



City Council Budget Workshop

Wednesday, April 7, 2021

City of Charlotte

*Charlotte-Mecklenburg Government Center
600 East 4th Street
Charlotte, NC 28202*

Electronic Regular Meeting Hosted from Room 267

***Mayor Vi Lyles
Mayor Pro Tem Julie Eiselt
Council Member Dimple Ajmera
Council Member Tariq Bokhari
Council Member Ed Driggs
Council Member Larken Egleston
Council Member Malcolm Graham
Council Member Reneé Johnson
Council Member Greg Phipps
Council Member Matt Newton
Council Member Victoria Watlington
Council Member Braxton Winston II***

**1:30 P.M. CITY COUNCIL BUDGET WORKSHOP,
CHARLOTTE-MECKLENBURG GOVERNMENT CENTER,
ELECTRONIC REGULAR MEETING HOSTED FROM ROOM
267**

1. Workshop Overview

Staff Resource(s):

Marcus Jones, City Manager

2. SAFE Charlotte Update

Staff Resource(s):

Julia Martin, City Manager's Office

3. Public Safety Enhanced Compensation: Year 3

Staff Resource(s):

Ryan Bergman, Strategy and Budget

4. Financial Partner Applications

Staff Resource(s):

Marie Harris, Strategy and Budget

5. CATS Budget Outlook

Staff Resource(s):

John Lewis, Jr., CATS

6. Aviation Budget Outlook

Staff Resource(s):

Haley Gentry, Aviation

ADJOURNMENT

SAFE Charlotte Update

SAFE Charlotte Update

APRIL 7, 2021

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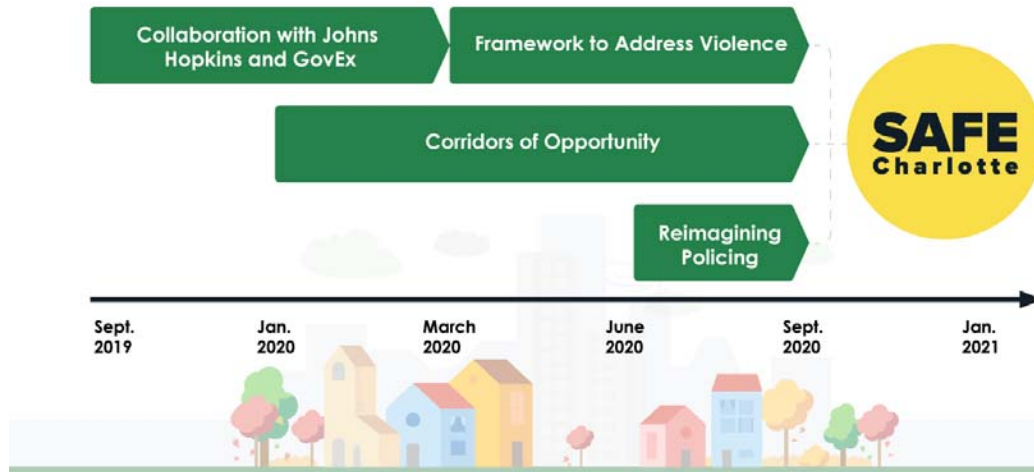
Overview

◀SAFE Charlotte Update:

- Efforts included in the framework to address violence
- On-going work around re-imagining policing

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Aligning Programs to Support Safety



3

Framework to Address Violence

Purpose: City, County, Partners, and Community work together to reduce violence, increase economic opportunity, and build healthier, more resilient communities.

Intergovernmental Collaboration	Invest in Community-Led Efforts	Interrupt Violence	Community Collaboration in Priority Areas	Use Data and Evidence
PROGRAMS		POLICY		PRACTICE

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Implementing the Violence Framework

Intergovernmental Collaboration	Invest in Community-Led Efforts	Interrupt Violence	Community Collaboration in Priority Areas	Use Data and Evidence
<ul style="list-style-type: none"> - City/County Violence Prevention meetings monthly - Funding and programmatic partnership with violence interrupter program 	<ul style="list-style-type: none"> - \$1m grant launched with United Way 	<ul style="list-style-type: none"> - Have selected Youth Advocate Programs as local host organization to implement Cure Violence along Beatties Ford Road - Partnership with Atrium for hospital-based violence interrupter program 	<ul style="list-style-type: none"> - Completed a design-sprint centered around safety along I85/Sugar Creek - Working with businesses along I85 corridor to implement new security camera pilot 	<ul style="list-style-type: none"> - Formed inter-organization Violence Data Collaborative - Violence Collaborative has won \$10,000 grant: will provide mentorship and support evaluation

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Continuing Collaboration



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SAFE Charlotte Re-Imagining Policing Recommendations

- ◀ Recommendation 1 - Provide \$1m from the city's current budget to help Charlotte-based non-profits address violence in the community.
- ◀ Recommendation 2 - Work with an external partner to develop a comprehensive recommendation to convert low-risk sworn duties to non-uniform officers.
- ◀ Recommendation 3 - Work with an external partner to provide an independent analysis of areas such as police-civilian contact, and police calls and responses.
- ◀ Recommendation 4 - Expand CPCRT and develop a nonsworn officer responder model for mental health and homeless calls.
- ◀ Recommendation 5 - Engage a university or independent organization to evaluate selected youth programs on an annual basis.
- ◀ Recommendation 6 - Enhance recruitment efforts and develop a program to provide additional residency incentives to officers living in priority areas, including down payment incentive.

Recommendation 1

Provide \$1m from the city's current budget to help Charlotte-based nonprofits address violence in the community

◀ Programmatic areas/Fund Uses

- Youth Services (ages 13-19)
- Employment Training
- Services for children under 13 and their caregivers
- Supportive services for victims of domestic violence, sexual assault

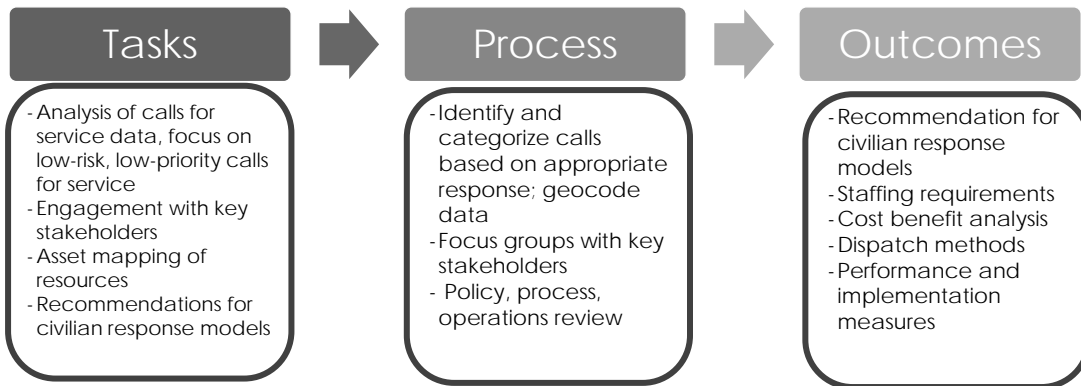
◀ Timing/Allocation

- Application closed March 31
- Award announcements made mid/late April
- \$50,000 grant for up to 20 recipients
- Community grants selection panel

Recommendation 2 and 4

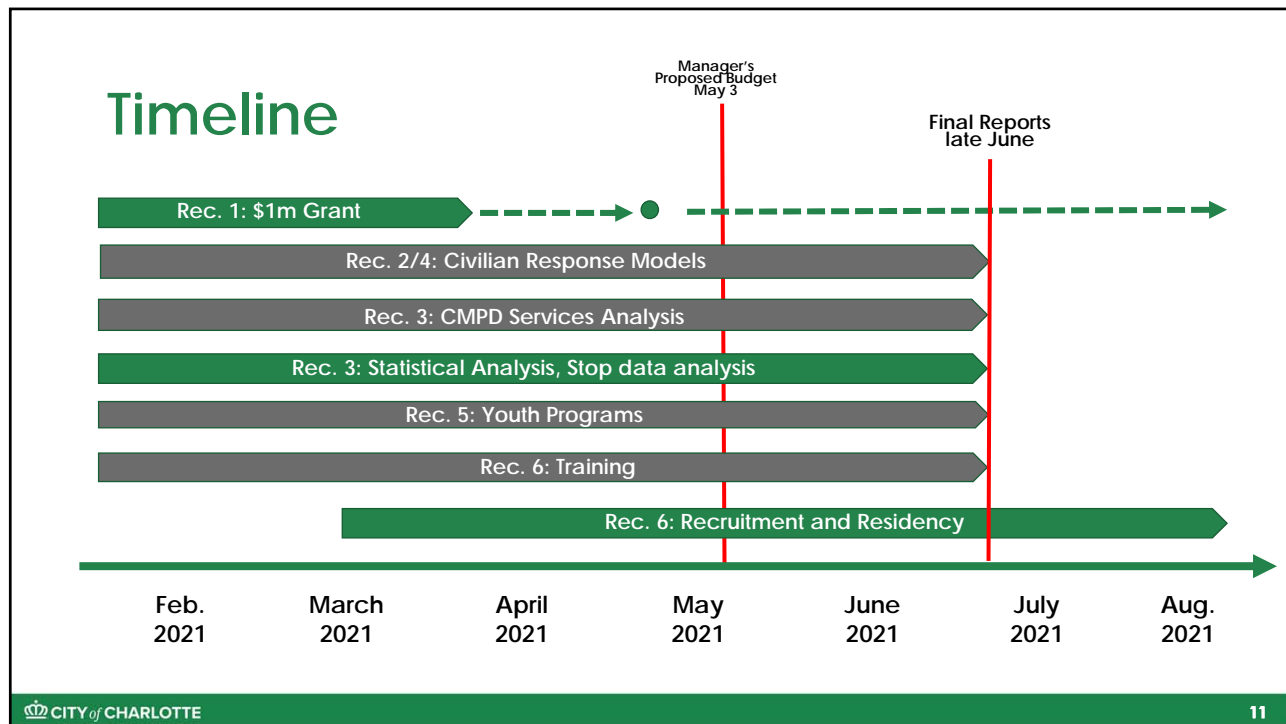
Rec 2: Work with an external partner to develop a comprehensive recommendation to convert low-risk sworn duties to nonuniform units

Rec 4: Expand the Community Policing Crisis Response Team and develop a nonsworn officer responder model for mental health and homeless calls for service

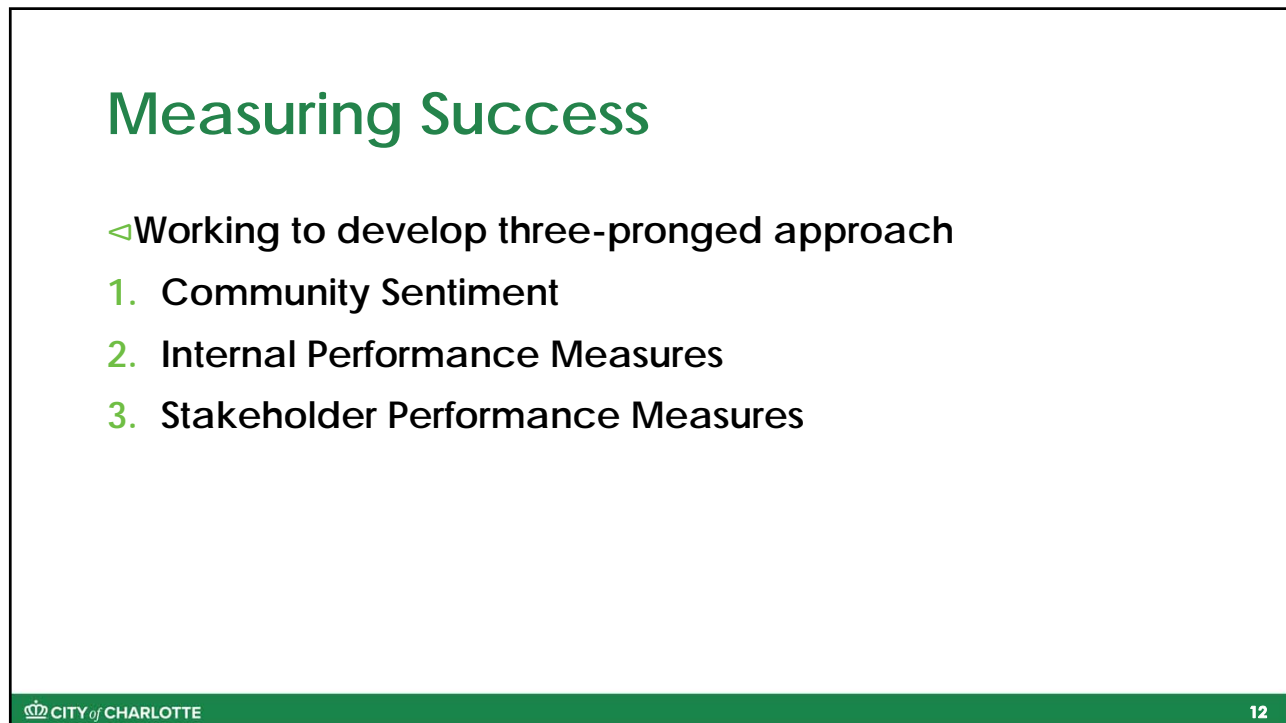


SAFE Charlotte Re-Imagining Policing Recommendations

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Questions

Public Safety Enhanced Compensation: Year 3

Public Safety Enhanced Compensation: Year 3

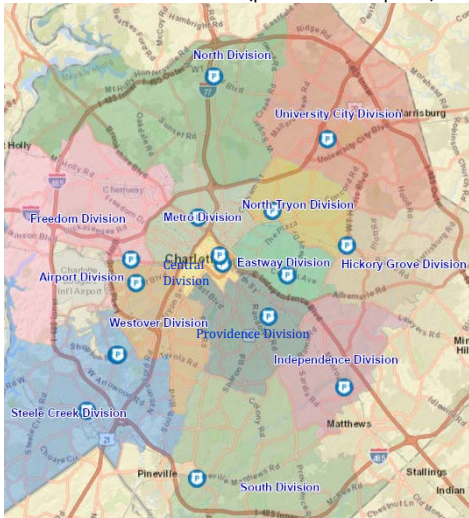
CITY COUNCIL BUDGET WORKSHOP, APRIL 7, 2021

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Police and Fire Typically Respond to More than 500,000 911 Calls Each Year

13 Police Divisions (plus CLT Airport)



42 Fire Stations



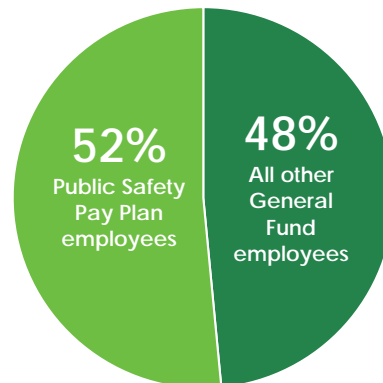
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Public Safety Pay Plan Employees Drive General Fund Costs

Number of Pay Plan Positions in FY 2021	
Firefighter (I and II)	595
Fire Engineer	201
Fire Captain	260
Subtotal Fire	1,056 positions
Police Officer	1,725
Police Sergeant	157
Subtotal Police	1,882 positions
Total	2,938 positions

General Fund Personnel Costs



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Implementing a Multi-Year Public Safety Pay Plan Strategy

- ◀ Work with the Public Safety Pay and Benefits Committee
- ◀ Use data to appropriately compare to cities nationally
- ◀ Focus on top pay to both retain and attract



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Two-Year Plan for CMPD Complete



National
Benchmarking

Two Year Plan for Police

FY 2019

- Police Officer top pay increased by 2.5%
- Police Officers and Police Sergeants received two steps in FY 2019

Implemented FY 2020

- Police Officer and Police Sergeant top pay increased by 5%
- Police Officer step 8 and above step dates moved up to July

Implemented FY 2021

- Police Officer and Police Sergeant top pay increased by 5% in December 2020

Other Pay Actions in Plan:

Reduced the number of steps in the Police Officer pay plan (to reach top pay sooner)

One Remaining Year on 3-Year Plan for Fire



National
Benchmarking

Three Year Plan for Fire

Implemented FY 2019

Top Pay Increases:

2.5% Firefighter II
2.5% Fire Engineer
2.5% Fire Captain

Implemented FY 2020

Top Pay Increases:

2.5% Fire Engineer
2.5% Fire Captain

Implemented FY 2021

Top Pay Increases:

2.5% Firefighter II
5% Fire Engineer
3.75% Fire Captain

Planned FY 2022

Top Pay Increases:

2.5% Firefighter II
2.5% Fire Engineer
3.75% Fire Captain

Other Pay Actions in Plan:

Reduce the number of steps in the Firefighter and Fire Engineer pay plans (to reach top pay sooner)

Four-Year Top Pay Impact of Enhanced Compensation

The table below includes 10% incentive pay for a 4-year degree (Firefighters, Engineers, and Officers)

	<u>FY 2018</u>	<u>Planned FY 2022</u>	<u>Change¹</u>
Firefighter II	\$69,124	\$79,396	15%
Fire Engineer	\$70,852	\$85,501	21%
Fire Captain	\$83,934	\$101,242	21%
Police Officer	\$72,580	\$87,377	20%
Police Sergeant	\$86,064	\$101,204	18%

¹Includes market adjustments and step increases from FY 2019-FY 2022.

Protecting Firefighters in Retirement

◀ Increase employer's contribution to Charlotte Firefighters Retirement System by 2%.

- No Employee Contribution Increase

◀ Increase 457 Retirement Contribution for Firefighters by 1% in January.

- Matches Fire to Police at 5%

FY 2022 Budget Impact of Enhanced Compensation

2.5% increase for Firefighter II and Engineer; 3.75% increase for Fire Captain (November)	\$1.0 Million
1% 457 Contribution increase for Firefighters (January)	\$0.43 Million
Enhanced Compensation Total:	\$1.43 Million
2% Employer Contribution Increase to Charlotte Firefighters Retirement System	\$1.67 Million

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Recent Charlotte Investments in Firefighters (including planned FY 2022)

Fire Public Safety Pay Plan Top Step Increases from FY 2010-Planned FY 2022													Plan
Description	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Firefighter II	0%	0%	0%	7.5%	0%	0%	0%	0%	2.5%	2.5%	0%	2.5%	2.5%
Fire Engineer	0%	0%	0%	0%	0%	0%	0%	0%	2.5%	2.5%	2.5%	5%	2.5%
Fire Captain	0%	0%	0%	0%	0%	0%	0%	0%	2.5%	2.5%	2.5%	3.75%	3.75%

- ◀ **Increases for top step Firefighters beyond a typical pay plan over five fiscal years**
 - Captains-15%; Engineers 15%; Firefighter II's 10%
- ◀ **Increase in contribution to 401k/457 retirement plans to 5%**
 - Matches city contribution to Police
- ◀ **\$3 million more per year to the Charlotte Firefighter's Retirement System**
 - 16% employer contribution compared to 12.65% legislatively required

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Initial Results Calendar year 2018 compared to 2020



Voluntary Resignations
(Reasons unrelated to performance)

Down 15%¹

New Recruit Applications

Up 21%

¹While down by 15% from 2018, voluntary resignations were higher in 2020 than 2019



Voluntary Resignations
(Reasons unrelated to performance)

Up 33%²

New Recruit Applications

Up 8%

²Charlotte Firefighters have an independent retirement system, resulting in low turnover. The 2018 to 2020 change was from 6 voluntary resignations to 8.

Questions?

Financial Partner Applications



FY 2022 Financial Partners

Council Budget Workshop
April 7, 2021

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FINANCIAL PARTNERS SUMMARY

Financial Partners are contracted by the City of Charlotte to provide specific services which support key initiatives to advance Council priorities and contribute to community enrichment. The city funds the partnerships through:

**Dedicated
Revenue
Sources**

**Federal
Grant Funds
& Housing**

**General Fund
and PAYGO
Discretionary**

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Financial Partners

Dedicated Revenue Sources



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



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Financial Partners

Federal Grant Funds and Housing



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.



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 has historically provided a maximum grant of \$200,000 annually, or \$1,200 per eligible student served, whichever is less.

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Financial Partners

General Fund and PAYGO: Discretionary



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FY 2022 FINANCIAL PARTNER APPLICATION TIMELINE

- **December 2020:** The City of Charlotte's Financial Partners' Funding Request Application and resource links were posted on the city's website
- **February 2021:** Financial Partners' Funding Request Applications were due to the city's Strategy and Budget Department
- **March 2021:** Packet of information on Financial Partner requests provided to Council.
- **April 2021:** Financial Partners' Funding Request Overview presented to City Council during the annual Budget Workshops
- **May 2021:** Funding recommendations provided as part of the City Manager's Recommended Budget to City Council
- **May - June 2021:** Council votes to adjust or approve Financial Partner funding as part of the Adopted Budget

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QUESTIONS & ANSWERS

Thank you !

