	On Target
16	South Tryon Street Parallel Route	Planning	Establish Upon Completion of Planning	On Target
17	6 <sup>th</sup> Street Cycle Track	Design	Q4 2021	Project will be completed with capital savings*
18	7 <sup>th</sup> Street Bridge Diet	Planning	Establish Upon Completion of Planning	On Target
19	The Plaza Road Conversion	Planning	Establish Upon Completion of Planning	On Target
20	First Ward to 6 <sup>th</sup> Street Bike Boulevard	Planning	Establish Upon Completion of Planning	On Target

## General Community Investment Plan Project Updates Continued

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
21	Elizabeth Bike Boulevard Connections	Planning	Establish Upon Completion of Planning	On Target
22	Brevard Street Bike Boulevard	Planning	Establish Upon Completion of Planning	On Target
23	Selwyn Park Wayfinding	Planning	Establish Upon Completion of Planning	On Target
24	3 <sup>rd</sup> Street / 4 <sup>th</sup> Street Bike Lane Improvements Uptown	Planning	Establish Upon Completion of Planning	On Target
Transportation Safety (Vision Zero)				
25	Neighborhood Traffic Calming	Planning	Establish Upon Completion of Planning	On Target
26	New Thoroughfare Street Lighting	Planning	Establish Upon Completion of Planning	On Target
27	Education Campaigns	Planning	Establish Upon Completion of Planning	On Target
28	Traffic Safety Infrastructure	Planning	Establish Upon Completion of Planning	On Target
29	Traffic Safety Signs	Planning	Establish Upon Completion of Planning	On Target
30	Evaluations	Planning	Establish Upon Completion of Planning	On Target
31	Special Projects	Planning	Establish Upon Completion of Planning	On Target
Corridor Program				
32	Parkwood Road Improvements	Design	Q2 2021	On Target
33	South Tryon Corridor	Design	Q4 2020	On Target
34	South Boulevard Corridor	Design	Q4 2020	On Target
35	West Boulevard Corridor	Design	Q4 2020	On Target
Area Plan Program				
36	Montford Drive to Abbey Place Street Connection	Design	Q4 2021	On Target
37	Montford Drive and East Woodlawn Signal	Design	Q4 2019	On Target
38	Cherry Traffic Calming	Planning	Establish Upon Completion of Planning	On Target

## General Community Investment Plan Project Updates Continued

#	Project Name	Current Phase	Estimated Completion Date (Calendar Year)	Status
Neighborhood Improvement Program				
39	Howie Acres Phase II	Design	Q1 2020	On Target
40	Newell South Phase I	Design	Q4 2020	On Target
41	Newell South Phase II	Planning	Establish Upon Completion of Planning	On Target
Placemaking Program				
42	Montford Drive Placemaking Enhancements	Design	Q4 2019	On Target
43	Belk Greenway Connector	Design	Q2 2023	On Target
44	South End Rail Trail I-277 Pedestrian Bridge	Planning	Q3 2023	On Target
45	35 <sup>th</sup> Street Extension	Developer Partnership	N/A	Waiting on Partnerships
46	Lakeview Road Farm to Market	Design	Q2 2023	On Target
47	Tuckaseegee / Berryhill / Thrift Roundabout	Design	Q1 2021	On Target
48	1419 Roof Replacement	Construction	Q2 2019	On Target
49	Fire Station #27 Renovations	Construction	Q2 2019	On Target
50	Louise Ave Parking Lot Repairs	Construction	Q4 2019	On Target
51	Cemeteries - Roads and Storm Water Renovations and Master Plan	Design	Q4 2021	On Target
52	Discovery Place Chiller	Construction	Q2 2019	On Target
53	Fleet Security Needs	Varies	Varies	On Target
54	Fleet Facility Repairs	Varies	Varies	On Target
55	CMGC Floor Renovations	Varies	Varies	On Target
56	Building Maintenance Program	Ongoing	N/A	On Target
57	Parking Lot / Deck Repairs	Ongoing	N/A	On Target
58	Roof Replacement Program	Ongoing	N/A	On Target
59	Fire Station Renovations	Ongoing	N/A	On Target
60	Government Center and Plaza Renovations	Ongoing	N/A	On Target
61	CMGC Parking Deck Maintenance	Ongoing	N/A	On Target
62	Fire Logistics Parking Lot Renovation	Design	Q4 2019	On Target

### Legend:

\*Project savings have been identified through the project close-out process that may eliminate some budget risk.