FY 2022 FINANCIAL PARTNER APPLICATIONS

**The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2022 Financial Partner applications.*

Table of Contents

Agency Name	Adopted FY 2021 Funding Amount	FY 2022 Funding Request	Page No.
Financial Partners General Fund			
<i>Arts and Science Council</i>	\$3,190,823	\$4,000,000	1
<i>Bengali Women's Forum Corp</i>	N/A	\$10,000	14
<i>Charlotte Regional Business Alliance</i>	\$164,085	\$166,553	21
<i>Community Building Initiative</i>	\$50,000	\$50,000	25
<i>Historic West End Partners</i>	N/A	\$108,842	29
<i>MeckEd</i>	N/A	\$120,000	32
<i>Mental Health America of Central Carolinas</i>	N/A	\$50,000	37
<i>My Brother's Keeper CLT-Meck</i>	\$50,000	\$200,000	44
<i>Safe Alliance</i>	\$397,038	\$406,682	49
<i>TreesCharlotte</i>	\$100,000*	\$150,000	55
<i>UNC Charlotte Urban Institute/Institute for Social Capital</i>	N/A	\$250,000	60
<i>Women's Business Center</i>	\$50,000	\$50,000	63
Dedicated Revenue			
<i>Charlotte Center City Partners</i>	\$5,810,182	\$6,201,323	73
<i>Charlotte Regional Visitors Authority</i>	\$17,546,420	\$18,072,814	76
<i>Charlotte Regional Visitors Authority - Film Commission</i>	\$150,000	\$150,000	80
<i>University City Partners</i>	\$1,090,489	\$1,121,435	84
Housing and Neighborhood Services			
<i>Carolina CARE Partnership</i>	\$2,860,489	\$2,913,407	93
<i>Crisis Assistance Ministry</i>	\$425,000	\$525,000	100
<i>DreamKey (formerly Charlotte Mecklenburg Housing Partnership)</i>	\$2,091,000	\$2,241,000	107
<i>Out of School Time Partners</i>	\$852,000	\$482,000	117

*TreesCharlotte was funded in FY 2021 from the Pay-As-You-Go Fund

GENERAL FUND



FY 2022 Financial Partner Agency Summary

Agency Name: Arts and Science Council

Scope of Service:

Designated in 1975 by the City of Charlotte and Mecklenburg County as their Office of Cultural Affairs to serve the community's residents and visitors, ASC is a Local Arts Agency responsible for promoting, supporting and developing the local creative ecosystem. ASC has comprehensive oversight of the cultural community through community-wide planning, grant making, public art, advocacy, capacity building, research and dissemination.

- Funder - ASC works to ensure all residents and visitors have access to high-quality arts, science and history experiences by investing in creative individuals and cultural organizations. The combination of public and private resources allows us to maximize impact and aligns with our focus on cultural equity and investing in historically under-resourced communities.
- Lead Advocate - ASC advocates for engagement with and support of the regional cultural community, leveraging support strategically and growing the capacity of creators, leaders and partner organizations both large and small.
- Resource Hub - ASC serves as a resource hub for creative individuals and for arts, science and history organizations, enabling them to adapt to 21st-century trends in philanthropy, demographics, and resident participation and engagement.

Mission Statement:

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

FY 2021: \$3,190,823

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); expanding support for local individual artists; expanding access to cultural experiences for all residents and visitors to the Charlotte region.

FY 2022 Request: \$4,000,000

Increase: \$809,177

Supports: The Cultural Vision Grant (CVG) program, which addresses each of Charlotte's strategic priorities and receives more and more proposals each year, is currently only funded at \$300,000, an amount that has remained flat since the program's inception in FY17 despite our City's rapid population growth and increased demand from program applicants. The CVG program supports diverse projects and paves the way to an increasingly diverse group of Operating Support (OS)



partners. In FY21 alone, ASC brought five organizations into the OS program, all of which had previously been project grant/CVG partners. More funding for project grants results in more organizations in Charlotte that are thriving, growing, and becoming sustainable cultural institutions able to serve the city's residents and visitors.

Similarly, our Fellowships expanded last year from solely Creative Renewal Fellows to also including Emerging Creators, in recognition that investing in evolving creatives at a pivotal moment helps to retain and grow Charlotte's pool of sustainable creative talent. We are currently only able to fund four awards to emerging creative individuals and 11 fellowships in total, but the program has attracted a great deal more interest (87 applications in FY21) and can grow meaningfully with increased support.

ASC continues to collect data on the impact of COVID-19 for our cultural partner organizations, who are seeing revenue losses that further deepen their need for unrestricted support in the coming fiscal year. Conservatively estimated, actual revenue losses from COVID-19, across cultural partner organizations, currently total \$29.9 million through December of 2020, with further revenue losses (related to COVID-19) from January 1 to June 30 of 2021 projected at \$19.8 million.

In addition, ASC is currently granting below what our cultural partners are eligible for in Operating Support, based on current program criteria. In FY21, ASC began using a formula to improve objectivity and transparency in awarding OS grants. The formula considers the maximum eligible grant (based on each organization's budget size), the scores an organization receives in the rigorous panel review process, and total funding available. Based on this formula, the 37 organizations that receive unrestricted support would have been eligible for a total of \$6.9 million in Operating Support in FY21. However, ASC could only award \$4.3 million (including the equity supplement further supporting organizations whose primary intentions, practices and mission are by, for and about African, Latinx, Asian, Arab and Native American artists, cultures and communities), reflecting a decrease of 26% overall from FY20. With additional funding, we hope to award much needed additional unrestricted operating support for existing cultural partners throughout the community as well as continue to build a pipeline that welcomes more emerging and diverse organizations, that reflect the changing population, into this portfolio.

In sum, across grants, we have more eligible, high quality proposals for programming than we are able to fund at current levels. Increased funding from the City of Charlotte will empower ASC to expand and fulfill grants that align with a multitude of community goals; ASC's grant applicants bring profound creativity and capacity that, if backed with adequate funding, can ignite a powerfully transformative effect on our community.

Agency Established: 1958

Total Years Financial Partner with City of Charlotte: 41 Years

Population Served: ASC serves diverse populations as we believe all residents of and visitors to Charlotte should have access to arts, science and history experiences. Driven by our commitment to cultural equity, we work to ensure arts, science and history program offerings are accessible, relevant and purposefully designed.

In the first three quarters of FY20, ASC funding supported the delivery of approximately 11,767 programs for a combined total of 1,875,924 participant experiences across Mecklenburg County. Following the onset of the public health crisis, many grantees pivoted to providing cultural

programs on a digital platform. The Operating Support partners alone provided nearly 350,000 digital and socially distanced activities in the last quarter of FY20.

ASC programming and grant projects serve communities across the city, including:

- Patrons of the 37 small, mid-sized and large organizations that rely on ASC Operating Support grants (such as Arts+, Blumenthal Performing Arts, Bechtler Museum of Modern Art, The Carolinas Latin Dance Company, Clayworks, Discovery Place, Inc., the Harvey B. Gantt Center for African-American Arts + Culture, JazzArts Charlotte, The Mint Museum of Art, Three Bone Theatre, and many more).
- Children, youth, adults, seniors and families attending community festivals, events, and programs - including via a significant and coordinated shift to virtual community programming in response to the pandemic.
- Local creative individuals, both emerging and established, with diverse disciplines and ambitious cultural visions.
- Professionals seeking inclusive nonprofit board training.
- Cultural sector organizations and individuals pursuing educational opportunities in capacity building and leadership development.

The work of ASC serves Charlotteans through each of the five City Council strategic priorities:

- **Workforce and Business Development:** ASC's comprehensive role in supporting Charlotte's creative sector boosts regional business climate development by attracting businesses and driving significant economic impact in our community. The regional draws of cultural assets, particularly that of organizations in City-owned facilities, play a critical role in community identity and tourism for the City, bringing in visitors and generating event-related spending. Additionally, ASC builds the workforce capacity of arts, science, and history organizations and creative individuals to sustain themselves by providing professional and volunteer development, audience development, and technical assistance to aid in adaptive change and meeting challenges of new economic realities.
- **Transportation, Planning and Environment:** ASC intentionally funds organizations and projects that accomplish the important goals of encouraging a connected city, creating great places, protecting and enhancing the city's natural and historic environment, and working towards a sustainable future. ASC-funded projects and creative individuals encourage a city of Charlotteans that connect with each other, their shared spaces, and their impact on those spaces.
- **Safe Communities:** ASC understands that arts, science and history are tools with which safe communities can be fostered and grown. Transformative expression through cultural programming can heal and mend, can rehabilitate and fortify, can teach and prepare, and can interrupt and prevent patterns of violence or harm. ASC's Cultural Vision Grant program invests in projects that use cultural tools to accomplish these valuable goals.
- **Great Neighborhoods:** ASC directly supports neighborhood-based initiatives through project grants and services (reflecting changing demographics and under-invested populations) that strengthen resident relationships and preserve the authentic character of neighborhoods and communities.
- **Well-Managed Government:** ASC partners with a national peer network of cultural grant makers to model best practices and ensure decisions about the funds we steward are consistently made in a transparent, accountable and inclusive manner. In allocating Operating Support grants, two panels – one composed of national peer organizations from across the U.S. and one composed of local financial professionals with nonprofit expertise – convene to assess financial health, programmatic vitality, leadership strength, and

sustainability for eligible organizations. For project grants, ASC assembles panels of community members that intentionally model geographic, race, gender, and discipline diversity. Throughout these processes, ASC staff members build relationships with community groups to raise awareness of funding opportunities, work closely with applicants to provide coaching and counsel, build grant writing capacity, and maximize community outcomes.

Objectives Report

Corporate Scorecard Objectives: Strengthen Neighborhoods and Promote Economic Opportunity

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 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 5 years, ASC has increased the number of Operating Support (OS) recipients from 32 to 37. This growth reflects an increase in the number of grantees outside Center City from 20 to 25, and the number of organizations whose primary intentions, practices, and mission are by, for, and about African, Latinx, Asian, Arab, Native American artists, cultures, and communities from 4 to 6. We credit this trend to an increasingly diverse portfolio of project grantees through the innovative Cultural Vision Grant program and extending OS grants to organizations with operating budgets under \$300,000 annually, both introduced in 2016. The new organizations have received several rounds of project support through the CVG program prior to applying for OS. We anticipate that the increasing diversity of the applicant pool in	In addition to ASC staff's efforts to increase representation of historically under resourced communities and geographic diversity in our grant pool, we have shifted our Operating Support grant process for FY21 to a formula that improves objectivity and transparency, and, before applying the formula, set aside 2% of the OS budget (\$86,000 of \$4.3 million) as an equity supplement for the grants of organizations whose primary intentions, practices, and mission are by, for, and about African, Latinx, Asian, Arab and Native American artists, cultures and communities.

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
		the CVG program will lead to an increasingly diverse portfolio of organizations receiving OS.	
Provide support through Cultural Vision Grants for high-quality and high-impact cultural programming that is designed to build community or increase relevance and innovation.	Equitable distribution of investments to meet goals of building community and increasing relevant and innovative cultural expression.	ASC has distributed a combined \$297,113 to 51 groups and individuals for cultural projects that build community and increase relevance and innovation. 50% of the projects are led by and/or serve communities that the philanthropic community has historically under resourced, including African, Latinx, Asian, Arab and Native American (ALAANA), LGBTQ and Disability communities.	ASC has completed our Cultural Vision Grant award process for FY20, awarding \$310,705 in Cultural Vision Grants to 44 organizations and 15 artists. 35 of these awards are aligned to our goal of building community and 24 are aligned to our goal of increasing relevance and innovation.
Increase the applicant pool for Cultural Vision Grant project investment to include new and emerging community-based arts and culture organizations and individual artists.	ASC has seen an increase in applicants each year and anticipates that trend will continue in FY21.	For FY21, 33% of Cultural Vision Grant (CVG) grantees are first-time CVG recipients. These grants fund projects that build community and increase relevance and innovation; our Grants & Services team has successfully assisted multiple former CVG recipients in applying for Operating Support and joining ASC's group of cultural partner organizations, and the team is actively continuing to grow this pipeline of support for new and emerging community-based	In addition to funded Cultural Vision Grants, new \$5,000 Emerging Creators Fellowships were awarded to four creatives in FY20.

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
		arts and culture organization. To date, in FY21, ASC has received 68 CVG applications totaling a requested \$550,669 and has been able to fund 51 of those applicants at a total level of \$297,113.	
Maintain the geographic diversity of funded programs to more accurately reflect population density.	Projects in each of the city's 7 council districts	ASC is actively working to maintain and increase geographic diversity of funded programs; in FY21 we have had grant recipients in each of the 7 City districts, and have organized and shared with each geographic Advisory Council current grants in their area from each program (Creative Renewal Fellowship, Cultural Vision Grants, Emerging Creators Fellowship, Mecklenburg Creative Resiliency Fund, Operating Support, Artist Support Grants, and Technical Assistance Grants) by geography using recipient zip-codes. In addition, ASC's Culture Blocks program and several cultural partners continue to offer virtual programming that is available to participants from all geographies.	Through the Culture Blocks program, ASC has continued collaborations across the City of Charlotte and Mecklenburg County to activate community spaces with cultural activity for all residents, including in one new geography (North Meck. block). In the final quarter, this included a shift to virtual delivery for several programs to preserve accessibility while residents could not meet in person.

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
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 continues to facilitate the recruitment of community leaders and industry expert volunteers to serve as grant panelists. For example, in grant making for unrestricted operating support: before funds are distributed, each organization must complete a thorough application and review process that culminates in a rigorous, three-panel review consisting of: 1) Financial Review – Chaired by an ASC Board member and comprised of professional auditors and financial experts to determine each organization's financial viability. 2) Peer Panel – led by the Chair of ASC's Community Investment Committee, this panel reviews programmatic vitality, leadership strength and organizational stability. The panel includes senior leaders at local arts agencies nationwide. 3) Community Investment Committee – ASC program staff presents results of the Financial Review and	ASC continues to match community leaders and industry expert volunteers to serve as grant panelists. In addition, for Operating Support grants, ASC is now using a formula to improve objectivity and transparency in awarding operating grants to organizations. The formula considers the maximum eligible grant (based on each organization's budget size), the scores an organization received in the panel review process and total funding available.

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
		Peer Panels to the Committee, along with recommended funding based on performance, maximum award eligibility and overall funds available in the granting pool. The committee reviews the proposed funding formula and recommends allocations to the ASC Board for final approval.	
Engage a diverse and expert group of panelists to review grant applications and advise the staff and board on grant awards	Published annually in May/June.	ASC's Community Priorities Survey, conducted this spring, gathered input from over 1,900 residents reflecting a wide range of community voices (racial, ethnic, age, socioeconomic, geography, etc.). Top community priorities found include support for nonprofit arts, science, and history organizations to ensure sustained, high-quality programs and community outreach; annual field trips; programs that celebrate diverse cultures and neighborhoods; using arts, science, and history programming to address complex community issues; and increased affordability.	Planning is currently underway for UNC Charlotte Urban Institute's Cultural Life Survey, which will be conducted in spring of 2021.
Continue work with ASC Advisory Councils - North/West, Central, South/East, Private Sector, and Cultural Sector - to increase	ASC Advisory Councils meet independently at least two times annually and once annually with ASC Board.	ASC's Advisory Councils have met twice so far this fiscal year, including a joint meeting/Implicit Bias and Cultural Equity workshop with the	Advisory Councils met in February and again virtually in April, hearing updates on ASC Community Investment and Community

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
citizen input and guidance in development of the cultural sector.		Board of Directors in October, and individual Council meetings in December with CARES, Culture Blocks, and Public Art updates and Appreciate Interview discussions for strategic planning.	Engagement efforts and participating in discussions on challenges and opportunities in each of their councils.
Increase awareness and visibility for cultural programming through tracking number of visitors to CharlotteCultureGuide.com and number of subscribers to Culture Picks weekly email.	<p>1. 300,000 unique visitors to CharlotteCultureGuide.com</p> <p>2. 16,000 subscribers to Culture Picks</p>	<p>CharlotteCultureGuide.com had 21,106 sessions during July-December 2020, which is a 66.38% decline from this time last year. That 66% decline shows the impact of the pandemic. When COVID hit, we had to quickly scale down the site to one page that focused on virtual events. Once restrictions opened and museums were able to open, we brought the site back and now highlight events that are in-person, hybrid and virtual. We had 15,607 CulturePicks! subscribers as of Dec. 31, 2020.</p>	<p>216,277 visitors to CharlotteCultureGuide.com</p> <p>15,791 subscribers to CulturePicks!</p>
Maintain investment of Operating Support grants.	ASC expects to continue to fund the 37 current Operating Support grantees in FY21. ASC staff will continue to collect feedback and data from partners on their innovative programming, relevance in the community, and long-term sustainability.	ASC's first round of investments providing unrestricted dollars for the general administration, operations and programs of 37 arts, science and history organizations totaled \$4.3 million for FY21. The improved investment approach,	<ul style="list-style-type: none"> • FY20 Operating Support grants were fully distributed and recipient feedback and data was collected. • In learning from FY20 Operating Support and community feedback, ASC has improved the OS granting process heading into FY21. Grant amounts will be

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
		<p>incorporating our funding formula and Equity Supplement, has so far resulted in:</p> <ul style="list-style-type: none"> • 60% increase in the overall allocation for organizations with an annual budget of \$300,000 or less. • 30% increase in the overall allocation for organizations with an annual budget of \$300,000 to \$1 million. • 33% decrease in the overall allocation for organizations with an annual budget of \$1 million or more. • 33% increase in funding for ALAANA organizations over what would have been awarded prior to the equity supplement. 	<p>determined using a formula that considers the maximum eligible grant (based on each organization's budget size), panel review scores, and total funding available.</p> <ul style="list-style-type: none"> • ASC OS goals moving forward are to (1) Improve equity and transparency by providing supplemental funding for ALAANA Organizations and using a formula to calculate grant awards; and (2) minimize cuts to no more than 45 percent of FY20 levels.
<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"> -Diversity, Equity, and Inclusion -Board Training and Development -Staff Capacity Building -Grant writing for cultural organizations and creative individuals. 	<p>Create training opportunities for established and emerging nonprofit practitioners focused on developing leadership in the cultural sector</p> <p>ASC staff will continue to identify opportunities through feedback from grant panels to support creative individuals and cultural organizations with workshops and trainings.</p>	<p>The ongoing public health crisis has dramatically decreased ASCs ability to offer workshops and training. The Grants & Services team has pursued opportunities to partner with organizations to deliver workshops and training. We have prioritized info sessions for grant opportunities, ongoing leadership development programs, and anti-racism training. 323 people have participated in 472 hours of workshops and trainings since July of 2020.</p>	<ul style="list-style-type: none"> • 2,415 contact hours of capacity building were provided for 1,194 people. • Two events were held reconvening the previous Catalyst for Cultural Equity cohorts. • The Cultural Leadership Training program, currently in its 15th year, had 24 graduates. • ASC staff continue to identify opportunities through feedback from grant panels to support creative individuals and cultural organizations with workshops and training.

Goal	FY 2021 Target	FY 2021 Mid-Year	FY 2020 Actual
Encourage cultural organization staff and board development in our communities through targeted grant funding.	ASC will offer Technical Assistance grants supporting capacity building opportunities that improve an organization's management, develop audiences, strengthen fundraising, and/or achieve operating efficiencies. ASC will also offer Professional Development Scholarship grants to encourage cultural organization staff and/or board members to attend workshops, conferences, or short-term training programs.	FY21 Technical Assistance Grants will prioritize the organizational work of anti-racism and enhancing Diversity, Equity, and Inclusion (DEI). The culture, history, policies, and practices—both formal and informal—of an organization affect the way we engage with the community, our audiences, stakeholders, and patrons. Technical Assistance Grants can provide resources to support organizations engaging in this critical work of cultural equity. 5 Technical Assistance and Professional development grants have been awarded in FY21 totaling \$21,603.50.	<ul style="list-style-type: none"> • ASC awarded 17 Technical Assistance Grants in FY20, totaling \$73,817. 100% of these awards are dedicated to infrastructure building activities that will add technology and/or train board/staff on operating efficiencies and/or new skills that will drive additional earned and contributed revenue to the organization. • ASC awarded \$9,318 in Cato Teacher Professional Development Scholarship Grants to 15 teachers in FY20, representing 13 schools. Professional Development Scholarship Grants allow staff and/or board members of nonprofit arts, science, or history organizations to attend workshops, conferences, or short-term training programs

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$1,711,616	\$1,762,964	\$502,659
Merit	\$0	\$0	\$0
Benefits	\$447,991	\$470,391	\$134,118
Subtotal Personnel Expenses	\$2,159,607	\$2,233,355	\$636,777
Operating			
Capital Equipment (e.g. vehicles, computers)	\$5,000	\$55,000	\$0
Communications (e.g. publishing, marketing)	\$221,500	\$225,000	\$64,152
Facilities (e.g. rent, utilities)	\$378,773	\$380,000	\$108,346
Office Supplies	\$10,375	\$11,000	\$3,136
Travel & Training	\$38,800	\$40,000	\$11,405
Technology	\$294,420	\$290,000	\$82,685
Other	\$10,160,475	\$10,849,765	\$3,093,499
Subtotal Operating Expenses	\$11,109,343	\$11,850,765	\$3,363,223
Total Expenditures	\$13,268,950	\$14,084,120	\$4,000,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$9,473,866	\$10,283,043
Foundation Grants	\$1,639,312	\$1,650,000
Donor Contributions	\$2,547,902	\$2,500,000
Service Fees	\$0	\$0
Other Revenue	\$40,000	\$50,000
Total Revenues	\$13,701,080	\$14,483,043

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds	Total Funds (No Public Art)
FY 2020 Prior Year	\$2,414,605	\$1,786,994
FY 2021 Current Budget	\$4,888,008	\$2,200,000
FY 2022 Projected (as requesting)	\$4,800,000	\$2,300,000



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Arts and Science Council

Susan Patterson

John S. and James L. Knight Foundation

Denis Bilodeau

Town of Cornelius

Tiffany W. Blackwell

City of Charlotte

Adrian Cox

Mecklenburg County

Katherine Delesalle

Grant Thornton LLP

Brett Denton

Atrium Health

Ed Driggs

City of Charlotte

George Dunlap

Mecklenburg County

Matt Gardner

Hall Crawford Group, Merrill Lynch

Renee Garner

Town of Matthews

Durral Gilbert

President (Retired), Premier, Inc.

Gaurav (Gau) A. Gupte

ODELL

Jeanne E. Johnson

KPMG LLC

Wesley Mancini

Wesley Mancini, Ltd.

Mattie B. Marshall

Historic Washington Heights Community Association

Valecia M. McDowell

Moore & Van Allen

Tim Miller

Bank of America

Nalan Karakaya Mulder

Wells Fargo

Geoff Owen

Front Porch Financial Advisory

Katrina Pride

Bank of America

Rich Schell

Parker Poe Adams & Bernstein

Deb Stewart

Stewart + Company

Jaz Tunnell

Duke Energy Corporation

Banu Valladares

Charlotte Bilingual Preschool

Mike Vasaune

TIAA

Denytra Whitner

Community Volunteer

Lisa M. Williams

McGuire Woods LLP

FY 2022 Financial Partner Agency Summary

Agency Name: Bengali Women's Forum Corp

(New Funding Request)

Scope of Service:

BWF is proposing to conduct 2 programs under the **'Workforce and Business Development'** strategic priorities of the city.

These programs are

- 1. Social & Economic Empowerment Program**
- 2. Skill 2.0 program**

Program Details:

1. Social & Economic Empowerment Program

1.1. Goal - Develop a framework for Social & Economic empowerment

The objective of this program is to establish the process of developing a **sense of autonomy and self-confidence within an identified set of people** and making them act individually and work with them collectively to change social relationships and the institutions and discourses that exclude “people in need” and keep them in poverty.

It has been noticed that people's empowerment, and their ability to hold others to account, is strongly influenced by their

- Individual assets (such as Assets, Investments, savings),
- Human capabilities (such as good health and education),
- Social (such as social belonging, a sense of identity, leadership relations), and
- Psychological (self-esteem, self-confidence, the ability to imagine and aspire to a better future). Also

It is important to highlight people's collective assets and capabilities, such as voice, organization, representation, and identity, and make them successful people. Such characteristics are core to an individual's success and this framework is build considering strengthening this key objective in mind.

Keeping all these into **considerations BWF will focus on preparing people to enhance some or all of the above-mentioned areas in a more focused or customized fashion and empower them by developing necessary skills so that the people in need are ready to get a job in the market.** This framework is transformational in nature by itself and will mature as it progresses through its journey by continuously learning and improving the process.

1.2. Target Audience

- 1.2.1. The main focus of this program audience is to train the "people in need" who are looking for a job and make them market-ready
- The training will focus primarily on building soft skills & leadership skills
 - Case by case basis this program will organize work-related technology training

1.3. Operating model

BWF will create a framework by utilizing various available sources (People & Technology) in the community to impart training, coaching, and mentoring to make any individual ready to obtain a job in the market.

This includes

- Utilizing professional, credible trainers/agencies to provide market-relevant training
- Utilizing HR professionals/Educationalists to coach an individual in soft skills & leadership skills
- Working closely with recruitment consultants to provide possible job opportunities for the trained resources

1.4. Measure the success (Key Performance Indicators)

a. Enablement & providing a platform for all

- This Program & Platform is open for all in the community.
- Frequencies of program rollouts, participations, and its success is a key measure
- The program will target participation through free memberships with a 95% of newly identified registration for each cycle

b. Direct Outcome

- Eventually, the participants get the job

c. Indirect Outcome

- Individual performance improvements in one or all of the identified parameters such as Psychological, Social, Human capabilities, and Individual assets
- Participants to appraise 'effectiveness of these events on a higher scale through training feedback

2. Skill 2.0 Program

2.1. Goal - Develop the soft skills to be future-ready- Skill 2.0 program

Following are the key objectives of this program

- A market Study report published by HCI research conducted in partnership with Randstad) shows the following data points
 - The hardest-to-find skills are overwhelmingly soft skills, such as leadership, communication, and listening. The higher up in the organization, the greater the percentage of soft skills that are required for

the role:

- 67 percent for entry-level and individual contributors;
 - 75 percent for mid-level positions and
 - 82 percent for senior leaders
- BWF believes that inculcation of such skills should start from the school going children level
 - Considering this theme as a background of this program, BWF has organized its first program in 2019 where the **theme was to build leadership capabilities among the young students of Charlotte**. The program was encapsulated under the flagship event names **“Leaders in the making” and the event topic was “Our Children is tomorrow’s civic leaders”**. This program was an overwhelming success and been participated by Charlotte city council members, mayor protem, and NC state senators. BWF is envisaging continuity of this event post COVID scenario and **nurture the soft skills of the younger generation and train them as “future-ready”**
 - Building the future blocks under the Skill 2.0 program based on the BWF’s experience, BWF is putting forward an objective of grooming the Soft Skill and leadership skills within the young students in the community

2.2. Target Audience

2.2.1. The main focus of this program is to coach leadership & soft skills **to the young students of the community and give them a platform to experience their learning and build confidence**. The tag line of this program is **“Skill 2.0 – Be Future-Ready”**

2.3. Operating model

This program is specifically to build soft skills and leadership skills for the targeted audience. This program will cover **participants from an elementary school to a young adult who wants to learn and sharpen their capabilities and become “future-ready”**. To make it happen BWF will use the already created framework by utilizing various community sources (People & Technology) to impart training to the identified sets of individuals.

This program includes

- Identify the student set based on the student registration process
- Utilizing Social skilled professional, credible trainers, HR personnel to provide relevant training on soft skills and leadership skills
- Give the trained individual an audience of renowned personalities to present their learned skills and eventually provide them live feedback, recognize their confidence and capabilities in a meaningful way

2.4. Measure the success (Key Performance Indicators)

a. Enablement & providing a platform for all

- This Program & Platform is open for all students in the community.
- Frequencies of program rollouts, participations, and its success is a key measure
- The program will target participation through a free registration

b. Direct Outcome

- Eventually, the participants get 4 to 5 (vary course to course basis) weeks of training
- Get a forum to present their learning through the **“Leaders in making”** banner to the renowned personalities in the society
- Get certification for performance

c. Indirect Outcome

- Individual performance improvements in one or all of the identified parameters
- Participants to appraise ‘effectiveness of these events on a higher scale through training feedback

3. The common Framework to be set up and the Activities to be performed for running these programs are:

- Setup infrastructures related to humans & technologies. such as
 - creating a sustainable trainer base & ecosystem,
 - a building like-minded volunteer base,
 - identify professional agencies who are aligned with this type of work,
 - building a reusable technology platform to support such program repeatedly
- Program execution, event programming, venue management, etc.
- Reaching out to the society and identify the "people in need" and “Student base” and filter them eventually to meet these program need
- From a program success perspective creating an ecosystem with Job recruiters & professionals
- Connecting with social and city officials to encourage them to participate in these events to provide real-life feedbacks to the audience
- Running a barebone operating infrastructure by recruiting part-time personnel for maintaining day to day operational needs
- Set up telephony support to receive calls from resources and manage interactions. For this a dedicated investment of cell phone, monthly rentals and part-time cost for an office staff who will be responsible to manage these activities needs to be planned

Mission Statement:

“BWF strives to be the change catalyst and brings the change the society wants to see”

Narrative:

Over the course of history, Women have played some of society's most significant roles. While in today's world we like to believe that there is equality between Women and Men, our society shows that this idea is not completely true.

The Bengali Women’s Forum (BWF) was founded on various fundamental principles: equity for equality, equal opportunity, and opportunity for well-being. BWF believes that it is imperative to ensure collaboration and community among Women for progress to occur. Based out of Charlotte, North Carolina, BWF provides constructive programming around current affairs, social concerns, personal and professional development, as well as informal gatherings, all of which are designed to strengthen and nurture connections among communities across the greater city.

BWF is driven by the motto, "Aamrai Poriborton, we are the change." And being the change that this society wants to see, BWF strives to address the many burning issues that are affecting Women and



Men in Charlotte. It was built to provide services around the current events, social issues, and development to strengthen and nurture connections among the community

Vision Statement:

Be the "first to go" Women-led organization at Charlotte trusted for bringing change in the society

BWF's goal is to identify key issues (for example, health, social welfare, education, barriers to equal opportunity etc.) affecting Women and Men and find the avenues to remediate the same by bringing change in the society.

FY 2021: \$0

FY 2022 Request: \$10,000

Supports: A funding budget proposal would support the Social and Economic Empowerment program and the Skill 2.0 Program.

BWF is requesting the city to fund both of BWF's flag-ship programs as described above. So far the President of BWF Mrs. Shanta Dutta was running these programs with a limited scope by investing her money which is not sustainable in the long run. therefore BWF is reaching out to City for providing the necessary funds to make these programs impactful and sustainable for society. BWF feels that these programs can be a differentiator for the City of Charlotte and by virtue of BWF's networking capabilities and existing connections within Charlotte, BWF believes that it can bring significant change in the social landscape.

Agency Established: January 09, 2020

Total Years Financial Partner with City of Charlotte: 0 Years

Population Served:

1. Served Afro American, Asian & American populations by running a cancer awareness program and providing a medical consulting platform with the renowned medical practitioners and Doctors of Charlotte
2. Leaders in making - Our Children is Tomorrow's Civic Leaders is a flagship child education & recognition program to instill leadership tenets in the minds of young leaders. This program covers Asian, American and Afro American, and Latino communities
3. Providing financial support to the homeless people across races and ethnicity for their shelter and food during the pandemic
4. Uplifting the hygiene of the daily lives of the women across populations living below the poverty line by supporting Feminine care products to the 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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$0	1,800	\$1,800
Merit	\$0	\$0	\$0
Benefits	\$0	\$0	\$0
Subtotal Personnel Expenses	\$0	\$1,800	\$1,800
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$1,200	\$1,200
Communications (e.g. publishing, marketing)	\$0	\$1,200	\$1,200
Facilities (e.g. rent, utilities)	\$0	\$1,000	\$1,000
Office Supplies	\$0	\$600	\$600
Travel & Training	\$0	\$3,000	\$3,000
Technology	\$0	\$600	\$600
Other	\$0	\$600	\$600
Subtotal Operating Expenses	\$0	\$8,200	\$8,200
Total Expenditures	\$0	\$10,000	\$10,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$0	\$0
Foundation Grants	\$125	\$0
Donor Contributions	\$0	\$1000
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$125	\$1000

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0

FY 2022 Financial Partner Agency Board of Directors

Agency Name: Bengali Women's Forum Corp

Shanta Dutta

President & Chair of the Board

Animita Chowdhury Saha

Board of Directors

Mehreen Muner

Board of Directors

Karli Bose

Board of Directors

Saswati Collam

Board of Directors



2022 Financial Partner Agency Summary

Agency Name: Charlotte Regional Business Alliance

Scope of Service:

The Charlotte Regional Business Alliance (CRBA) is a public-private partnership serving as the Charlotte Region's voice of business for equitable economic growth. We grow the economy, position the region to compete for business investment, and connect through shared purpose initiatives that no single individual nor organization can tackle alone.

Mission Statement:

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

FY 2021: \$164,085

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

FY 2022 Request: \$166,553

Increase: \$2,468

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: 11 Years

Population Served:

The Charlotte Regional Business Alliance markets the City of Charlotte and bi-state 15-county Charlotte region through a collaborative effort, leveraging local dollars by promoting a unified Charlotte Region working collectively to attract and grow investment from companies domestically and internationally.

Objectives Report

Corporate Scorecard Objective:

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
To generate new projects of companies that are interested in expanding or Relocating to the Charlotte Region	<u>>80</u>	14	63
To participate in site visits to our region from companies and consultants	<u>>25</u>	1	29
To support projects that are interested in the region, but that we are not leading	<u>>40</u>	9	30
To meet with domestic and international leads and projects to market the Charlotte Region to them	<u>>126</u>	NA	NA

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$3,908,724	\$4,104,160	\$0
Merit	\$0	\$123,125	\$0
Benefits	\$999,680	\$1,059,661	\$0
Subtotal Personnel Expenses	\$4,908,404	\$5,286,846	\$0
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$808,740	\$833,002	\$166,553
Facilities (e.g. rent, utilities)	\$1,040,550	\$1,071,767	\$0
Office Supplies	\$52,418	\$52,942	\$0
Travel & Training	\$271,368	\$275,439	\$0
Technology	\$320,601	\$352,661	\$0
Other	\$1,404,200	\$1,333,990	\$0
Subtotal Operating Expenses	\$3,897,877	\$3,919,801	\$166,553
Total Expenditures	\$8,806,281	\$9,206,747	\$166,553

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$498,450	\$514,179
Foundation Grants	\$497,500	\$621,875
Donor Contributions	\$7,394,359	\$8,000,000
Service Fees	\$0	\$0
Other Revenue	\$90,722	\$150,000
Total Revenues	\$8,481,031	\$9,286,054

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$161,526
FY 2021 Current Budget	\$164,085
FY 2022 Projected (as requesting)	\$166,553



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Charlotte Regional Business Alliance

Carol Lovin

Atrium Health

Jennifer Weber

ADM

Malcomb Coley

EY

Kieth Cockrell

Bank of America

Luis Lluberas

Moore & Van Allen PLLC

Joe Paradise

KPMG

Janet LaBar

CLT Alliance

Michelina Antahades

Charlotte Regional Visitors Authority

Clay Armbrister

Johnson C. Smith University

Geoff Gray

Signature Consultants, LLC

Heath Campbell

Truist

Derick Close

Springsteen Capital

Melisa Cronin

Accenture

Jesse Cureton

Novant Health

Dena Diorio

Mecklenburg County

Danielle Frazier

Charlotte Works

Tom Glick

Tepper Sports & Entertainment

David Head

Grant Thornton

Reginald Henderson

Lowe's

Donny Hicks

Gaston County EDC

Julie Janson

Duke Energy Corporation

Marcus Jones

City of Charlotte

Pat Jones

Carowinds

David Longo

CBI / Workplace Solutions

Scott Millar

Catawba County EDC

Tracy Montross

American Airlines

Christopher Moxley

704 Shop

Alan Sauber

Premier

Hunter Shull

Wells Fargo

Jennifer Troyer

UNC Charlotte

Laura Ulrich

Federal Reserve Bank of Richmond

Fred Whitfield

Charlotte Hornets Sports & Entertainment

Banks Wilson

Union

Teross Young

Food Lion LLC



FY 2022 Financial Partner Agency Summary

Agency Name: Community Building Initiative

Scope of Service:

Community Building Initiative (CBI) advances access, inclusion and equity in Charlotte- Mecklenburg. Founded as a task force in 1997 to help Charlotte respond to a community crisis, CBI has evolved from a crisis-inspired response into a permanent, trusted community resource in the long-term work of achieving inclusion and equity. CBI believes that a person's identity and zip code should not predict life outcomes. If race, gender, economic status or neighborhood can predict one's educational success, economic stability or fair treatment in the justice system, we are not building a community in which equity is a value and a priority. In alignment with its equity and inclusion values, CBI intentionally involves diverse, cross-sector groups of people and organizations in its intensive and interactive programs and partnerships. CBI's Equity Framework is embedded in all of its programs with the intention to increase the capacity and commitment of participants and partners to acknowledge and analyze the power system of white supremacy and strategize structural interruptions and innovations to address barriers, close gaps and improve outcomes and opportunities for all.

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 2021: \$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 2022 Request: \$50,000

Increase: \$0

Supports: Operations of the agency's signature programs: Leadership Development Initiative, Leaders Under 40, Community Bus Tours, Equity Impact Circles, annual Stakeholders 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 community organizations and groups. CBI does not provide direct services but rather equips people and organizations with the knowledge, skills and courage to advance the work of inclusion and equity. Organizations that CBI supports through its programs include the City of Charlotte and Mecklenburg County, along with Charlotte Mecklenburg Library, CMS, CMPD, Atrium Health, Novant Health, Charlotte Center for Legal Advocacy, the Housing Partnership, Latin American Coalition, Camino Community Center, DA's Office, MEDIC, Time Out Youth and the Arts & Science Council, all of which serve and provide services in and/or to people in under-represented communities.

Objectives Report

Corporate Scorecard Objectives: Safe Communities, Great Neighborhoods & Well-Managed Government

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 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.	85%	CBI issued the final LDI 19 program evaluation when the program concluded in October, but given the ongoing challenges of the pandemic, evaluation is about 60% complete. Efforts are underway to secure the remaining evaluations, and results will be reported as soon as a majority of participants have been able to respond.	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	47 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.	75 engagement events	55 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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$327,356	\$327,356	\$0
Merit	\$0	\$0	\$0
Benefits	\$71,444	\$71,444	\$0
Subtotal Personnel Expenses	\$398,800	\$398,800	\$0
Operating			
Capital Equipment (e.g. vehicles, computers)	\$2,500	\$2,500	\$0
Communications (e.g. publishing, marketing)	\$40,000	\$40,000	\$6,900
Facilities (e.g. rent, utilities)	\$41,000	\$41,000	\$6,150
Office Supplies	\$17,700	\$17,700	\$3,100
Travel & Training	\$0	\$0	\$0
Technology	\$6,000	\$6,000	\$1,000
Other	\$229,000	\$229,000	\$32,850
Subtotal Operating Expenses	\$366,200	\$366,200	\$50,000
Total Expenditures	\$735,000	\$735,000	\$50,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$0	\$0
Foundation Grants	\$35,000	\$35,000
Donor Contributions	\$460,000	\$460,000
Service Fees	\$115,000	\$115,000
Other Revenue	\$0	\$0
Total Revenues	\$610,000	\$610,000

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$27,500
FY 2021 Current Budget	\$50,000
FY 2022 Projected (as requesting)	\$50,000



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Community Building Initiative

Cathy Best

Atrium Health

Carola Cardenas

Johnston YMCA

Ray Feaster

Novant Health

Jenni Gaisbauer

Charlotte Mecklenburg Library Foundation

Sally Geaney

National Contact Center, TIAA (retired)

Caroline Griffin

Price Waterhouse Cooper

Megan Liddle Gude

Charlotte Center City Partners

Bryon Hawkins

Bank of America

Brian Heslin

Duke Energy

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

Council for Children's Rights

Osei Sencherery

Deloitte & Touche, LLP

Gerald Smith

Charlotte Mecklenburg Police Department

Jenny Ward

Bank of America

Tom Zweng

Physician



FY 2022 Financial Partner Agency Summary

Agency Name: Historic West End Partners

(New Funding Request)

Scope of Service: In simple terms, HWEP advocates for the holistic, inclusive progression of Charlotte's historic African American business district to foster a thriving, vibrant live, work, play eco-system without hemorrhaging identity and people. HWEP's scope of work includes yet is not limited to:

- Small Business Support & Recruitment
- Place-Progression (placemaking on steroids)
- Heritage Tourism
- Cultural/Historic Preservation & Infusion
- Outreach & Engagement (Community, Public & Private)
- Education
- Beautification
- Branding
- Safety
- Critical Partnerships/Collaboration Management

HWEP is seeking 3 years of funding from the Knight Foundation and Z. Smith Reynolds.

Mission Statement: The Historic West End Partners advocates for cultural preservation and economic development stimulation in the Historic West End.

FY 2021: \$0

FY 2022 Request: \$108,842

Supports:

The funds requested will ensure that a dedicated director and an administrative support person will remain in place to orchestrate the scope of work efficiently and expeditiously. We realize that funders are more apt to allocate programmatic and special project dollars when consistent, quality executors are in place and critical partnerships exist.