Dark blue highlights represent major umbrella projects with sub-projects listed below in light blue highlights.

### Notes:

1. All projects have the risk of escalating construction market, poor soils, rock, etc.
2. New facilities listed above are all designed to meet LEED v4 standards. Facilities listed above DO NOT have funding to support the Strategic Energy Action Plan.
3. Facility renovation projects are not scoped to pursue LEED certification. The Central Avenue Innovation and Technology Relocation and Circular Economy Innovation Barn do not have the budget to pursue LEED or Strategic Energy Action Plan goals.

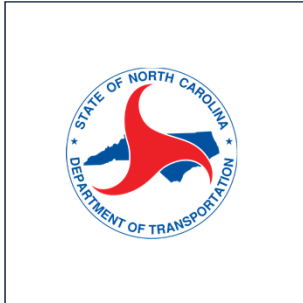


## PURPOSE

- Overview of Program
- Process for Installation
- Current Street Light Coverage
- Safe Neighborhoods
- Billy Graham Parkway



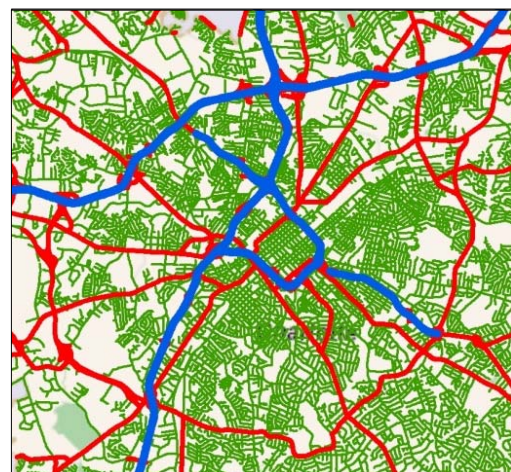
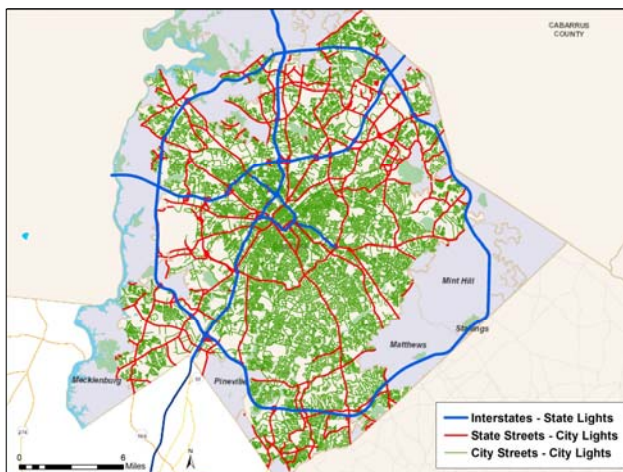
# WHO LIGHTS OUR STREETS?



Street Lighting in the Queen City

Charlotte Department of Transportation 3

# WHO LIGHTS OUR STREETS?



Street Lighting in the Queen City

Charlotte Department of Transportation 4



Street Lighting in the Queen City

## THE CITY'S GOAL

### ▪ TAP Policy 2.7.1

The City will provide sidewalks, crosswalks, pedestrian signals, lighting and other facilities consistent with the Urban Street Design Guidelines (USDG) to make it safer, easier and more comfortable for people to walk.