Agency Established: March 02, 2010

Total Years Financial Partner with City of Charlotte: 0 Years

Population Served: HWEP serves the diverse Historic West End Community of stakeholders, and organizations in the Greater West and East Crescent. Our efforts impact:

- Small Businesses & Business Districts
- Neighborhoods
- Academic Institutions
- Faith-based organizations
- Visitors
- Municipalities

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$90,250	\$90,250	\$90,250
Merit	\$0	\$0	\$0
Benefits	\$8,592	\$8,592	\$8,592
Subtotal Personnel Expenses	\$98,842	\$98,842	\$98,842
Operating			
Capital Equipment (e.g. vehicles, computers)	\$2,000	\$2,000	\$0
Communications (e.g. publishing, marketing)	\$10,500	\$21,000	\$0
Facilities (e.g. rent, utilities)	\$8,000	\$8,000	\$0
Office Supplies	\$2,000	\$2,000	\$0
Travel & Training	\$5,000	\$5,000	\$0
Technology	\$5,000	\$5,000	\$0
Other Administrative Assistant	\$30,000	\$40,000	\$10,000
Subtotal Operating Expenses	\$62,500	\$83,000	\$10,000
Total Expenditures	\$161,342	\$181,842	\$108,842

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$0	\$0
Foundation Grants	\$70,000	\$55,000
Donor Contributions	\$5,000	\$8,000
Service Fees	\$2,500	\$5,000
Other Revenue	\$20,000	\$30,000
Total Revenues	\$97,500	\$98,000

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Historic West End Partners

Judge Linwood O. Foust (retired)-President

Historic West End Resident

Nancy Stroud- Treasurer

Historic West End Resident

Mike Griffin- Director

Mosaic Village Holdings

Rev. Mildred McCullough- Director

Historic West End Resident

Jermaine Blackmon- Director

Original Chicken & Ribs

Eric Orozco- Director

Neighboring Concepts

Shannon H. Hughes- Vice Presiden

Top Line Chemical Solutions

Mary Johnson- Secretary

Historic West End Resident

Bernetta Powell- Director

West End Fresh Seafood

Attorney Robert Kelly Corbett

The Corbett Law Firm, PLLC

Carlenia Ivory- Director

Historic West End Resident

Gene Flavors- Director

Historic West End Resident



FY 2022 Financial Partner Agency Summary Agency Name:

MeckEd

(New Funding Request)

Scope of Service:

MeckEd advocates on behalf of students attending Mecklenburg County public schools and operates direct service programs to deliver on our mission.

Charlotte NEXT:

The program vision is that there will be equitable access to a range of interesting and meaningful extended learning experiences at all Charlotte Mecklenburg Middle Schools (CMS).

As the city's extended learning intermediary, Charlotte NEXT is replacing a fragmented system of service providers that currently perpetuate inequitable offerings, with a cohesive, coordinated, and aligned approach. Our model places a priority on building and leveraging partnerships that include public agencies, service providers, businesses, funders, and schools - all designed on what is in the best interest of the students. Charlotte NEXT built and maintains "The Locator," an online tool that allows families to search for extended learning opportunities that fit their needs. Additionally, we find funding to place programs in schools identified as having inequitable extended learning offerings and work with the providers to establish and measure quality standards for programming.

Career Pathways:

This program connects high school students to impactful work-based learning opportunities, fostering career exploration, while also connecting the dots to real-world application of education and the workplace.

Career Pathways provides experiences typically associated with well-resourced young people (job shadows, college visits, guest speakers, internships, community building activities) to low- resourced youth attending four Title I high schools (Garinger, Harding, Vance, and West Charlotte). Career Pathways Advisors are placed full-time in the schools to serve as social navigators. Obstacles that could prevent participants from achieving success are identified by the advisors in partnership with the students and the appropriate resources (human and financial) are secured to overcome those obstacles. Since 2012, over 12,000 students (approx. 2,000 annually) are served through this program.

Mission Statement:

MeckEd's mission is to ensure that all students in Mecklenburg County have access to the knowledge, skills, and experiences necessary to lead productive and successful lives.

FY 2021: \$0

FY 2022 Request: \$120,000

Supports: With support from the City of Charlotte, Charlotte NEXT will increase access to, and the

quality of, extended learning opportunities for CMS's most challenged middle school students.

We know low-income youth experience thousands fewer hours of enrichment and academic learning than their more affluent peers by 8th grade. Additionally, COVID-19 is expected to have greater effects on learning for low-income students and specifically Black and Hispanic students. We need to have proper extended learning opportunities available for students knowing many will return to school next fall having experienced social disconnection, significant learning gaps, and trauma.

With the most recent announcement from CMS that 60 or 95 After School Enrichment Programs (ASEP) will be cancelled effective April 1, no middle schools will have access to district provided extended learning. We know through our recent mapping that low-performing schools were already lacking in equitable extended learning offerings due to the fragmented system that exists. Now, more than ever, the community needs an intermediary designed to focus on the issue and unite the key stakeholders to bring equitable offerings to all middle schools across the county, especially our low-performing schools.

If awarded, this grant would be used to do the following:

1. MeckEd will utilize our 25+ years of experience in advocacy to call for an increase of resources from federal, state, and local funders to bring extended learning opportunities to low-performing schools.
 - We will utilize our communications platforms to educate the community on how great the need is and how extended learning is proven to keep kids and the community safe and increase the academic performance of students.
 - We will provide outreach to educate families in our highest-need communities about available programming and how they can enroll their children.
2. Increase access to programming.
 - Most of the funding will be used to contract direct service providers and place them in schools with the highest needs. Providers will demonstrate that they have high-quality programming. We will promote continuous improvement by collecting data about program effectiveness and setting shared expectations for quality.
 - We currently have three providers lined up to provide services for FY22. More will be contracted if funding is available. Programs include:
 1. Digi-Bridge
 2. The Dottie Rose Foundation
 3. Firm Foundations
3. Align and coordinate efforts of various stakeholders.
 - In our mapping, some schools were found to have 15+ available extended learning opportunities while others had none. There has not been a system to ensure that equitable offerings are available in each school, especially those with the highest needs. We will work with the district, city and county officials, businesses, funders, families, and providers to coordinate efforts and work towards equitable offerings at our low-performing schools.

Agency Established: November 01, 1991



Total Years Financial Partner with City of Charlotte: 0 Years

Population Served: The population served for this grant request for Charlotte NEXT will be the thousands of students attending the county's Title I middle schools (grades 6-8; ages 11-14).

Specifically, the program will advocate for students attending schools identified as having little to no extended learning programs available (currently 12,000+ students).

Direct service providers will be contracted to provide extended learning opportunities to approximately 100-120 at risk students (20-40 students per provider) from August 2021 – December 2021.

Students will attend from the following schools.

- James Martin Middle
- Albemarle Middle
- Wilson STEM Academy
- Druid Hills

*Depending on available funding, more schools and students may be added.

For the purposes of this grant, at-risk students are considered to be:

- Students not performing at grade level as demonstrated by statewide assessments;
- Students at-risk of dropout and;
- Students failing one or more of their core classes.

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$476,000	\$504,560	\$20,000
Merit	\$0	\$0	\$0
Benefits	\$51,845	\$55,000	\$0
Subtotal Personnel Expenses	\$527,845	\$559,560	\$20,000
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$11,380	\$11,968	\$0
Facilities (e.g. rent, utilities)	\$50,868	\$53,920	\$0
Office Supplies	\$5,000	\$5,000	\$0
Travel & Training	\$15,000	\$15,000	\$0
Technology	\$7,250	\$8,000	\$0
Other	\$280,416	\$241,725	\$100,000
Subtotal Operating Expenses	\$369,914	\$335,613	\$100,000
Total Expenditures	\$897,759	\$895,173	\$120,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$466,308	\$492,000
Foundation Grants	\$396,451	\$436,096
Donor Contributions	\$35,000	\$3,500
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$897,759	\$970,096

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$120,000

FY 2022 Financial Partner Agency Board of Directors

Agency Name: MeckEd

Jennifer Roberts

echoAmerica

Keith Butler

Duke Energy

Janeen Butler

CREED

Sheryl Craun

Nuveen

Josh Dobeck

Turner Construction

Kathleen Dryden

Bank of America

Bill Leonard

Atrium Health

John McKeever

Direct Chassis Link, Inc.

Tchernavia Montgomery

Crisis Assistance Ministry

Jane Lewis Raymond

Hilltop Strategies

Pawanjit Singh

Premier Inc.

Susan Gann

Charlotte Mecklenburg Schools

*Joining March 2021

FY 2022 Financial Partner Agency Summary

Agency Name: Mental Health America of Central Carolinas

(New Funding Request)

Scope of Service:

Mental Health America of Central Carolinas (MHA) is a unique multi-faceted organization focused on the community's ever-changing mental health needs. Helping the most vulnerable residents of Mecklenburg and Cabarrus counties achieve mental wellness is fundamental to MHA's mission. The organization's primary goal is to ensure community members have access to quality mental healthcare so they can achieve optimal mental health. This is accomplished by advocating for systemic changes addressing gaps in service; preventing mental health crises through evidence-based trainings; educating key publics about mental health resources; and teaching self-advocacy skills.

Each year MHA measurably impacts thousands of individuals through its programs and services, providing the resources and tools needed for community members to achieve optimal mental health. In terms of human gains for these individuals, MHA's outcome data speak loudly: overall, MHA's program participants see tremendous results, with up to 90% gaining needed skills/knowledge and modifying attitudes/perceptions. The vast majority of people touched by MHA are better equipped to help themselves and others, thereby alleviating suffering while striving to achieve mental wellness. MHA is uniquely positioned to have a strong and positive impact on Charlotte-Mecklenburg's ever-growing mental health crisis with a staff of professionals who have lived experience with mental health concerns. This enables MHA staff to connect quickly with clients/participants and with high levels of comfort and trust.

MHA's 2019-2023 Strategic Plan clearly articulates a goal to align its programs and services where community needs exist, thereby achieving its mission through collaboration with key neighborhood and community-based partners. MHA's key programs and services are evidence-based, fitting under three categories: (1) Family Peer Support, (2) Social Support for Adults with Mental Illness, and (3) Community Education and Outreach as outlined below.

Family Peer Support

ParentVOICE provides tools, resources and support to family members of youth experiencing emotional, behavioral and mental health challenges. Certified Family Partners teach families how to navigate the education, mental health, child welfare, and judicial systems to achieve positive outcomes. ParentVOICE is staffed by individuals with lived experience, a parent or caregiver who is/has raised a child with mental, behavioral or substance use needs and who has received services on behalf of their child. MHA has offered ParentVOICE to the Charlotte-Mecklenburg community since 2010.

Triple P (Positive Parenting Program) is an important component of ParentVOICE, providing individual consultations with parents/caregivers to reduce child behavior problems and teach healthy parenting. Triple P is typically delivered one-on-one where the parent/caregiver and Family Partner work together to identify the child's behaviors to target and create a parenting plan to address those behaviors. Once a plan is in place, the parent/caregiver and practitioner can work together to track changes and improvements and adjust the plan as needed.



Family Partner Training Institute (FPTI) is a training program for community members interested in becoming Family Partners. Through FPTI, parents/caregivers learn state and national best practice core competencies, providing approximately 120 instructional hours. The majority of participants taking the training achieve state certification and many go on to attain national certification. In addition to becoming skilled family advocates, participants gain skills and tools that can lead to employment opportunities and improved economic mobility.

Social Support for Adults with Mental Illness

MHA's Compeer program matches community volunteers with adults in mental health recovery. Volunteers provide one-to-one supportive friendship to offset loneliness and social isolation that can accompany mental illness. MHA has offered Compeer to the Charlotte-Mecklenburg community since 1990. Compeer International is an evidence-based program model that promotes good mental health through meaningful friendships. Initial outcomes include increased confidence and self-empowerment, increased optimism for the future and improved social skills. Intermediate outcomes include increased community integration and increased stability (reduced hospitalization and use of crisis services.) Ultimate goals include supported recovery and improved quality of life.

Community Education and Outreach

QPR (Question, Persuade and Refer) Suicide Prevention Training is a two-hour training for teens and adults, offering three steps to help save a life from suicide. Participants trained in QPR learn how to recognize the warning signs of a suicide crisis and how to question, persuade, and refer someone to help. Each participant can become a Gatekeeper who is, according to the Surgeon General's National Strategy for Suicide Prevention (2001), a person in a position to recognize a crisis and the warning signs that someone may be contemplating suicide. MHA has offered QPR to the Charlotte-Mecklenburg community since 2008.

Mental Health First Aid (MHFA) has both youth and adult versions, as well as modules focused on public safety, veterans and seniors. It is designed to increase participants' ability to respond appropriately to someone experiencing a mental health crisis. Participants gain an understanding of the potential risk factors and warning signs for a range of mental health problems; the prevalence of various mental health disorders in the U.S. and the need for reduced stigma in their communities; and a five-step action plan encompassing the skills, resources, and knowledge to assess the situation, to select and implement appropriate interventions, and to help the individual in crisis connect with appropriate professional care. MHA has offered MHFA to the Charlotte-Mecklenburg community since 2012. This included training local police, sheriffs and fire fighters with the public safety version of MHFA.

Coffee and Conversation was established in 2013 as part of MHA's Mental Health Matters: It's Time to Talk Campaign. This program, incorporating volunteers sharing their experiences of mental health recovery, is designed to invite community conversation about mental health and to reduce associated stigma.

MHA's Workplace Wellness Program is new since the onset of COVID-19 in 2020, stemming from employer interest in helping employees cope and manage stress. Program content is based on best-practice resources of the American Psychological Association and the Mental Health America national office.

Information and Referral Services include navigation of resources and offering support for community members and health professionals, including free confidential screening tools and a provider directory, for those seeking mental health services.

Legislative Advocacy provides the opportunity for MHA to educate legislators and policymakers



about the needs of individuals who depend upon the public mental health system and public policies that address those needs. Individuals learn to become self-advocates and engage in grassroots advocacy.

Free Counseling: MHA currently has funding available to provide free short-term counseling to adults and youth impacted by COVID. Mental health concerns stemming from COVID will continue long after the pandemic is gone and MHA hopes to continue this program.

Mission Statement:

MHA is dedicated to providing help, offering hope and promoting mental wellness through advocacy, education, and prevention.

FY 2021: \$0

FY 2022 Request: \$50,000

Supports:

MHA will use the \$50,000 from the City of Charlotte to support a portion of staff salaries. This funding will help fund staff capacity around the organization's *Emotional Toolbox for Building Resilient Communities*.

Through a grassroots approach, MHA reaches individuals and families by partnering with key community stakeholders of high-risk communities, including Crossroads CDC/Grier Heights, UCITY Family Zone, Mecklenburg County's Village HeartBEAT, and the Valerie C. Woodard Center on Freedom Drive. Stakeholders serve as the gateway to these populations, helping MHA tailor programs and services to meet their community members' needs. For the City of Charlotte Financial Partner Grant, MHA will place emphasis on reaching marginalized communities, including the Latinx communities within the City as described in the Population Served section. MHA recently hired a bilingual (Spanish/English) Mental Health Educator who will play a lead role in providing mental health education within the Latinx community.

Because there is no "one size fits all" solution to building resilient communities and promoting optimal mental health, MHA's approach is "boots on the ground," aligning programs and services where community needs exist. Programming will be offered in three key areas: (1) Family Peer Support: ParentVOICE, Triple P (Positive Parenting Program), and Family Partner Training Institute; (2) Social Support for Adults with Mental Illness: Compeer; and (3) Community Education and Outreach: QPR (Question, Persuade, and Refer) Suicide Prevention Training, Mental Health First Aid, Workplace Wellness Program, and Coffee and Conversation. These programs were described in the previous section for Agency Description.

Although each of MHA's programs and services noted above will be offered as part of this grant project, it is noteworthy to state that, in particular, demand for ParentVOICE in the Charlotte-Mecklenburg area has increased. MHA anticipates that this increase will continue through the coming year due to the impact of COVID-19 on youth and families. ParentVOICE incorporates the principles of System of Care whereby families and youth work in partnership with public and private organizations, ensuring supports are effective and built on the families' strengths and needs. According to the NC System of Care Handbook for Children, Youth and Families, this approach serves the whole family, respects family strengths, builds on the family's knowledge about their children, and does not restrict children/youth or families to a "one size fits all" mindset. The System of Care takes a whole-family approach to achieve desired outcomes identified by the youth and family.



Collaboration is key to success for ParentVOICE as it is for all of MHA's programs; MHA believes the only way to move the needle on mental health is through community-based partnerships. ParentVOICE depends on expertise from the community to provide parents/caregivers and youth with the knowledge needed to support their children as well as themselves. ParentVOICE connects with resources in the community, including: Charlotte-Mecklenburg Schools, the library system; North Carolina Families United for trainings and workshops; the court system; the faith community; and neighborhood associations.

Engaging youth in their treatment and recovery is also critical to success. Support groups have been established for the age groups of 8-13 and 14-20 years and are supported by MHA's Youth Engagement Specialist. It is anticipated that some bi-lingual parents will participate in the 2021 Family Partner Training Institute to help with the growing need for support of Spanish-speaking parents in Youth Recovery Court.

During the COVID-19 pandemic, all of MHA's programs and services have been adapted to meet the health and safety needs of its staff, partners, and program clients/participants. Through virtual program delivery for participant groups and phone calls/Zoom for one-on-one client interactions and group support, MHA continues to provide quality programs and services with the same level of compassion and care.

Agency Established: January 01, 1933

Total Years Financial Partner with City of Charlotte: 0 Years

Population Served:

According to the Substance Abuse and Mental Health Services Administration (SAMHSA), one in five people have a mental health diagnosis with an estimated 50% of lifetime cases of mental illness beginning by age 14. For Mecklenburg County, mental health is a serious and growing public health problem as evidenced by key community health data. The Mecklenburg County Community Health Assessment (2019) ranked mental health as the NUMBER ONE health issue in 2017 (up from number two in 2013); access to care was ranked number two in 2017 (up from number three in 2013). Key facts from this report include: one in six adults, or over 157,000 people, report a diagnosis of depression; nearly one in three high school students stopped doing regular activities due to prolonged sadness; 14% of high school students report making a suicide plan; and, per death, an average of 37 years of potential life was lost due to suicide.

Before the COVID-19 pandemic ever hit the Charlotte-Mecklenburg community, mental health professionals and community leaders recognized that a mental health crisis was in play, especially for persons enrolled in the Medicaid system, children and youth, and families caught in the cycle of intergenerational poverty. This concern has been outlined in key community reports over the last three to five years, including the following: Mecklenburg County State of the County Health Report; Charlotte Mecklenburg Youth Risk Behavior Survey (YRBS); Navigating the Maze: An Assessment of Mental Health Resources For Children and Adolescents In Charlotte-Mecklenburg; and Leading on Opportunity Charlotte-Mecklenburg Opportunity Task Force Report. With the ongoing negative impact of COVID-19 on mental health and substance use, now more than ever, MHA's programs and services are needed in the community to ensure the best possible outcomes for individuals struggling with mental health issues. Providing services to these vulnerable populations is critical to the overall mental health of the greater Charlotte-Mecklenburg community. As such, it is imperative that MHA focuses on the immediate and anticipated long-term mental health needs of the community due to COVID-19. MHA must provide robust outreach through its *Emotional Toolbox for*



Building Resilient Communities.

MHA serves both Mecklenburg and Cabarrus counties; however, for the City of Charlotte Financial Partner Grant, outreach and education efforts will be focused on city residents only. Through a variety of programs and services packaged in the *Emotional Toolbox for Building Resilient Communities*, both youth and adult target populations will be reached. Because mental illness does not discriminate, MHA serves all individuals regardless of socio-economic or demographic status. Nonetheless, MHA places a strong emphasis on reaching the most vulnerable and marginalized community members who face multiple barriers to mental healthcare, including stigma, cost, lack of health insurance, and race.

Charlotte is not only the largest city in North Carolina, it is also among the fastest growing cities in America. According to the U.S. Census Bureau's American Community Survey, Charlotte added more than 154,000 residents between 2010 and 2019. Growing by 20.4% since 2010, the City's population is an estimated 885,708. The North Carolina Office of Budget and Management reports that fully two-thirds (67.2%) of the region's population growth comes from those who move here from outside the county. Clearly, Charlotte's growth also fuels its diversity. The City's socioeconomic diversity is reflected in the data below, each of which either directly or indirectly play a role in the mental health profile of the City of Charlotte.

- Race/Ethnicity: 48.8% White, 35.2% Black, 14.3% Hispanic or Latino
- Sex: 41.8% Male, 51.9% Female
- Persons living in Poverty: 12.8%
- Persons under 18 years old (approximately 50% of lifetime cases of mental illness begin by age 14): 23.7%
- Persons under age 65 without health insurance: 13.8%

Within the City of Charlotte, the socioeconomic geography of its neighborhoods is often characterized by a "crescent and wedge" pattern with predominantly white, more affluent households residing in a wedge-like sector stretching south-southeast from the City's central business district, surrounded by a crescent of lower socioeconomic neighborhoods. The crescent is generally characterized by lower household incomes, higher rates of unemployment, lower levels of labor force attachment, and poorer educational outcomes. The crescent, however, is not a homogenous area. According to UNC Charlotte's Quality of Life Explorer, African American neighborhoods are more heavily concentrated in northern and western portions of the crescent while Hispanic households, with a few important exceptions, are disproportionately found in the crescent's east side. Growth of Charlotte's Latinx population has been a hallmark of the City's changing population. The City's growth and increasing diversity, along with the disproportionate burden of COVID-19 on Black and Hispanics, affect demand for MHA to target its programs and services to these underserved groups.

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$633,800	\$652,814	\$41,799
Merit	\$0	\$0	\$0
Benefits	\$168,913	\$173,319	\$8,201
Subtotal Personnel Expenses	\$802,713	\$826,133	\$50,000
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$15,650	\$15,963	\$0
Facilities (e.g. rent, utilities)	\$44,700	\$44,700	\$0
Office Supplies	\$12,100	\$13,000	\$0
Travel & Training	\$31,620	\$35,000	\$0
Technology	\$44,000	\$46,000	\$0
Other	\$210,050	\$215,000	\$0
Subtotal Operating Expenses	\$358,120	\$369,663	\$0
Total Expenditures	\$1,160,833	\$1,195,806	\$50,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$504,113	\$480,113
Foundation Grants	\$429,243	\$429,000
Donor Contributions	\$140,000	\$150,000
Service Fees	\$13,000	\$20,000
Other Revenue	\$34,000	\$41,887
Total Revenues	\$1,120,356	\$1,121,000

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$299,759
FY 2021 Current Budget	\$504,113
FY 2022 Projected (as requesting)	\$530,113



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Mental Health America of Central Carolinas

Robert Jones, Board President

Bank of America

Heather McCullough, President-Elect

Society54, LLC

Tim Beyer, Treasurer

Financial Advisor

Marcella Beam

Healthy Cabarrus

Jessica Catrodale

Atrium Health

Jessica Chesser

Retired Educator

Rev. Dr. Claude Forehand

First Baptist Church of Kannapolis

Seth Harward

Financial Advisor

Friday Pettit

Old Vineyard Behavioral Health Services

Captain Christian Wagner

Charlotte-Mecklenburg Police

Tiffany Morgan, Secretary

Community Volunteer/Advocate

Ashley Smith, Immediate Past President

The Renfrew Center

Lisa Murray Adams

Mecklenburg County

Mark Brumfield

Financial Advisor

John Cheek

Fidus Partners

Mary Ellen Ezarsky

Community Volunteer/Advocate

Andrea Gardin

Pyramid Healthcare

Logan McCloy

Elliott Davis, PLLC

Kelli Raulerson

Bank of America

FY 2022 Financial Partner Agency Summary

Agency Name: My Brother's Keeper CLT-Meck

Scope of Service: My Brother's Keeper CLT-Meck is a national initiative established during the second term of former President Barack Obama's administration aiming to address the opportunity gap facing boys and young men 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 Board of Directors, including representation from the city and county government, oversees the initiative and serves to lead a cross-sector city-county call to action focused on building safe and supportive systems for boys and young men of color.

MBK-CLTMeck is registered with the Obama Foundation and will receive technical assistance from the National Foundation and other national organizations. The focus includes six areas, they are: 1) Guide Vision, 2) Support Aligned Activities 3) Shared Measurement Practices 4) Build Public Will 5) Advance Policy 6) Mobilize Funding, we utilize these as a guiding focus while recruiting, equipping and measuring the volunteer and partner experience. MBK-CLTMeck focuses primarily on ages 10-21 aiming to promote career and college readiness.

Mission Statement:

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

MBKCLTMeck is designed not to compete with programs but to elevate programming that proves impact. Our collective impact model takes into account a "root-cause analysis", as well as understands the need for a result-based accountability structure that asks key questions for impact.

FY 2021: \$50,000

Supports: We co-create and plan with the schools, partners, families and most especially the boys and young men in the program to develop strategies to improve the outcomes and impact. Additionally we design and coordinate collaborative activities to develop an implementation plan for improving outcomes and impact through MBK-CLTMeck in FY 2021.

FY 2022 Request: \$200,000

Increase: \$150,000

Supports: The increase provides program support towards the agency's goals to improve grades, increase attendance and reduce suspensions for participants and to demonstrate we can do this by building a more culturally competent program delivery system.

Agency Established: MBK-CLTMeck: 2018 Non-Profit filed for and approved 2021

Total Years Financial Partner with City of Charlotte: This is our first year as a new 501c3

Population Served: MBK-CLT Meck focuses on boys of color in 5th and 9th grade in schools in the 28208 and 28212 -zip codes CMS administrators recommend students to the program

Objectives Report

Corporate Scorecard Objective:

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 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 2021 were solely focused on defining what MBK would be in Charlotte, developing a new 501c3 organization and Board and establishing a plan/chart of work as the initiative had to re-imagine a new focus inside a public health epidemic.
Academic Improvement	60% of students who start the school year with MBK-CLTMeck will improve their GPA by end of school year	Should provide in two weeks	
Shared Data Systems	70% of agencies serving MBK-CLTMeck students will report the value of new boys of color career and college dashboard and use of the data provided	Will provide in 2 weeks	
Partner & Community Collaboration	30 partner agencies and faith-based organizations will establish a baseline for cultural competency and shared best practices	Will provide baseline in two weeks	

*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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$146,926	\$250,000	\$75,000
Merit	\$0	\$0	\$0
Benefits	\$12,500	\$45,000	\$15,000
Subtotal Personnel Expenses	\$159,426	\$295,000	\$90,000
Operating			
Capital Equipment (e.g. vehicles, computers)	\$3,500	\$5,000	\$0
Communications (e.g. publishing, marketing)	\$16,185	\$21,500	\$2,500
Partnership Investment	\$126,889	\$200,000	\$100,000
Office Supplies	\$1,500	\$2,500	\$0
Travel & Training	\$1,500	\$2,000	\$0
Technology	\$4,575	\$7,500	\$7,500
Other	\$4,500	\$7,500	\$0
Subtotal Operating Expenses	\$158,649	\$246,000	\$110,000
Total Expenditures	\$316,575	\$541,000	\$200,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$250,000	\$350,000
Foundation Grants	\$40,000	\$125,000
Donor Contributions	\$26,575	\$66,000
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$316,575	\$541,000

Total Funds received from Mecklenburg County, if applicable. \$50,000 in FY 2020

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$316,575
FY 2022 Projected (as requesting)	\$541,000

Program Budget

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$0	\$150,000
Foundation Grants	\$0	\$10,000
Donor Contributions	\$0	\$20,478
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$0	\$180,478

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors

Agency Name: My Brother's Keeper CLT-Meck, Inc

Frank Barnes

Charlotte Mecklenburg-Schools

Reginald Bean

Coca-Cola Bottling Co.

Kenneth Burton

Bank of America

Michael DeVaul

YMCA of the USA

Kevin Henry

Extended Stay America

Mark Jerrell

SpeechWorks Therapy Services

Kenston Griffin

Dream Builders Communications, Inc

Anthony Trotman

Mecklenburg County

Braxton Winston

Levine Museum of the New South

Eric Lewis

One SCIC

Raki McGregor

Novant Health

James Mitchell

R J Leeper

Greg Johnson

Orbital Socket

Teddy McDaniel

Urban League of the Central Carolinas

Jorge Millares

Aldersgate

Jason Terrell

Profound Gentleman

Todd Tibbits

YMCA of Greater Charlotte

FY 2022 Financial Partner Agency Summary

Agency Name: Safe Alliance

Scope of Service:

The history of Safe Alliance began in 1909 when one hundred community leaders in Charlotte each pledged \$25 a year to support a new nonprofit—originally named “Associated Charities”—to provide for those in greatest need. During the past century, the organization's name has changed several times as its mission has adapted to meet the needs of the city of Charlotte. Now, in 2021, the mission of Safe Alliance is to provide hope and healing to those impacted by domestic violence and sexual assault. We accomplish this mission through four established programs: The Greater Charlotte Hope Line, Clyde & Ethel Dickson Domestic Violence Shelter, Victim Assistance Court Program, and Sexual Trauma Resource Center.

The Greater Charlotte Hope Line (980-771-HOPE) is a 24/7 hotline that provides crisis intervention, safety planning, and connection to community resources for victims of domestic violence and sexual assault. Domestic violence victims in imminent danger are referred to the Clyde & Ethel Dickson Domestic Violence Shelter, where they find a safe haven and the supportive services they need to rebuild their lives. The Victim Assistance Court Program (VACP) helps victims secure the legal protections they need to stay safe even after they leave an abusive partner and/or exit the Domestic Violence Shelter. One essential protection is a Domestic Violence Protective Order, which not only keeps adult victims safe from their abuser but also provides emergency custody of any dependent children. Finally, the Sexual Trauma Resource Center provides advocacy, hospital accompaniment, and counseling to survivors of sexual assault.

Mission Statement:

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

FY 2021: \$397,038

Supports: The funding supports key personnel and operational costs for the Victim Assistance Court Program (VACP), which assists victims of domestic violence with the legal protections they need to remain safe after leaving a domestic abuser. Specifically, VACP shepherds victims through a multi-step process that includes 1) filing Domestic Violence Protective Order (DVPO) paperwork, 2) having an immediate ex parte hearing to secure emergency protection and custody (if the victim has children) until the DVPO hearing, 3) a DVPO hearing, 4) a one-year DVPO renewal hearing, and 5) preparation for Family Court, which makes permanent determinations regarding property and custody. This extended legal process is what it takes to keep victims safe in the short- and long- term as they attempt to reestablish safety and rebuild their lives in the aftermath of domestic abuse.

FY 2022 Request: \$406,682

Increase: \$9,644

Supports: For FY22, we are requesting flat funding plus a merit allocation for staff salaries.

Agency Established: 1909

Total Years Financial Partner with City of Charlotte: 41 Years

Population Served:

Although domestic violence impacts families of all socioeconomic levels, Safe Alliance cares primarily for the most vulnerable in our community. Among all of the victims served in Safe Alliance's programs, more than 60% live below the federal poverty level. At the Domestic Violence Shelter, 88% of Shelter residents live in extreme poverty, with family incomes that are less than \$10,000 annually. These residents comprise the 7% of homeless persons in Mecklenburg County who, according to the most recent Point-in-Time Count Report, cite domestic violence as their primary reason for becoming homeless. The Victim Assistance Court Program (VACP) provides services both for Safe Alliance's shelter residents and for many other victims who are not homeless but still cluster near the bottom of the socioeconomic ladder. Among VACP clients, approximately 70% have incomes of less than \$25,000 per year. With slight fluctuations each year, the 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 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Improve safety of domestic violence victims.	Safe Alliance Victim and Court Advocates will provide 3000 safety plans.	1370	3994
Improve safety of domestic violence victims.	3,000 victims will be accompanied to court.	442	2646
Improve safety of domestic violence victims.	90% of clients will indicate an increase in their personal safety after receiving services.	92%	95%
Help crime victims by assisting with Victims Compensation paperwork and/or providing information	400 victims will receive information and/or assistance regarding Victims Compensation.	38	118

Comments/ Explanation:

These performance measurements were also used in FY21 but the targets have been adjusted in response to programmatic changes and outcomes to date for FY21. Our targets for the first two outcomes have been decreased in response to programmatic changes resulting from COVID-19. Because of social distancing requirements, fewer victims have been able to enter our office and accordingly fewer safety plans have been provided in FY21 than projected. In FY21, our target was 4000 safety plans and we have decreased the target to 3000 for FY22. For similar reasons, we have reduced the target for the number of victims accompanied to court from 4,750 to 3000. During FY21, we have accompanied fewer victims to court than projected because, for much of this year, our advocates have not been allowed in the courtroom. Although we are hopeful to be back in court by

FY22, there is still a projected decrease due to social distancing. And while our VACP staff members are not allowed in the courtroom, they are taking the opportunity to provide other important legal services that victims always need but we rarely have the time to provide, including assistance with victim's compensation and address confidentiality and expanded child-custody work in family court settings that determine permanent custodial arrangements. By contrast, the latter two targets have been raised from last year. For the past two years, we have exceeded our target that 85% of clients will report an increase in personal safety after receiving services; thus, we have raised this target to 90%. And the increase in the final target—from 300 (in FY21) to 400 (FY22) victims receiving information about Victims Compensation (VC)—reflects a change in measurement. The majority of victims who receive info about VC do so during their initial call to the Greater Charlotte Hope Line before they are referred to other programs. Earlier reported outcomes did not include this primary source of VC information.

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$3,935,756	\$4,122,749	\$321,471
Merit	\$83,033	\$115,097	\$9,644
Benefits	\$1,106,695	\$1,114,374	\$70,567
Subtotal Personnel Expenses	\$5,125,484	\$5,352,220	\$401,682
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$85,537	\$85,537	\$0
Facilities (e.g. rent, utilities)	\$387,690	\$353,991	\$5,000
Office Supplies	\$172,686	\$172,686	\$0
Travel & Training	\$66,925	\$66,925	\$0
Technology	\$130,658	\$130,658	\$0
Other	\$1,284,341	\$1,284,341	\$0
Subtotal Operating Expenses	\$2,127,837	\$2,094,138	\$5,000
Total Expenditures	\$7,253,321	\$7,446,358	\$406,682

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$5,406,724	\$5,300,276
Foundation Grants	\$705,757	\$700,000
Donor Contributions	\$488,836	\$555,000
Service Fees	\$5,000	\$5,000
Other Revenue	\$811,950	\$850,305
Total Revenues	\$7,418,267	\$7,410,581

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$1,450,210
FY 2021 Current Budget	\$1,390,730
FY 2022 Projected (as requesting)	\$1,370,560

City Funded Program Budget

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

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$685,534	\$748,196	\$321,471
Merit	\$15,895	\$22,041	\$9,644
Benefits	\$244,655	\$245,352	\$70,567
Subtotal Personnel Expenses	\$946,084	1,015,589	401,682
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$14,546	\$14,546	\$0
Facilities (e.g. rent, utilities)	\$5,680	\$5,680	\$5,000
Office Supplies	\$41,250	\$41,250	\$0
Travel & Training	\$13,275	\$13,275	\$0
Technology	\$16,345	\$16,345	\$0
Other	\$72,833	\$73,166	\$0
Subtotal Operating Expenses	\$163,929	\$164,262	\$5,000
Total Expenditures	\$1,110,013	\$1,179,851	\$406,682

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$955,436	\$1,095,928
Foundation Grants	\$43,977	\$17,500
Donor Contributions	\$110,638	\$66,423
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$1,110,051	\$1,179,851

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0

FY 2022 Financial Partner Agency Board of Directors

Agency Name: Safe Alliance

Derek Beres
William Blair

Julio Colmenares
CGR Creative

Tom Coyne
Community Volunteer

Linda Christopherson
Linda Christopherson & Associates

Leila Evans
Queens Oak Advisors

Judge Faith Fickling-Alvarez
North Carolina 26th Judicial District

Sid Fletcher
Novant Health

Marcy Hingst
Bank of America

T. Hampton Hopkins
Atrium Health

Fred Hudson
US Attorney's Office Western District

Jeanne Jordan
Aquesta Bank

Jeffrey Klein
McIntyre & Lemon, PLLC

Becky Lindahl
Katten Muchin Rosenman

Spencer Merriweather
Mecklenburg County DA's Office

Allen O'Rourke
Robinson Bradshaw

Markita Payne
Wells Fargo

Symone Robinson
Habitat for Humanity Charlotte

Melissa Romanzo
Hunton and Williams

Nakia Savage
Habitat for Humanity Charlotte

Scott Shannon
Windermere Insurance Group

Virginia Sutton
Rodgers Builders

Kimberly Zirkle
Moore & Van Allen



FY 2022 Financial Partner Agency Board of Directors

Agency Name: TreesCharlotte

Scope of Service:

TreesCharlotte works to increase and preserve our urban forest by engaging citizens throughout the city to plant trees at their homes, neighborhood common areas, schools, houses of faith and other non-profit properties. By the end of the FY22 planting season, we will have planted/distributed nearly 44,000 trees with the help of 20,000-plus volunteers in our 11 years as a non-profit.

Our trees will be disseminated in several ways: 1) Neighborhood plantings, which are solely focused on under-canopied areas throughout the city 2) School, church, park, other non-profit plantings, relying on help from our vast database of volunteers 3) Citywide tree giveaways, open to all Charlotte residents, who can receive up to two free trees. TreesCharlotte relies on data from the most recent (2018) canopy assessment to identify the most tree-needy areas.

Mission Statement:

TreesCharlotte is a public/private nonprofit collaboration to grow, diversify and steward the city's iconic urban forest. Trained volunteers and science-based programs teach residents about the value of trees and how to plant and care for them.

TreesCharlotte's vision is 50% canopy coverage, city-wide acceptance of responsibility to plant and care for trees and sustained funding to continue the mission generation to generation.

TreeCharlotte Values

- Promoting benefits of trees: increasing healthy air, saving electricity, mitigating storm water runoff and creating visual beauty and shade
- Building and preserving tree canopy throughout the community with special attention to underserved areas
- Engaging diverse neighborhoods to join the effort
- Developing "ownership"
- Providing group bonding experiences
- Educational opportunities for children and adults about trees
- Collaborating with other organizations to build tree awareness
- Strong, mutually beneficial partnership with the City of Charlotte and Mecklenburg County
- Providing research focused on trees
- Financial accountability



FY 2021: \$100,000

Supports: Currently TreesCharlotte has received \$25,000 of the \$100,000 pledge for FY21. Those funds have been utilized to purchase 7-gallon trees for and stewardship of the following plantings and giveaways: Statesville Road Elementary planting, First-Timers Tree Giveaway, Barringer Academic Center stewardship, Stowe Creek Neighborwoods tree giveaway, River Oaks Academy planting, University City Zip Code Tree Giveaway, Back Creek Church planting, Thornhill Community planting and giveaway, South Meck High School planting, Galilee Center Orchard, Chapel of Christ the King Orchard, Habitat for Humanity giveaway, Bread of Life Orchard, North End Zip Code Tree Giveaway, Camino Center Tree Giveaway, Make Some Shade City-Wide Tree Giveaway, Randolph Middle School planting and East Side Zip Code Tree Giveaway.

FY 2022 Request: \$150,000

Increase: \$50,000

Supports: TreesCharlotte utilizes funding to plant trees and engage citizens to steward trees properly. Over the past 2 years, Charlotte has grown over 15,000 residents, many of whom come from out-of-state. Reaching these newcomers and promoting trees as a community value is central to growing our canopy. \$20,000 of the requested increase will go to marketing, education, and elevating community engagement. \$30,000 will fund planting and stewarding 300 additional trees or 6 football fields of additional canopy.

Agency Established: January 01, 2013

Total Years Financial Partner with City of Charlotte: 2 Years

Population Served:

TreesCharlotte is truly open to all Charlotteans. Any neighborhood that is under-canopied or at risk of becoming under-canopied is welcome to apply to our NeighborWoods program. Anybody with proof of residency is welcome to our citywide TreeStores. We serve thousands of people each year.

In addition to these widely cast nets, we work to laser focus on under-served communities. Using the data gathered in our 2018 canopy assessment, overlaid with the county's demographic data, we reach out to neighborhoods, non-profits, churches and other partners in areas that have lost significant canopy in hopes of doing a planting project together.

Also, our Zip Code TreeStores, where we give away trees only to residents who live in certain zip codes, are proving to be highly engaging. While every zip code in Charlotte gets its turn, these targeted events make it easier for residents to pick up trees since they are closer to where they live. In addition, they give people a higher chance of getting the trees they want since they are competing with fewer tree enthusiasts. The concept has been a big success, with sellouts in every zip code.

Objectives Report

Corporate Scorecard Objective:

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Safeguard the Environment	<ul style="list-style-type: none"> • 4,000 trees planted/distributed • Plantings/stewardships at 6 schools • Deliver 15 educational events 	<ul style="list-style-type: none"> • 3,212 Trees planted/distributed • Planted trees at 5 schools • Delivered 10+ educational events 	<ul style="list-style-type: none"> • 5,159 Trees planted/given away to plant in 2020-2021 • Planted trees at 14 CMS/preschools schools • Delivered 10 educational events
Strengthen Neighborhoods	<ul style="list-style-type: none"> ☐ 12 NeighborWoods plantings/distributions ☐ Pilot Tree Care program in Revolution Park and Historic West End where TreesCharlotte and other partners assess and cover tree care costs for qualifying <ul style="list-style-type: none"> ○ residents. 	12 NeighborWoods completed by mid-year	19 NeighborWoods events
Invest in Infrastructure	Add trees to neighborhoods throughout Charlotte through organized plantings and tree giveaways in hopes of stemming the dramatic drop in our city's canopy.	3,212 trees planted/distributed to date	5,159 Trees planted/given away to plant in 2020-2021
Enhance Education and Engagement Opportunities	<ul style="list-style-type: none"> • Community Tree Educator will hold 20 educational events, including a summer camp experience for children • The Big Tree Summit will return, with a wider array of workshops • A special stakeholders event will be held prior to the Big Tree Summit 	With the help of a Knight Foundation grant, TreesCharlotte has hired a Community Tree Educator to conduct workshops, presentations, school visits, etc. and teach citizens about the importance of trees. In the new hire's first four months, she conducted at least 10 educational events.	Conducted 5 educational events, including our annual Big Tree Summit

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 2022 Financial Partner applications.