Charlotte Department of Transportation 5

## CHARLOTTE STREET LIGHT STYLES

**77,611  
Street  
Lights**



**18,500  
Pedestrian  
Lights**



Street Lighting in the Queen City

Charlotte Department of Transportation 6



## HOW ARE STREET LIGHTS INSTALLED?

- **Community Investment Plan (CIP) projects**
- **Development Projects**
- **Vision Zero**

Street Lighting in the Queen City

Charlotte Department of Transportation 7

## TYPES OF STREETS IN CHARLOTTE



**Thoroughfares**

**Residential Streets**



Street Lighting in the Queen City

Charlotte Department of Transportation 8



Street Lighting in the Queen City

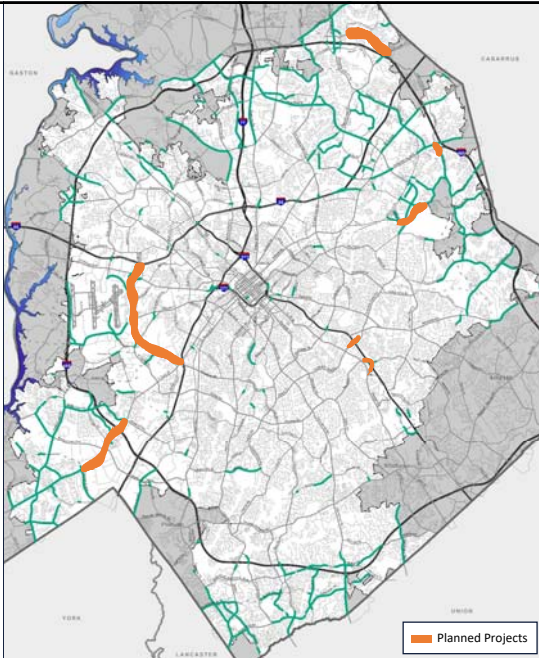
## THOROUGHFARES IN CHARLOTTE

**Thoroughfares are streets  
that move the most traffic**

Examples:

- Freedom Drive
- Tryon Street
- Providence Road
- West Boulevard
- W.T. Harris Boulevard

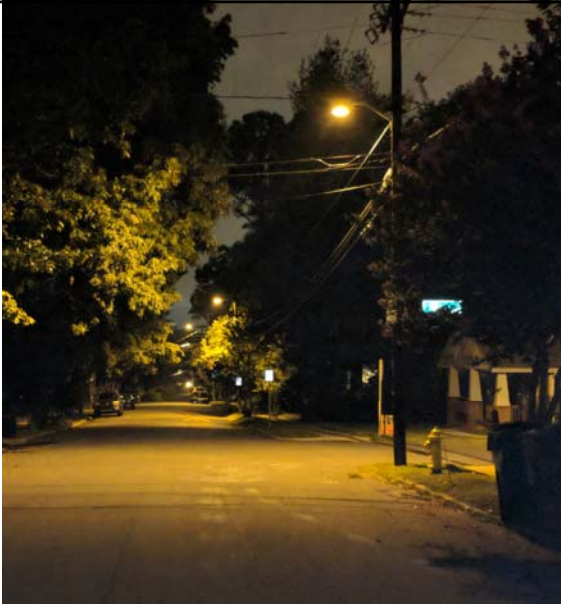
Charlotte Department of Transportation 9



Street Lighting in the Queen City

## CHARLOTTE THOROUGHFARES WITHOUT LIGHTING

Charlotte Department of Transportation 10



Street Lighting in the Queen City

## RESIDENTIAL STREETS

- **Low volume and low speed streets that provide connections into and through neighborhoods**
- **The majority of our streets fall into this classification**

Charlotte Department of Transportation 11



**97 Residential Street Lighting Projects currently on priority list**

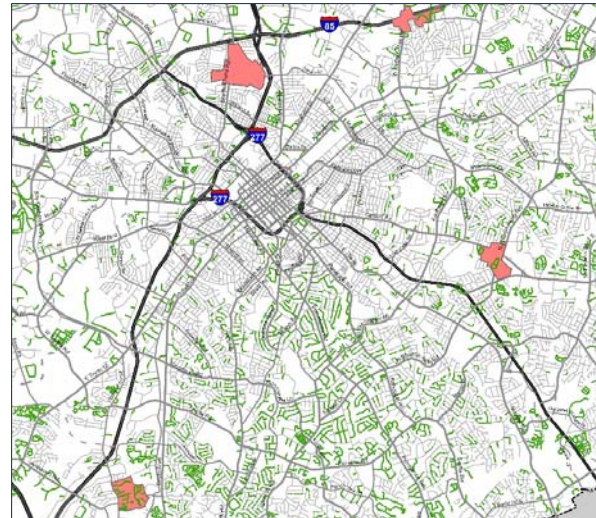
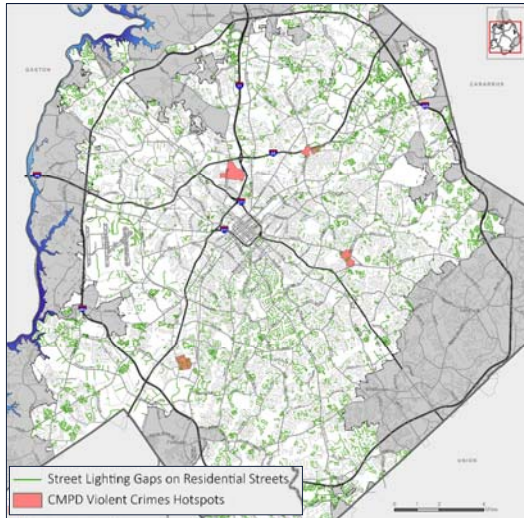
## PROCESS FOR LIGHTING RESIDENTIAL STREETS