FY 2021- FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$301,655	\$350,000	\$0
Merit	\$0	\$0	\$0
Benefits	\$0	\$0	\$0
Subtotal Personnel Expenses	\$301,655	\$350,000	\$0
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$30,000	\$20,000	\$30,000
Facilities (e.g. rent, utilities)	\$0	\$0	\$0
Office Supplies	\$10,000	\$10,500	\$0
Travel & Training	\$5,000	\$5,000	\$0
Technology	\$0	\$0	\$0
Other	\$289,700	\$285,000	\$120,000
Subtotal Operating Expenses	\$334,700	\$320,500	\$150,000
Total Expenditures	\$636,355	\$670,500	\$150,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$215,500	\$162,500
Foundation Grants	\$200,000	\$200,000
Donor Contributions	\$500,000	\$560,000
Service Fees	\$0	\$0
Other Revenue	\$100,000	\$100,000
Total Revenues	\$1,015,500	\$1,022,500

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$8,110
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors

Agency Name: TreesCharlotte

Thruston Morton
Global Endowment Management

Marcus Jones
City of Charlotte

Robert A. Bartlett
Bartlett Tree Experts

Paul Kardous
ROW

Sam Bowles
Threadridge Investment Partners

Lori Collins-Luski
Collins Climate Consulting

Peggy Brookhouse
Luquire George Andrews

Susan McDonough
Civic Leader

Kodwo Ghartey-Tagoe
Duke Energy

Susan McKeithen
Civic Leader

Mary Hall
Atrium Health

Rolfe Neill
Civic Leader **John Petrone**
SouthWood Corporation

Rob Harrington
Robinson, Bradshaw, and Hinson, P.A.

Stoney Sellars
StoneLaurel

Johnny Harris
Lincoln Harris

Marcia Simon
Paul Simon Women

Kathryn Heath
Flynn Heath Holt Leadership

Chris Thomas
Childress Klein Properties



FY 2022 Financial Partner Agency Summary

Agency Name: UNC Charlotte Urban Institute/Institute for Social Capital (New Funding Request)

Scope of Service: The Institute for Social Capital (ISC), a signature research initiative of the UNC Charlotte Urban Institute, increases community data and research capacity in order to drive evidence-informed decisions and track results. ISC securely integrates individual level data across organizations and institutions including Charlotte-Mecklenburg Schools, Mecklenburg County Department of Social Service, Cardinal Innovations, and over 40 other data partners. Our most pressing problems including the pandemic, community violence, persistent racial inequity, and a lack of economic mobility span our organizational and sector silos. Too often, however, data about our challenges and the effectiveness of our solutions are locked within organizations and the insights available across community data sources are never realized. ISC unlocks and integrates data for community benefit. Data integrated across agencies, sectors, and programs allows community stakeholders to understand challenges, act on opportunities, and develop more effective partnerships.

Mission Statement:

ISC's mission and the purpose of the data integration is to increase the community's capacity for data-informed decision-making and advance university research that impacts the community and deepens understanding of complex community issues.

FY 2021: \$0

FY 2022 Request: \$250,000

Supports:

City funding will support data infrastructure improvements, specifically an enhanced data linking and integration platform, a data warehouse, and web interface to serve data depositors and end-users. Improvements will support the scaling of ISC to increase the use of integrated data to inform programs and policy. As a part of a larger investment initiative, \$250,000 is being requested from the City as well as Mecklenburg County, in addition to requests to the private sector, to support this technical infrastructure.

Agency Established: December 15, 2004

Total Years Financial Partner with City of Charlotte: 0 Years

Population Served: ISC serves multiple stakeholders in the City of Charlotte and Mecklenburg County. By integrating data on individuals across service silos, ISC facilitates research that can provide a nuanced understanding of multifaceted challenges like community violence, homelessness and housing instability, and lack of economic mobility. The research can also examine the effectiveness of interventions to address community problems. Insight gained can inform policy and program decision-making, including the use of funding to support effective solutions, ultimately benefiting individuals in our community from those experiencing a crisis to those working to solve them.

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$853,175	\$0	\$0
Merit	\$0	\$0	\$0
Benefits	\$185,743	\$0	\$0
Subtotal Personnel Expenses	\$1,038,918	\$0	\$0
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$52,208	\$0	\$0
Facilities (e.g. rent, utilities)	\$0	\$0	\$0
Office Supplies	\$3,717	\$0	\$0
Travel & Training	\$17,569	\$0	\$0
Technology	\$0	\$0	\$250,000
Other	\$0	\$0	\$0
Subtotal Operating Expenses	\$73,494	\$0	\$250,000
Total Expenditures	\$1,112,412	\$0	\$250,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$222,607	\$0
Foundation Grants	\$55,486	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$213,306	\$0
Total Revenues	\$491,399	\$0

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$55,000
FY 2021 Current Budget	\$55,000
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors

Agency Name: UNC Charlotte Urban Institute/Institute for Social Capital

Rebecca Hefner - President

Director of Data Analytics
City of Charlotte

James E. S. (Jesh) Humphrey IV - Secretary

Vice Chancellor and General Counsel
UNC Charlotte

Frank Barnes

Chief Accountability Officer
Charlotte-Mecklenburg Schools

Ellison Clary

Board Member
UNC Charlotte Foundation

Virginia Covill

Vice President, Research & Impact
Communities in Schools of Charlotte-Mecklenburg

Doug Hague

Executive Director, School of Data Science
UNC Charlotte

Melvin Herring

Program Director, Masters of Social Work Program
Johnson C. Smith University

Jared Lawrence

Vice President, Customer Operations
Duke Energy

Mtu Pugh

Senior Director, Enterprise Strategy
Lowe's Companies, Inc.

Anthony Trotman

Deputy County Manager & Consolidated Human Services Agency Director
Mecklenburg County

Laurie Whitson

Director, Mecklenburg Community Operations Center
Cardinal Innovations Healthcare

Raquel Lynch - Vice President

Chief Program Officer
Goodwill Industries of the Southern Piedmont

Tom Hartman - Treasurer

Assistant Director of Treasury Services
UNC Charlotte

Charleston Carter

Trial Court Administrator
Trial Court Administrator's Office District 26

Brian Collier

Executive Vice President
Foundation For The Carolinas

Kathryn Firmin-Sellers

Chief Impact Officer
United Way of Central Carolinas

Gibbie Harris

Director, Public Health
Mecklenburg County

Donald Jonas

Assistant Vice President Social Strategy & Impact
Atrium Health

Joan Lorden

Provost
UNC Charlotte

Louis (Lou) A. Trosch, Jr.

Superior Court Judge
26th Judicial District Court

Jennifer (Jenny) Ward

Senior Vice President, Community Operations Center
Bank of America

FY 2022 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.

The Vision of the NC Institute is to create Economic Prosperity for Diverse Populations. We believe business diversity is critical to a healthy economy, and that race, gender, or geography should not be barriers to opportunity and prosperity. We create a more equitable ecosystem for minority and women owned businesses (MWBs) and their communities through entrepreneurial education, training, business coaching, connections to capital and relationships, and advocacy. The focus of this proposal is our Women's Business Center (WBC) of Charlotte, a unique resource that helps more than 900 MWBs annually overcome barriers to success and sustainability.

Programs at the WBCC support the success of small business startup, growth, and stabilization. Our programs encompass training to encourage innovation, collaboration, and align with the City's Strategic Purposes. We are proud that our programs are time relevant and lead small businesses to solutions. Our financial session empowers small businesses with the knowledge to understand how to calculate overhead, as well how to understand and become astute with comprehending major financial statements. The WBCC has relationships with over 28 Resource and Community Leaders including but not limited to CVMSDC, Prosper, CBI, NC Works, the Latin American Chamber of Commerce, NMBAA, and Wake Forest University. We also partner with business owners that are subject matters experts including but not limited in the fields of Legal Assistance, Finance, Accounting, HR, Project Management, Risk Management that can bring innovative approaches to scalability and expansion.

The Women's Business Center in partnership with the City have offered various Certification Trainings to increase contracting opportunities with primes and government bids. The procurement process can be stifling for Small Businesses, our programs help small businesses navigate through sometimes murky and unclear processes. In addition, our counseling staff is experienced with technical support for accessing capital and have been successful with lending \$1.3M in CARES ACT Funding and \$2.4M in the past four years. We know what banks are looking for and we help and assist the clients in achieving success with loan applications, this is in alignment with the City of Charlotte's strategy for overcoming lending disparities.

Supporting small businesses means supporting the community. Research shows that small business are more likely to hire local talent, as a result local residents put money back in to the community, creating not just wealth but an economic stabilization within their community. When small businesses win the City wins, when the City wins, the families win, which is one of the top goals of the City of Charlotte. Additionally, research shows that small businesses are more inclined to give back to nonprofit organization, which are essential components to a healthy community.

Mission Statement:

The mission of the NC Institute of Minority Economic Development (The Institute) is to strengthen the asset base of diverse populations through policy, education, and opportunities. We do this in alignment with our value systems Trust, Excellence, Innovation, and Collaboration. The mission of the Women's Business Center of Charlotte is to promote economic self-sufficiency through entrepreneurship for ALL Women throughout its 12 County District and the Charlotte Combined Statistical Area (CSA) with OPPORTUNITIES that help women entrepreneurs achieve business goals by providing "In-depth – substantive out-come oriented business services; as well provide IMPACTFUL educational training opportunities that stimulate growth for small/women/minority, and veteran businesses.

FY 2021 Request: \$50,000

FY 2022 Request: \$50,000

Increase: \$0

Supports: The ongoing online webinar training, workshops, and programs offered by WBCC. Funding will be used for the 2021 Small Business Funding w/QuickBooks Series, the purchase of technology and equipment for the development of Podcasting, office space, marketing, ERGO dynamic friendly office equipment, virtual conference platforms, administration support, and execution of four signature programs.

The Women's Business Center of Charlotte facilitates and host nearly 85-100 FREE workshops throughout the year-additionally funding will support the virtual training space for seminars. The Women's Business Center is passionate about remaining technologically relevant, 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 2022 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.

Activities and programs across the WBCC will cover

- Mentoring.
- Procurement assistance.
- Business counseling.
- Training.
- Understanding Healthy Finances - Financial assistance.
- Surety bonding.
- Other management and technical assistance
- WOSB/ Certification
- MWSBE / DBE/ VET / Certification
- Government Contracting
- SWOT Analysis
- Access to Capital & Financial Resiliency



- Understanding Quick Books & Small Business Funding Series
- Networking Training
- Financial Bootcamps
- Leadership & Management Training (Executive Presence)

According to a survey conducted by Cox Business - several reasons why entrepreneurs believe that starting a small business is right for them, is because entrepreneurs want to be more hands, they want more money and independence, they want to work for themselves to create generational wealth, and because they started a hobby that become lucrative. However, research shows that 42% of small business fail because of no market need, 23% because of not having the right team, 29% ran out of cash (no budget experience) and 18% lack pricing and cost structure.

WBCC Counseling team walks the business owner through the necessary process of understanding how to build a strong business infrastructure. We work with our business owners offering one-on-one customized counseling sessions designed to enhance the entrepreneurs / business owner's knowledge of managing a business, onboarding a team, overcoming financial barriers, creating budgets, building a business plan, and assisting them to understand their value proposition so they are setting the correct pricing structure, and more.

Essentially, we work with businesses to point them in the right direction of resources and support. We teach that building relationships with the six key advisors "Bankers, Lawyers, Accountants, Insurance, Financial Advisors, and HR Specialist" will help to build a strong sustainable foundation.

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. As a result of the effects of COVID-19, our 2020 YE data reflects an even greater need for continued support in the areas of business startup, maintenance & sustainability, access to capital, and business development training. On a national level the amount of business closures due to COVID-19 rose again this last quarter total business closures are 20.4M small businesses. In addition, nearly ½ of the small business seeking Capital were not able to obtain it due to insufficient basic accounting principles. The PANDEMIC accentuated the areas of deficiencies in Small Business from HR to Financial Management.

In 2020 we provided services to over 1300 Entrepreneurs/Business owners with one-on-one Counseling and Training opportunities of which over 1,092 were Women – over 70% were African American women, 15% were Caucasian, 1% were Hispanic and 14% are non-responsive. The WBCC's clients and core competencies are to serve woman. Our client's range in the age groups of 30yrs - 65yrs. Our client are educated with some level of college or carries a master's degree in a specialized subject. Their desire is to transition from Corporate America, and from home. Her salary ranges from \$35K - \$120K. Generally, 6% are Pre-venture clients (not in business), 34% are Startup clients (<3yrs old), 20% are Micro businesses (>3yr <10 employees); 8% are Small & Medium size businesses (>3 >10 employees). Our clients are 85% African American; 12% White and 2% Asian

and 1% other. Many of our clients are in professional services (consultant, management) 10% are in construction, 20% are in other services, and 10%-12% in Retail Trade. For those who have started the business 144 or 44% avg being in business 4 to 5 years and nearly 26% of our client's annual sales are \$0 - \$25,000k.

The majority (90%) of our clients are from the Charlotte Statistical Area with the exception of those Counties in SC. The WBCC services clients in Anson, Alexander, Catawba, Cabarrus, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, and Union Counties.

Our clients desperately seek assistance in various aspects of their business. Our skills and capability to develop sound business plans, support research or help to identify market shares are great tools that create confidence in business ownership and increases opportunities for future growth and scalability.

Objectives Report

Corporate Scorecard Objective:

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Clients seeking assistance with access to capital	\$100,000 and 5 transactions	\$318,000 or 15 transactions	\$1.75M in capital funding and 35 small business transactions (200%)
The hours of training business owners engage, participate and receive for development	1,000 training hours	4,200 training hours	Over 200% or 8,644 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	Total target 698 clients serviced	112 unique clients trained (19%) 624 total attendees in training (90%)	200% or 1310 unique clients trained with a total of 1,920 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	132 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	19 Business Starts 25 Jobs Created 50 Jobs Retained

Comments/ Explanation:

City funding in the amount of \$50,000 will represent 16% of the WBCC's Budget. These funds are critically important to the sustainability of the Center's strategic direction for supporting and building MWSBE's capacity. Funding will be used to support programming and operations and part time human capital. The city funds have allowed and afforded the WBCC the ability to continue to

operate the center's 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. We have witnessed first-hand the struggle small businesses face with insufficient procurement knowledge, understanding lease agreement, implementing contingency plans, and creating PIVOT strategy. Our government contracting program successfully supported 11 small businesses in becoming certified, as well as develop a capability statement. Certification increases contractual opportunities, which ultimately leads to scalability of the business.

WBCC routinely coordinates and partner with local and statewide organizations such as the City of Charlotte, Latin American Chamber of Commerce-Charlotte, NMBBAA, Charlotte Alliance, Prospera, NC Veteran Business Association, Carolinas & Virginia Minority Supplier Development Council, and others. We also stay connected with the state's Small Business Development Center network, the SBA's Charlotte office, the NC Department of Commerce, NC Department of Revenue, Secretary of State and CDFIs like Self-Help and CSBDF. Ongoing partnership with these partners helps us to best leverage our core competencies and limit duplication of services, particularly related to providing direct financial resources.

The WBCC is in a unique position, we have strong partnership with organizations and business such as Fifth Third Bank, Wells Fargo, Worth Financial, Bank of OZK, Department of Transportation, BBT& SUNTRUST, and other. Over the past four years, through these partnerships, the WBCC and its clients have benefitted as a recipient of financial support for continued business development of small businesses. Supporting local businesses is good for the environment; local businesses are more accountable to their local communities donate more money to non-profits, hire more local employees, and support other small businesses.

As a result, this year alone the WBCC was awarded \$42,500 from LISC, \$50,000 from 5th 3rd, \$30,000 from WELLS FARGO, to support local and small businesses develop. For sustainability outside of the City Funding, it is our ongoing goal to continue partnerships with organizations that understand the importance of developing small businesses, realize smaller business help to create and sustain jobs, are committed to stimulating the local economy, and have made a commitment to enhance our economic and social climate. In addition, the WBCC offer fee base programming for a nominal fee as well as annual conferences that support the ongoing development of small business through Entrepreneur, Procurement, Industry, and Lifestyle Mind and Body. With all of the issues with COVID-19 and social unrest the WBCC will continue to support Mindfulness session to ease the tension and stress of their clients.

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$846,945	\$1,791,501	\$0
Merit	\$0	\$0	\$0
Benefits	\$189,673	\$353,636	\$0
Subtotal Personnel Expenses	\$1,036,618	\$2,145,137	\$0
Operating			
Capital Equipment (e.g. vehicles, computers)	\$8,600	\$0	\$0
Communications (e.g. publishing, marketing)	\$33,040	\$49,113	\$0
Facilities (e.g. rent, utilities)	\$113,300	\$589,899	\$0
Office Supplies	\$15,950	\$17,600	\$0
Travel & Training	\$63,064	\$40,050	\$0
Technology	\$48,000	\$0	\$0
Other	\$827,496	\$1,911,012	\$0
Subtotal Operating Expenses	\$1,109,450	\$2,607,674	\$0
Total Expenditures	\$2,146,068	\$4,752,811	\$0

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$801,230	\$951,500
Foundation Grants	\$175,000	\$1,132,650
Donor Contributions	\$120,000	\$623,000
Service Fees	\$241,190	\$1,166,491
Other Revenue	\$619,550	\$909,617
Total Revenues	\$1,956,970	\$4,783,258

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2010 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0

City Funded Program Budget

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

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$219,795	\$135,517	\$15,000
Merit	\$0	\$0	\$0
Benefits	\$35,897	\$14,922	\$6,500
Subtotal Personnel Expenses	\$255,692	\$150,439	\$21,500
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$3,000
Communications (e.g. publishing, marketing)	\$9,570	\$3,513	\$3,000
Facilities (e.g. rent, utilities)	\$36,068	\$27,600	\$15,000
Office Supplies	\$12,700	\$3,500	\$2,500
Travel & Training	\$16,350	\$3,500	\$1,500
Technology	\$0	\$5,500	\$3,500
Other	\$280,200	\$105,948	\$0
Subtotal Operating Expenses	\$354,888	\$149,561	\$28,500
Total Expenditures	\$610,580	\$300,000	\$50,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$460,580	\$150,000
Foundation Grants	\$33,950	\$73,150
Donor Contributions	\$0	\$58,250
Service Fees	\$80,000	\$0
Other Revenue	\$36,068	\$18,600
Total Revenues	\$610,598	\$300,000

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$50,000
FY 2021 Current Budget	\$50,000
FY 2022 Projected (as requesting)	\$50,000



FY 2022 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

GENERAL FUND

DEDICATED REVENUE



FY 2022 Financial Partner Agency Summary

Agency Name: Charlotte Center City Partners

Scope of Service:

As an innovative, respected and trusted economic and community development organization, Charlotte Center City Partners leads the evolution of Charlotte Center City (Uptown, South End and Midtown) to a thriving, beloved place with opportunity for all. We act as a convener on top issues in the urban core, imagine opportunities beyond what exists and develop strategic partnerships in and beyond our Center City and city.

Mission Statement:

The mission of CCCP is to boldly envision and activate strategies and actions that will assure Charlotte Center City is a welcoming and equitable, economically vibrant, culturally rich and beloved place for all.

FY 2021: \$5,810,182

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 2022 Request: Requesting a total of \$6,201,323 in proposed funding for FY22, budgeted at 98.5% of projections.

Increase: \$391,141

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: 1979

Total Years Financial Partner with City of Charlotte: 42 Years

Population Served:

Residents, visitors, employees and employers in Uptown, South End and part of Midtown.

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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$2,578,197	\$2,704,463	\$2,704,463
Merit	\$31,229	\$69,478	\$69,478
Benefits	\$799,116	\$822,701	\$822,701
Subtotal Personnel Expenses	\$3,408,542	\$3,596,642	\$3,596,642
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$203,000	\$203,000	\$203,000
Facilities (e.g. rent, utilities)	\$245,340	\$245,340	\$245,340
Office Supplies	\$30,000	\$30,000	\$30,000
Travel & Training	\$133,350	\$133,350	\$133,350
Technology	\$100,700	\$100,700	\$89,200
Other	\$2,172,569	\$2,376,917	\$1,903,791
Subtotal Operating Expenses	\$2,884,959	\$3,089,307	\$2,604,681
Total Expenditures	\$6,293,501	\$6,685,949	\$6,201,323

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government	\$0	\$0
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$293,500	\$293,500
Total Revenues	\$293,500	\$293,500

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$200,000
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0

FY 2022 Financial Partner Agency Board of Directors

Agency Name: Charlotte Center City Partners

Jennifer Appleby

Wray Ward

Clay Armbrister

Johnson C. Smith University

TBD

Arts & Science Council

Malcomb Coley

Ernest & Young Charlotte

Jesse Cureton

Novant Health

Dr. Kandi Deitemeyer

Central Piedmont Community College

Dena Diorio

Mecklenburg County

Kodwo Gharthey-Tagoe

Duke Energy

George Dunlap

Mecklenburg County

Rob Engel

Wells Fargo Securities

Tom Finke

Adaraq Acquisition Corp

David Furman

Centro CityWorks

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

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

William Rogers

Truist Financial Corporation

Tom Murray

Charlotte Regional Visitors Authority

Tom Nelson

National Gypsum

Cindy Noble

Compass Group, North America

Mike Praeger

AvidXchange

Ernie Reigel

Moore & Van Allen

Pat Riley

Allen Tate Companies

Pat Rodgers

Rodgers

Terry Shook

Shook Kelley

Darrel Williams

Neighboring Concepts

Earnest Winston

Charlotte-Mecklenburg Schools

Dr. Cheryl Richards

Johnson & Wales University, Charlotte



FY 2022 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 2021 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 2022 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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$20,616,635	\$21,235,134	\$5,876,651
Merit	\$0	\$0	\$0
Benefits	\$8,803,462	\$9,067,566	\$2,403,734
Subtotal Personnel Expenses	\$29,420,097	\$30,302,700	\$8,280,385
Operating			
Capital Equipment (e.g. vehicles, computers)	\$6,842,530	\$5,155,000	\$0
Communications (e.g. publishing, marketing)	\$10,182,499	\$10,487,974	\$4,631,438
Facilities (e.g. rent, utilities)	\$6,448,868	\$6,642,334	\$448,046
Office Supplies	\$1,103,306	\$1,136,405	\$77,549
Travel & Training	\$1,727,636	\$1,779,465	\$1,154,908
Technology	\$0	\$0	\$0
Other	\$16,982,211	\$17,491,677	\$3,480,488
Subtotal Operating Expenses	\$43,287,050	\$42,692,855	\$9,792,429
Total Expenditures	\$72,707,147	\$72,995,555	\$18,072,814

FY 2021-FY 2022 Revenues		
Revenues	FY 2020 Current Budget	FY 2021 Projected Budget
Government Grants	\$35,022,845	\$36,662,420
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Fund Balance Draw	\$2,494,567	\$1,870,121
Other Revenue	\$35,189,735	\$34,463,015
Total Revenues	\$72,707,147	\$72,995,556

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$410,000
FY 2021 Current Budget	\$150,000
FY 2022 Projected (as requesting)	\$150,000

City Funded Program Budget-CRVA Visit Charlotte

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

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$5,705,486	\$5,876,651	\$5,876,651
Merit	\$0	\$0	\$0
Benefits	\$2,333,722	\$2,403,734	\$2,403,734
Subtotal Personnel Expenses	\$8,039,208	\$8,280,385	\$8,280,385
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$6,872,726	\$7,078,908	\$4,631,438
Facilities (e.g. rent, utilities)	\$434,996	\$448,046	\$448,046
Office Supplies	\$75,290	\$77,549	\$77,549
Travel & Training	\$1,121,270	\$1,154,908	\$1,154,908
Technology	\$0	\$0	\$0
Other	\$3,379,115	\$3,480,488	\$3,480,488
Subtotal Operating Expenses	\$11,883,397	\$12,239,899	\$9,792,429
Total Expenditures	\$19,922,605	\$20,520,284	\$18,072,814

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$17,546,420	\$18,072,813
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Fund Balance Draw	\$1,378,185	\$1,449,720
Other Revenue	\$998,000	\$997,750
Total Revenues	\$19,922,605	\$20,520,283

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$260,000
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Charlotte Regional Visitors Authority

Clark Allen

Clark Allen Events

Kimberly Edmonds

Global Impact Industries, LLC

Emma Allen

State Farm

Mike Evans

Evans Rembert Political Consultants

Karen Bentley

Bentley Consulting Group, LLC

Ervin Gourdine

Discovery Place

Boris Bunich

Beacon Investment Management Group

Bridgette-Anne Hampden

JHR & Associates LLC

Dockery Clarke

Blue Cap Marketing

Vinay Patel

SREE Hotels

Tom Dolan

J.W. Marriott

Tom Sasser

Harper's Restaurant Group

Jon Dressler

Rare Roots Hospitality



FY 2022 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 2021: \$150,000

Supports: Operations of the Film Commission.

FY 2022 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 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$20,616,635	\$21,235,134	\$74,870
Merit	\$0	\$0	\$0
Benefits	\$8,803,462	\$9,067,566	\$32,078
Subtotal Personnel Expenses	\$29,420,097	\$30,302,700	\$106,948
Operating			
Capital Equipment (e.g. vehicles, computers)	\$6,842,530	\$5,155,000	\$0
Communications (e.g. publishing, marketing)	\$10,182,499	\$10,487,974	\$13,102
Facilities (e.g. rent, utilities)	\$6,448,868	\$6,642,334	\$0
Office Supplies	\$1,103,306	\$1,136,405	\$618
Travel & Training	\$1,727,636	\$1,779,465	\$16,102
Technology	\$0	\$0	\$0
Other	\$16,982,211	\$17,491,677	\$13,230
Subtotal Operating Expenses	\$43,287,050	\$42,692,855	\$43,052
Total Expenditures	\$72,707,147	\$72,995,555	\$150,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$35,022,845	\$36,662,420
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Fund Balance Draw	\$2,494,567	\$1,870,121
Other Revenue	\$35,189,735	\$34,463,015
Total Revenues	\$72,707,147	\$72,995,556

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$410,000
FY 2021 Current Budget	\$150,000
FY 2022 Projected (as requesting)	\$150,000

City Funded Program Budget - CRVA Film Commission

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

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$140,650	\$144,870	\$74,870
Merit	\$0	\$0	\$0
Benefits	\$62,212	\$64,078	\$32,078
Subtotal Personnel Expenses	\$202,862	\$208,948	\$106,948
Operating			
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$26,200	\$26,986	\$13,102
Facilities (e.g. rent, utilities)	\$0	\$0	\$0
Office Supplies	\$600	\$618	\$618
Travel & Training	\$35,050	\$36,102	\$16,102
Technology	\$0	\$0	\$0
Other	\$30,321	\$31,231	\$13,230
Subtotal Operating Expenses	\$92,171	\$94,937	\$43,052
Total Expenditures	\$295,033	\$303,885	\$150,000

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants	\$150,000	\$150,000
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$150,000	\$150,000

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$150,000
FY 2021 Current Budget	\$150,000
FY 2022 Projected (as requesting)	\$150,000



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Charlotte Regional Visitors Authority

Film Commission

Clark Allen

Clark Allen Events

Kimberly Edmonds

Global Impact Industries, LLC

Emma Allen

State Farm

Mike Evans

Evans Rembert Political Consultants

Karen Bentley

Bentley Consulting Group, LLC

Ervin Gourdine

Discovery Place

Boris Bunich

Beacon Investment Management Group

Bridgette-Anne Hampden

JHR & Associates LLC

Dockery Clarke

Blue Cap Marketing

Vinay Patel

SREE Hotels

Tom Dolan

J.W. Marriott

Tom Sasser

Harper's Restaurant Group

Jon Dressler

Rare Roots Hospitality

FY 2022 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 2021: \$1,090,489

Supports: Economic Developments activities in Municipal Service District 5.

FY 2022 Request: \$1,121,435

Increase: \$30,946

Supports: City funding for UCP is determined by projected growth in dedicated property tax revenue in Municipal Service District 5.

University City Partners works to enhance the vitality of University City in these ways:

- COLLECT, ANALYZE and SHARE data and information about University City to inform decisions and INVITE investment
- MARKET University City as a technology centric employment center with great access and resources for entrepreneurs;
- RECRUIT business, GROW business, ATTRACT talent
- PROMOTE and BRAND University City as a remarkable and safe community to live, work, play and learn;
- ACTIVATE and CONVENE our community through events, programming and activities including Charlotte KidsFest, University City Wine Fest, University City Farmers Market at the Lake, Food Truck Friday at the Cow, and Movies at the IKEA Green;
- PLAN, EXECUTE and ENVISION to achieve best land use, highest quality development and maximized investment in University City;
- INVEST in our public realm to celebrate UNC Charlotte as our anchor, brand University City through wayfinding signage system, enhance public spaces with art, and maintain clean and welcoming streets;

- ADVOCATE and COMMUNICATE with our residents, workers, owners & investors, visitors, students, businesses and institutions and engage them in the work we do and the community we are building.

Our program of work for FY21-22 are strategies that support achievement of these priorities:

ENABLE TRANSPORTATION THAT ALIGNS WITH COMMUNITY VISION

- Congestion Mitigation
- Mobility investments around URP and Innovation Park
- Improve arterials visually & functionally
- Last mile connectivity – Transportation onDemand
- Expand trails, multi-use trails, bike lanes, sidewalks

CREATE STRONG CENTERS

- Build parks & libraries as anchors
- Develop mix of housing
- Invest in public realm
- Develop/Implement wayfinding signage system
- Convene community through placemaking, events, programs and civic activities

SUSTAIN AND GROW BUSINESS

- Continue to build data resources for CRE industry
- Inform/facilitate redevelopment
- Retain, grow and recruit business to support University City vitality
- Execute Clean Streets, Clean Community program

STRENGTHENING SAFE COMMUNITIES

- Community Safety Collaborative program
- Advocate and secure adequate resources
- Communicate intentionally to influence perception
- Use of technology to create efficiency of resources

The incremental increase in funds from FY21 to FY22 is needed to support a weekly farmers market in University City that runs May through October. We have reprioritized other funds to support the farmers market, but a gap of approximately \$22,000 remains. Annual surveys show that the farmers market is the most requested programming by our community.

Agency Established: 2003

Total Years Financial Partner with City of Charlotte: 19 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.

Objectives Report

Corporate Scorecard Objective: Workforce and Business Development

Goal	FY 2022 Target	FY 2022 Mid-Year	FY 2021 Actual
Promote University City as a technology centric employment center, emphasizing research and entrepreneurial advances in University City.	Pitch and communicate 15 news releases and e-newsletter stories quarterly	8	100%
Promote and support business growth via CRE/broker interactions.	Increase broker interactions by 5% year over year (leads and response to inquiries)	>2%	100%
Be a trusted source for economic development by maintaining and driving users to UCP website to support business and investment growth.	Measure increase in website utilization targeting 5% increase year over year	>2%	Website under construction.
Shift perception as “back office center” per workplace/business study in partnership with City Economic Development.	Develop and execute communications strategy to change perception.	50% complete	NEW
Demonstrate/validate value of investment and growth in University City via annual development report.	Track investment annually to produce annual development report	50% complete	100%
Convene community through successful execution of events to demonstrate vitality of community; Execute community perception surveys	Minimum 2 community events Seasonal farmers market	1 event	100% execution under COVID parameters Farmers market launched

Corporate Scorecard Objective: Transportation, Planning and Development

Goal	FY 2022 Target	FY 2022 Mid-Year	FY 2021 Actual
Advance transportation and planning priorities via consistent and effective communications with municipal partners.	Quarterly meetings with Transportation and P&D staff/committees to advance priorities	50%	100%
Advocate and secure investment in mobility infrastructure via CIP planning and implementation.	Investments for University City included in CIP plan	advancement	NEW
Create identity and directional infrastructure via investment in wayfinding signage.	5 signs installed	advancement	5
Develop first mile/last mile, TDM strategy with implementation plan.	Frameworks for draft strategy	advancement	NEW
Enhance mobility experience via greenway improvements.	Install 1 environment and placemaking improvement in partnership with UNC Charlotte Botanical Garden.	advancement	NEW
Increase mobility safety by closing gaps in missing infrastructure.	1 gap addressed	advancement	NEW

Corporate Scorecard Objective: Safe Communities

Goal	FY 2022 Target	FY 2022 Mid-Year	FY 2021 Actual
Major corridors have clean streets relatively free of litter with properly maintained lawns and trees.	Right of way maintenance contract metrics with weekly maintenance	>25 weeks exemplary service	100%
Convene business and security agencies to support community safety and policing.	Quarterly meetings, quarterly updates.	2	100%
Participate in initiatives collaboratively with CMPD to enhance safety.	2 new initiatives annually	1	1
Promote use of MyCMPD app to publics.	5% adoption over other divisions 5% increase in Crimestoppers tips	>2% adoption and 2% Crimestoppers tips	NEW

Corporate Scorecard Objective: Great Neighborhoods

Goal	FY 2022 Target	FY 2022 Mid-Year	FY 2021 Actual
Advocate and promote mix of housing types in new development.	2 new housing developments permitted or built with mix of housing types	advancement	2
	1 new development with affordable units permitted or built	advancement	1

Corporate Scorecard Objective: Well Managed Government

Goal	FY 2022 Target	FY 2022 Mid-Year	FY 2021 Actual
Leadership in financial stewardship, best practices, consistency in approach that is accountable, customer focused and inclusive.	Clean audit	EOY	100%
	Exceptional performance; within budget expectations		
	Engaged and informed board of directors via semi-monthly meetings	50%	100%
	Annual survey on priorities and performance.	Planned	complete

Comments/ Explanation: University City Partners raises sponsorship funding to support community events. These funds are contributed to the University City Foundation, a separate 501C3 organization with a separate board. University City Partners has a few members on that board. UCP staff raised \$100,000 of additional sponsorship support to produce Charlotte KidsFest, University City Winefest and New Years Day 5K. University City Partners funds and hires the events production team to produce all of the 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 2022 Financial Partner applications.

FY 2021-FY 2022 Expenditures			
Category	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel			
Salaries	\$358,666	\$368,386	\$368,386
Merit	\$32,000	\$34,000	\$34,000
Benefits	\$30,680	\$31,600	\$31,600
Subtotal Personnel Expenses	\$421,346	\$433,986	\$433,986
Operating			
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)	\$79,000	\$79,600	\$79,600
Office Supplies	\$9,000	\$10,000	\$10,000
Travel & Training	\$15,000	\$15,600	\$15,600
Technology	\$10,550	\$12,000	\$12,000
Other	\$597,060	\$604,749	\$567,749
Subtotal Operating Expenses	\$713,110	\$724,449	\$687,449
Total Expenditures	\$1,134,456	\$1,158,435	\$1,121,435

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government	\$1,099,445	\$1,121,435
Foundation Grants	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$35,000	\$37,000
Total Revenues	\$1,134,445	\$1,158,435

Total Funds received from Mecklenburg County, if applicable.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors

Agency Name: University City Partners

Stuart Parks

The Arden Group

Betty Doster

UNC Charlotte

Richmond Baker

Microsoft

Renee Perkins Johnson

City of Charlotte

George Dunlap

Mecklenburg County

Michael Fung

Wells Fargo

Kati Hynes

CRBA

Tom Creter

Fox Sports

Todd Dunn

Duke Energy

John Grogan

Electrolux

Bill Leonard

Atrium University City Hospital

Tracy Dodson

City of Charlotte

Ryan Wetherington

Armstrong

Taiwo Jaiyeoba

City of Charlotte

Leslie Johnson

Mecklenburg County

Phil Nicholenko

TIAA

Lat Purser

Lat Purser and Associates

Jane Wu

Panorama Holdings

Shannon Dixon

Casto

Clay Andrews

UNC Charlotte-CRI

HOUSING AND NEIGHBORHOOD SERVICES

FY 2022 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 for meeting the housing needs of persons living with HIV, AIDS, or related diseases, and their families 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. During FY 2021, Carolinas CARE Partnership awarded restricted grant funding to fifteen (15) 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 2021: \$2,860,489

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

FY 2022 Request: \$2,913,407

[Note: FY22 HOPWA award to Carolinas CARE Partnership is an estimate based on the FY21 HOPWA grant awarded by Housing & Urban Development (HUD).]

Increase: \$52,918

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: 22 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 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Increase the number of households in the MSA assisted with HOPWA funding	680	504	696

Overall Agency Budget

Provide overall agency expense and revenue budget information for entire agency including all programs and funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

Expenditures FY 2021- FY 2022				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$931,220	\$1,118,529	\$1,108,891	\$587,574
Merit	\$0	\$0	\$0	\$0
Benefits	\$250,058	\$329,213	\$332,667	\$176,272
Subtotal Personnel Expenses	\$1,181,278	\$1,447,742	\$1,441,558	\$763,846
Operating				
Capital Equipment (e.g. laptop/computer purchase)	\$2,140	\$1,000	\$1,000	\$0
Communications (telephone/internet, printing/publishing, postage, marketing/branding)	\$16,135	\$20,710	\$22,781	\$16,000
Facilities (Occupancy)	\$81,524	\$84,584	\$86,924	\$55,000
Office Supplies	\$18,902	\$22,868	\$25,154	\$5,000
Travel & Training	\$56,498	\$59,250	\$59,250	\$38,140
Technology (including monthly/annual fees for software, licenses, etc)	\$23,857	\$27,043	\$31,100	\$15,000
Other	\$1,733,047	\$2,157,221	\$2,279,848	\$2,020,421
Subtotal Operating Expenses	\$1,932,103	\$2,372,676	\$2,506,057	\$2,149,561
Total Expenditures	\$3,113,381	\$3,820,418	\$3,947,615	\$2,913,407

Overall Agency Budget

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$486,825	\$486,825
Foundation Grants & Funding	\$5,000	\$5,000
Donor Contributions	\$1,000	\$1,000
Service Fees (rents)	\$127,911	\$127,911
Other Revenue	\$131,027	\$107,500
Total Revenues	\$751,763	\$728,236

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$291,419
FY 2021 Current Budget	\$293,981
FY 2022 Projected (as requesting)	\$305,972

City Funded Program Budget

If requesting City-funds for a specific program within your agency, provide the expenses and revenue budget information for the specified program including all funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

Expenditures FY 2021- FY 2022				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$433,562	\$581,371	\$587,574	\$587,574
Merit	\$0	\$0	\$0	\$0
Benefits	\$126,119	\$174,411	\$176,272	\$176,272
Subtotal Personnel Expenses	\$559,681	\$755,782	\$763,846	\$763,846
Operating				
Capital Equipment (laptop computers)	\$853	\$1000	\$0	\$0
Communications (postage, printing, telephone/internet, publishing, marketing)	\$16,490	\$13,017	\$16,000	\$16,000
Facilities (occupancy)	\$44,067	\$50,428	\$55,000	\$55,000
Office Supplies	\$1,735	\$2,380	\$5,000	\$5,000
Travel & Training	\$28,262	\$38,140	\$38,140	\$38,140
Technology including annual/monthly fees)	\$14,693	\$12,450	\$15,000	\$15,000
Other	\$1,418,356	\$1,901,477	\$2,020,421	\$2,020,421
Subtotal Operating Expenses	\$1,524,456	\$2,018,892	\$2,149,561	\$2,149,561
Total Expenditures	\$2,084,137	\$2,774,674	\$2,913,407	\$2,913,407

City Funded Program Budget

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$0	\$0
Foundation Grants & Funding	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$127,911	\$127,911
Other Revenue	\$0	\$0
Total Revenues	\$127,911*	\$127,911

*These funds are used to maintain the apartments at Grant Station that are HOPWA funded

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors
Agency Name: Carolinas Care Partnership

Jane Clark (Board V-Chair)

CARE Consulting Group

Jeffrey Van Houtte

Kohl's

Frank Dorsey

Johnson C. Smith University

Richard Grimstad

Community Advocate

Vontina McGrant (Board Chair)

Knee-High Children's Learning Center

Richard Mills

CREW Program

Tonia Trammell (Treasurer)

The Legal Aid of North Carolina

FY 2022 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. Due to COVID-19, 25% of customers who visited the agency seeking financial assistance for the first time ever. For FY 2022, it is estimated that families requesting utility assistance will greatly increase. The average CEA amount for FY 2021 is \$295 per household.

For FY 2021, at the City's request and to provide assistance due to COVID-19, the Emergency Rental Assistance (ERA) program funds were allocated to the Utility Assistance for water. In years past, the Emergency Rental Assistance provided 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. These funds assisted people in crisis before they owed more than one-month's rent, thereby restricting the amount of City funds used to an average ERA amount.

Although, the CEA and ERA programs help prevent homelessness, thousands of low-income families will continue to experience the long-term economic effects of the pandemic for years to come.