1. **Residents submit request**
2. **Duke Energy completes design**
3. **City and citizen review and approve design**
4. **City mails notification postcard to impacted residents**
5. **Appeal Period (30 Days)**
6. **City authorizes Duke Energy to install lights**

Street Lighting in the Queen City

Charlotte Department of Transportation 12

## STREET LIGHTING GAPS ON RESIDENTIAL STREETS



Street Lighting in the Queen City

Charlotte Department of Transportation 13

## STREET LIGHTING GAPS & VIOLENT CRIME HOTSPOTS



Arrowood



Beatties Ford Road




Sharon Amity & Central



Sugar Creek

Street Lighting in the Queen City

Charlotte Department of Transportation 14



## STREET LIGHTING GAPS & VIOLENT CRIME HOTSPOTS

- Exploring ways to expand and enhance the street lighting program
- Work with CMPD to evaluate effectiveness

Street Lighting in the Queen City

Charlotte Department of Transportation 15

## EVOLUTION OF LIGHTING TECHNOLOGY

<p><b>Mercury Vapor</b></p> 	<p><b>Metal Halide</b></p> 
<p><b>High Pressure Sodium</b></p> 	<p><b>LED (Light-Emitting Diode)</b></p> 

Street Lighting in the Queen City

Charlotte Department of Transportation 16

## UPGRADING EXISTING STREET LIGHTS

**High  
Pressure  
Sodium  
(HPS)**



**LED**

Street Lighting in the Queen City

Charlotte Department of Transportation 17



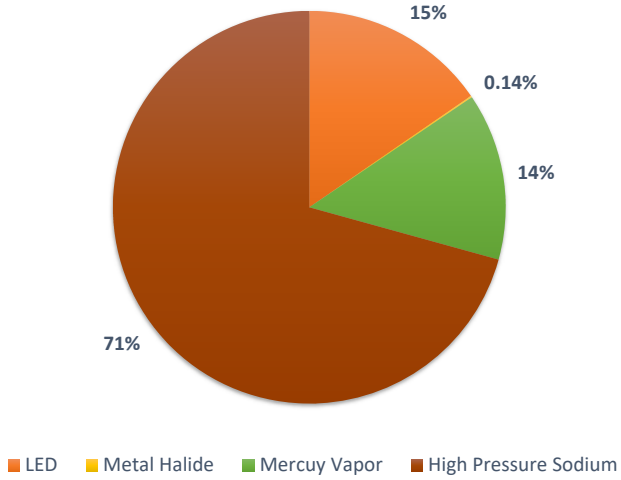
## HOW LIGHTS ARE UPGRADED TO LED

- **Duke Maintenance Activities**
- **Development Projects**
- **CIP projects**

Street Lighting in the Queen City

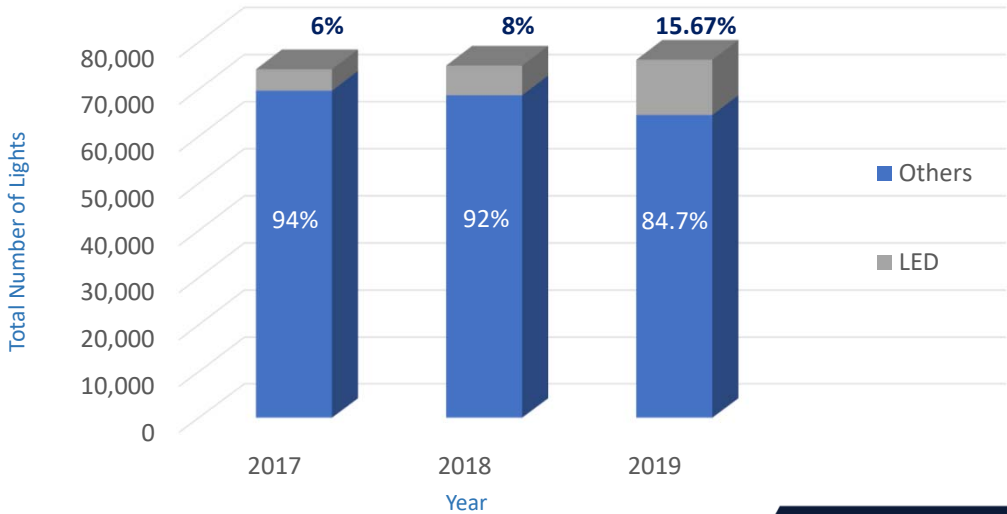
Charlotte Department of Transportation 18

# CHARLOTTE LIGHTING INVENTORY

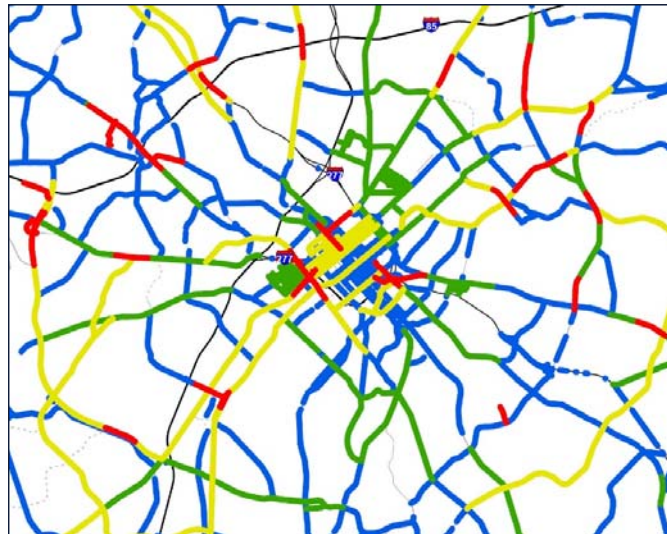
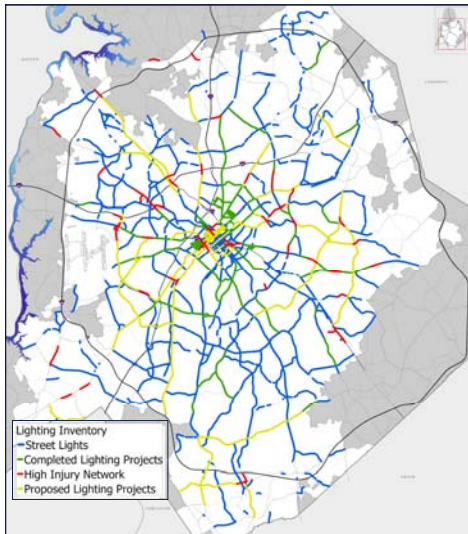


Duke has committed to complete replacement of the 14% mercury vapor lights by December 31, 2023 at their expense

# LED UPGRADE



## STREET LIGHTING AND SAFETY



Street Lighting in the Queen City

Charlotte Department of Transportation 21

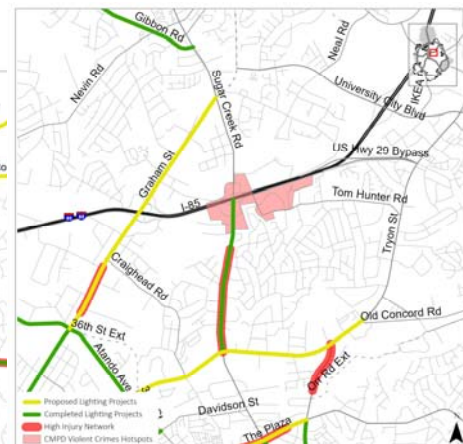
## STREET LIGHTING & VIOLENT CRIME HOT SPOTS



Beatties Ford Road



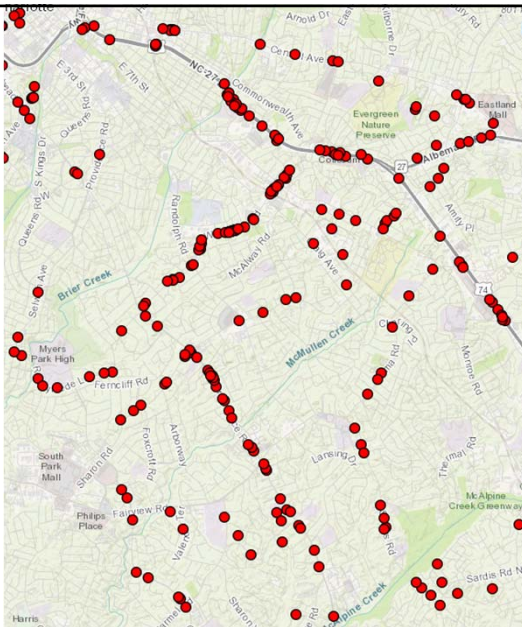
Sharon Amity & Central



Sugar Creek

Street Lighting in the Queen City

Charlotte Department of Transportation 22

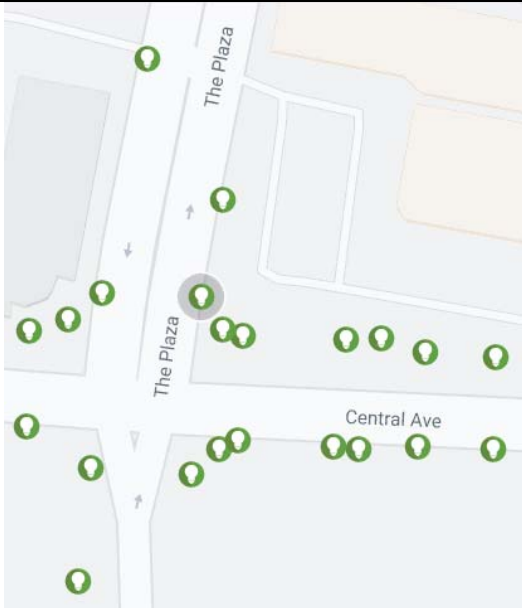


Street Lighting in the Queen City

## FY2020 LIGHTING OUTAGE SURVEY

- Staff surveys annually
- 20,000 street lights surveyed
- Total outages = 834 (4.3%)
- Outages reported directly to Duke Energy for repair

Charlotte Department of Transportation 23



Street Lighting in the Queen City

## REPORTING STREET LIGHT OUTAGES

- Citizens encouraged to report directly to Duke for quickest response
  - Call - 800.POWERON (800.769.3766)
  - Online - <https://www.duke-energy.com/customer-service/request-light-repair>
- Other Options
  - Call CDOT at 704.336.4119
  - Email CDOT Street Lighting Coordinator – [cinge@charlottenc.gov](mailto:cinge@charlottenc.gov)
  - CLT+ Mobile App
  - Emerald URL (Put here)
  - Call 311

Charlotte Department of Transportation 24

## CDOT ANNUAL STREET LIGHT OPERATING BUDGET

	FY20
Budgeted	\$9,828,023.00
Projected	\$8,975,198.00
Saving	\$852,825.00*

**\*Number fluctuates depending on Duke's Monthly Invoices**

Street Lighting in the Queen City

Charlotte Department of Transportation 25



## BILLY GRAHAM PARKWAY SAFETY PROJECT

- **Vision Zero project - High Injury Network (5 year history)**
  - 9 fatalities
  - 54 serious injuries
- **Charlotte's oldest thoroughfare without street lights**
- **50,000 vehicles per day**
- **Primary access route to Charlotte Douglas International Airport**
- **Total project length = 5.5 miles**
- **359 metal poles**

Street Lighting in the Queen City

Charlotte Department of Transportation 26