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 2021: \$425,000

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

FY 2022 Request: \$525,000 [Utility Assistance - \$180,000/Rental Assistance - \$345,000]

Increase: \$100,000

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: 34 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 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Provide households with energy assistance	1,000	*549	1,008
Provide households with rental assistance	660	*0	710

**Note: At the City's request for FY 2021, after the grant was awarded, the City of Charlotte rental assistance funds for FY 2021 were allocated to the Utility Assistance for water.*

Overall Agency Budget

Provide overall agency expense and revenue budget information for entire agency including all programs and funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

Expenditures FY 2021- FY 2022				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$4,368,368	\$4,174,501	\$4,300,000	\$31,500
Merit	\$663,132	\$781,703	\$750,000	\$0
Benefits	\$273,177	\$361,726	\$339,324	\$0
Subtotal Personnel Expenses	\$5,304,677	\$5,317,930	\$5,389,324	\$31,500
Operating				
Communications (e.g. publishing, marketing)	\$104,565	\$148,210	\$149,692	\$0
Travel & Training	\$51,063	\$75,800	\$76,558	\$0
Facilities (e.g. rent, utilities)	\$305,083	\$302,800	\$305,828	\$0
Technology (including monthly/annual fees for software, licenses, etc)	\$322,516	\$297,575	\$300,551	\$0
Fees & Services	\$372,069	\$808,894	\$508,471	\$0
Other (Please submit document with a breakdown of other)	\$124,398	\$140,925	\$158,900	\$0
Subtotal Operating Expenses	\$1,279,694	\$1,774,204	\$1,500,000	\$0
Direct Client Aid	\$6,607,199	\$10,525,461	\$7,155,791	\$493,500
Client Aid-Materials	\$1,980,246	\$2,708,333	\$3,250,000	\$0
Total Expenditures	\$15,171,816	\$20,325,928	\$17,295,115	\$525,000

Overall Agency Budget

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$7,672,899	\$7,129,865
Foundation Grants & Funding	\$1,282,576	\$1,282,576
Donor Contributions	\$5,578,538	\$4,807,674
Donor Contributions – In Kind	\$2,863,333	\$3,405,000
Other Revenue	\$394,598	\$670,000
Total Revenues	\$17,791,944	\$17,295,115
Less: City & County Revenues	(\$3,979,865)	(\$4,079,865)
Total Revenues (Excluding City & County Revenues)	\$13,812,079	\$13,215,250

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Client Aid	Operating	Total Funds
FY 2020 Prior Year	\$1,833,900	\$1,720,965	\$3,554,865
FY 2021 Current Budget	\$1,833,900	\$1,720,965	\$3,554,865
FY 2022 Projected (as requesting)	\$1,833,900	\$1,720,965	\$3,554,865

City Funded Program Budget

If requesting City-funds for a specific program within your agency, provide the expenses and revenue budget information for the specified program including all funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

Expenditures FY 2021- FY 2022				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$2,400,269	\$2,919,805	\$2,949,003	\$31,500
Merit	\$361,430	\$437,115	\$441,486	\$0
Benefits	\$152,285	\$201,206	\$203,218	\$0
Subtotal Personnel Expenses	\$2,913,984	\$3,558,126	\$3,593,707	\$31,500
Operating				
Communications (publishing, marketing)	\$22,316	\$28,587	\$28,873	\$0
Travel & Training	\$10,494	\$27,000	\$27,270	\$0
Facilities (e.g. rent, utilities)	\$68,409	\$72,321	\$73,044	\$0
Technology	\$137,574	\$141,720	\$143,137	\$0
Fees & Services	\$94,769	\$27,202	\$27,474	\$0
Other	\$48,083	\$42,291	\$42,714	\$0
Subtotal Operating Expenses	\$381,645	\$339,121	\$342,512	\$0
Direct Client Aid	\$6,496,097	\$10,375,461	\$7,005,791	\$493,500
Total Expenditures	\$9,791,726	\$14,272,708	\$10,942,010	\$525,000

City Funded Program Budget

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$7,672,899	\$7,129,865
Foundation Grants & Funding	\$1,207,609	\$786,860
Donor Contributions	\$5,299,598	\$2,932,683
Donor Contributions – In Kind	\$62,601	\$62,601
Other Revenue	\$30,000	\$30,000
Total Revenues	\$14,272,707	\$10,942,009
Less: City & County Revenues	(\$3,979,865)	(\$4,079,865)
Total Revenues (Excluding City & County Revenues)	\$10,292,842	\$6,862,144

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Client Aid	Operating	Total Funds
FY 2020 Prior Year	\$1,833,900	\$1,720,965	\$3,554,865
FY 2021 Current Budget	\$1,833,900	\$1,720,965	\$3,554,865
FY 2022 Projected (as requesting)	\$1,833,900	\$1,720,965	\$3,554,865



FY 2022 Financial Partner Agency Board of Directors

Agency Name: Crisis Assistance Ministry

Melissa Agnew

LPL Financial

Andrew Ladd

Communities in Schools

Mitchell Baldwin

Mecklenburg Community Church

Michael Martino

Wells Fargo

Stuart Christhilf (Treasurer)

Pamlico Capital

Alexis McDaniel

LPL Financial

Sarah Coble

Nucor

Steve Newmark

Roush-Fenway Racing

Tanqueray Edwards (Secretary)

JLL (Jones Lang LaSalle)

Stewart Proffitt

Proffitt Dixon Partners

Quentin Fogan (Vice Chair)

Bank of America Merrill Lynch

Lisa Quisenberry (Chair)

Community Volunteer

Wendy Franklin

Atrium Health

Nikhil Sawant

Foundation For The Carolinas

Jarrold Jones

Charlotte Mecklenburg Housing Partnership

Joe Taylor

Centerland Capital

Brad Winer

Winer Family Foundation

FY 2022 Financial Partner Agency Summary

Agency Name: DreamKey Partners, Inc.

(formerly Charlotte Mecklenburg Housing Partnership)

Scope of Service:

DreamKey Partners, Inc. 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, DreamKey Partners owns or is the general partner of 3,000 rental units. The agency assists other affordable housing providers through collaboration of resources and affordable financing. DreamKey Partners primarily serves families earning up to 80 percent of annual median income (AMI). Average income of DreamKey Partners' homeowners is 60 percent or less of AMI. The agency provides seminar and informational sessions such as: "Homeownership 101", training for mortgage loan officers, and attorneys to advertise the program.

Mission Statement:

DreamKey Partners, Inc. transform lives, communities, and what is possible through affordable housing.

FY 2021: \$2,091,000

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

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

FY 2022 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: 31 Years

Population Served:

DreamKey Partners serve individuals and families earning up to 80 percent of annual median income (AMI). Only 13% of residents are above 80% AMI, while over 70% of residents are between 30%-60% AMI.

Objectives Report

Corporate Scorecard Objective: Affordable Housing

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Number of affordable units constructed/acquired/rehabilitated	100	70	388

Corporate Scorecard Objective: House Charlotte

Goal	FY 2022 Target	FY 2021 Mid-Year	FY 2020 Actual
Increase the creation and retention utilization of "House Charlotte" program funding	300	157	314

Overall Agency Budget

Provide overall agency expense and revenue budget information for entire agency including all programs and funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

FY 2021-FY 2022 Expenditures				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$3,274,900	\$3,575,130	\$4,020,366	\$625,500
Merit	\$0	\$0	\$0	\$0
Benefits	\$746,500	\$795,470	\$859,141	\$145,500
Subtotal Personnel Expenses	\$4,021,400	\$4,370,600	\$4,879,507	\$771,000
Operating				
Capital Equipment (e.g. vehicles, computers)	\$1,470,000	\$1,470,000	\$1,470,000	\$1,470,000
Communications (publishing, marketing)	\$45,400	\$70,500	\$268,540	\$0
Facilities (e.g. rent, utilities)	\$282,400	\$283,040	\$285,480	\$0
Office Supplies	\$32,800	\$34,850	\$34,850	\$0
Travel & Training	\$125,270	\$129,950	\$129,750	\$0
Technology (including monthly/annual fees for software, licenses, etc)	\$89,100	\$83,000	\$83,000	\$0
Other	\$8,301,627	\$2,273,061	\$1,382,968	\$0
Subtotal Operating Expenses	\$10,346,597	\$4,344,401	\$3,654,588	\$1,470,000
Total Expenditures	\$14,367,997	\$8,715,001	\$8,534,095	\$2,241,000

Overall Agency Budget

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$1,559,400	\$485,500
Foundation Grants & Funding	\$205,000	\$185,000
Donor Contributions	\$75,000	\$75,000
Service Fees	\$3,022,690	\$2,835,700
Other Revenue	\$1,388,773	\$1,401,775
Total Revenues	\$6,250,863	\$4,982,975

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0

Overall Program Budget – Affordable Housing

If requesting City-funds for a specific program within your agency, provide the expenses and revenue budget information for the specified program including all funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

FY 2021-FY 2022 Expenditures				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$3,039,700	\$3,371,940	\$3,626,688	\$399,300
Merit	\$0	\$0	\$0	\$0
Benefits	\$689,500	\$748,670	\$754,153	\$90,700
Subtotal Personnel Expenses	\$3,729,200	\$4,120,610	\$4,380,841	\$490,000
Operating				
Capital Equipment (e.g. vehicles, computers)	\$1,470,000	\$1,470,000	\$1,470,000	\$1,470,000
Communications (e.g., publishing, marketing)	\$44,800	\$69,300	\$267,340	\$0
Facilities (e.g. rent, utilities)	\$245,800	\$246,440	\$248,880	\$0
Office Supplies	\$30,100	\$30,650	\$30,650	\$0
Travel & Training	\$122,370	\$129,950	\$129,750	\$0
Technology	\$83,000	\$83,000	\$83,000	\$0
Other	\$8,301,627	\$2,270,621	\$1,373,928	\$0
Subtotal Operating Expenses	\$10,297,697	\$4,299,961	\$3,603,548	\$1,470,000
Total Expenditures	\$14,026,897	\$8,420,571	\$7,984,389	\$1,960,000

Overall Program Budget – Affordable Housing

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$1,559,400	\$485,500
Foundation Grants & Funding	\$205,000	\$185,000
Donor Contributions	\$75,000	\$75,000
Service Fees	\$3,022,690	\$2,835,700
Other Revenue	\$1,388,773	\$1,401,775
Total Revenues	\$6,250,863	\$4,982,975

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0

Overall Program Budget – House Charlotte

If requesting City-funds for a specific program within your agency, provide the expenses and revenue budget information for the specified program including all funding sources. For purposes of this application, the budget information provided should coincide with the City's fiscal year, July 1 through June 30.

FY 2021-FY 2022 Expenditures				
Category	FY 2020 Actual	FY 2021 Budget	FY 2022 Projected Budget	FY 2022 City Request
Personnel				
Salaries	\$235,200	\$203,190	\$393,678	\$226,200
Merit	\$0	\$0	\$0	\$0
Benefits	\$57,000	\$46,800	\$104,988	\$54,800
Subtotal Personnel Expenses	\$292,200	\$249,990	\$498,666	\$281,000
Operating				
Capital Equipment (e.g. vehicles, computers)	\$0	\$0	\$0	\$0
Communications (e.g. publishing, marketing)	\$600	\$1,200	\$1,200	\$0
Facilities (e.g. rent, utilities)	\$36,600	\$36,600	\$36,600	\$0
Office Supplies	\$2,700	\$4,200	\$4,200	\$0
Travel & Training	\$2,900	\$0	\$0	\$0
Technology (including annual/monthly fees)	\$6,100	\$0	\$0	\$0
Other	\$0	\$2,440	\$9,040	\$0
Subtotal Operating Expenses	\$48,900	\$44,440	\$51,040	\$0
Total Expenditures	\$341,100	\$294,430	\$549,706	\$281,000

Overall Program Budget – House Charlotte

Please include all revenues, excluding revenues received from the City of Charlotte and Mecklenburg County, in the fields below.

FY 2021-FY 2022 Revenues		
Revenues	FY 2021 Current Budget	FY 2022 Projected Budget
Government Grants & Funding	\$0	\$0
Foundation Grants & Funding	\$0	\$0
Donor Contributions	\$0	\$0
Service Fees	\$0	\$0
Other Revenue	\$0	\$0
Total Revenues	\$0	\$0

Indicate the amount of total funds received from Mecklenburg County, if applicable for each fiscal year listed below.

Fiscal Year	Total Funds
FY 2020 Prior Year	\$0
FY 2021 Current Budget	\$0
FY 2022 Projected (as requesting)	\$0



FY 2022 Financial Partner Agency Board of Directors
Agency Name: DreamKey Partners, Inc.
(formerly Charlotte Mecklenburg Housing Partnership)

Ms. Nicole

Baldoni Mr. Gene

Boycott
(Secretary/Treasurer)

Ms. Astrid Chirinos

Ms. Elyse Dashew

Ms. Amanda K. Deweese, ARP

Mr. David R. Finnie, CPA

Judge Linwood O. Foust

Mr. Kevin Granelli

Mr. Rickey Hall

Ms. Jessica Beil Hindman

Mr. Chris Jackson

Mr. Dave Kautter

Ms. Patsy Kinsey

Mr. Raymond (Raki) McGregor

Mr. James Mitchell

Ms. Jacqueline O'Garrow (Chair)

Mr. Winston A. Robinson

Mr. Ken Schorr

Mr. James R. Simpson (Vice Chair)

FY 2022

OUT OF SCHOOL TIME PARTNERS

FY 2022 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 has historically provided a maximum grant of \$200,000 annually, or \$1,200 per eligible student served, whichever is less.

Due to current economic uncertainty and core service funding priorities, the OST program is being reviewed during the FY 2022 budget development process. The FY 2022 RFP was released as a one-year RFP for organizations to receive up to \$1,200 per eligible youth up to a maximum of \$200,000 per organization. In addition, for this proposal organizations were asked to provide two alternates by detailing within their proposal how they would operate if funding were reduced to a maximum of \$150,000 and to a maximum of \$100,000.

FY 2022 Out of School Time (OST) Partner Funding		
Agency	FY 2021	FY 2022 Proposed*
Alliance Center for Education (formerly Bethlehem Center)	\$126,000	\$90,000
Charlotte Community Services Association	\$126,000	n/a
Greater Enrichment Program	\$200,000	\$200,000
WINGS for Kids	\$200,000	n/a
YMCA Central Carolinas	\$200,000	n/a
Our BRIDGE for KIDS	n/a	\$120,000
Police Activities League (PAL)	n/a	\$72,000
TOTALS	\$852,000	\$482,000

FY 2022 Out of School Time (OST) Partner Funding		
Alternative Funding Request		
Agency	FY 2022 Alternative A (\$150,000 maximum)	FY 2022 Alternative B (\$100,000 maximum)
Bethlehem Center (now Alliance Center for Education)	\$90,000	\$90,000
Greater Enrichment Program	\$150,000	\$100,000
Our BRIDGE for KIDS	\$120,000	\$100,000
Police Activities League (PAL)	\$72,000	\$72,000
TOTALS	\$432,000	\$362,000

*Recommended for potential funding consideration through Out of School Time Partner RFP process



FY2022 Out of School Time Partners Funding Request

Agency Name: Alliance Center for Education (formerly The Bethlehem Center of Charlotte)

Scope of Service

Alliance Center for Education (AC4Ed), formerly known as The Bethlehem Center, has been providing out of school time services to low income children and youth in Charlotte for 54 years. Their mission is to provide educational opportunities for children and families to improve the quality of their lives, serving grades K-12. AC4Ed's year-round program seeks to help students develop skills that aid in decision making, encourage volunteerism and increase enrollment in college/career-path training. Weekly activity contains teacher/tutor-led enrichment in literacy, math, science, art, social studies, and technology as well as group activities in leadership, character building, career exploration, team building, problem solving, healthy living, cultural awareness and financial literacy. AC4Ed also offers services (direct and through partnerships) to the students' caregivers to better equip them to support the achievement of their student's success in school and in life.

Performance

Measure	FY2020 Year-End Actual	FY2021 Mid-Year Actual	FY2022 Target
Number of students to be served	76	101	75

Financial Information

Funding Source(s): Community Development Block Grant (CDBG)

FY2021 City Funding	FY2022 City Funding Request
\$126,000	\$90,000

Summary/Highlights of Agency Request

Alliance Center for Education, formerly known as The Bethlehem Center, is a current City OST Partner within the FY21 funding cycle with an award amount of \$126,000. This funding request is part of the City's OST RFP process which utilizes an Evaluation Committee comprised of Housing & Neighborhood Services (HNS) staff, and representatives within the community with expertise in child and youth development, who conducted program evaluations and staff interviews with all RFP respondents. Recommendations for funding are made based on the outcome of this evaluation and shared with Charlotte City Council for consideration.

The City's OST Program awards \$1,200 per child served, up to a maximum of \$200,000, to qualifying agencies that run a program where each youth served is required to attend five days per week, at a minimum of three hours per day on each day that Charlotte-Mecklenburg Schools is in operation with or without a summer program.

Generally, OST Funding represents approximately 1/3 of program costs for agencies. The OST Program, per CDBG guidelines, allows agencies to use City funds for various program delivery costs.



FY2022 Out of School Time Partners Funding Request

Agency Name: Greater Enrichment Program

Scope of Service

The Greater Enrichment Program (GEP), has been providing out-of-school time programming in Charlotte-Mecklenburg since 1975. GEP's mission is to provide an out-of-school time educational program that is fun and enjoyable for eligible (low-income) school-age (K - 6th Grade) students and their parents in which, regardless of their background and abilities, they fully realize their potential for academic achievement, cultural/social enrichment, positive self-esteem and productive citizenship. The program includes a healthy snack/meal, homework assistance, literacy and science, technology, engineering and math (STEM) instructions, physical fitness, cultural enrichment, parent workshops and family events, and a safe ride home.

GEP has multiple sites across Charlotte, through partnerships within our community and with Charlotte-Mecklenburg Schools, and is requesting the City fund three of their program sites that serve students at Ashley Park Academy, Merry Oaks International Academy, and Niner University Elementary at Amay James.

Performance

Measure	FY 2020 Year-End Actual	FY 2021 Mid-Year Actual	FY 2022 Target
Number of students to be served	279	62	167

Financial Information

Funding Source(s): Community Development Block Grant (CDBG)

FY 2021 City Funding	FY 2022 City Funding Request
\$200,000	\$200,000

Summary/Highlights of Agency Request

GEP has been a City OST Partner for more than 20 years and is currently being funded within the FY21 funding cycle with an award amount of \$200,000. This funding request is part of the City's OST RFP process which utilizes an Evaluation Committee comprised of Housing & Neighborhood Services (HNS) staff, and representatives within the community with expertise in child and youth development, who conducted program evaluations and staff interviews with all RFP respondents. Recommendations for funding are made based on the outcome of this evaluation and shared with Charlotte City Council for consideration.

The City's OST Program awards \$1,200 per child served, up to a maximum of \$200,000, to qualifying agencies that run a program where each youth served is required to attend five days per week, at a minimum of three hours per day on each day that Charlotte-Mecklenburg Schools is in operation with or without a summer program.

Generally, OST Funding represents approximately 1/3 of program costs for agencies. The OST Program, per CDBG guidelines, allows agencies to use City funds for various program delivery costs.



FY2022 Out of School Time Partners Funding Request

Agency Name: Our BRIDGE for KIDS

Scope of Service

Our BRIDGE for KIDS serves youth within the heart of east Charlotte, located on the Aldersgate campus, and has been providing out of school time services for 7 years. This organization is known as the only out of school time program within the Charlotte area that focuses on supporting refugee and immigrant students and families. OurBRIDGE serves K-5 youth with most of their enrollment attending three Title I schools, Merry Oaks International Academy, Windsor Park Elementary, and Winterfield Elementary. Their program is organized around the three principles of socio-emotional development, academic and English acquisition and cultural inclusivity which is reflected through their culturally relevant, experiential English as a Second Language (ESL), curriculum that highlights science, technology, engineering, arts, and mathematics (STEAM).

Performance

Measure	FY 2020 Year-End Actual	FY 2021 Mid-Year Actual	FY 2022 Target
Number of students to be served	n/a	n/a	100

Financial Information

Funding Source(s): Community Development Block Grant (CDBG)

FY 2021 City Funding	FY 2022 City Funding Request
n/a	\$120,000

Summary/Highlights of Agency Request

This is the first time that Our BRIDGE for KIDS has requested funding through the Out of School Time (OST) Program, Request For Proposal (RFP). This funding request is part of the City's OST RFP process which utilizes an Evaluation Committee comprised of Housing & Neighborhood Services (HNS) staff, and representatives within the community with expertise in child and youth development, who conducted program evaluations and staff interviews with all RFP respondents. Recommendations for funding are made based on the outcome of this evaluation and shared with Charlotte City Council for consideration.

The City's OST Program awards \$1,200 per child served, up to a maximum of \$200,000, to qualifying agencies that run a program where each youth served is required to attend five days per week, at a minimum of three hours per day on each day that Charlotte-Mecklenburg Schools is in operation with or without a summer program.

Generally, OST Funding represents approximately 1/3 of program costs for agencies. The OST Program, per CDBG guidelines, allows agencies to use City funds for various program delivery costs.



FY2022 Out of School Time Partners Funding Request

Agency Name: Police Activities League

Scope of Service

Founded in 1968, the Charlotte Mecklenburg Police Activities League (PAL) provides Out of School Time programming to youth from low-income families through educational after-school and summer camp enrichment programming, mentoring, cultural, and athletic activities. PAL's mission is to provide opportunities for the youth of our community that fosters their leadership and citizenship skills through academics and athletics. PAL programming seeks to increase academic performance, critical thinking, problem solving and creativity, healthy behaviors, service-learning opportunities and parental involvement. PAL serves youth at the Greenville Neighborhood Center on Spring Street.

Performance

Measure	FY 2020 Year-End Actual	FY 2021 Mid-Year Actual	FY2022 Target
Number of students to be served	n/a	n/a	60

Financial Information

Funding Source(s): Community Development Block Grant (CDBG)

FY 2021 City Funding	FY 2022 City Funding Request
n/a	\$72,000

Summary/Highlights of Agency Request

The Police Activities League of Charlotte Mecklenburg was previously a City OST Partner during the FY2019 funding cycle with the award amount of \$156,000. This funding request is part of the City's OST RFP process which utilizes an Evaluation Committee comprised of Housing & Neighborhood Services (HNS) staff, and representatives within the community with expertise in child and youth development, who conducted program evaluations and staff interviews with all RFP respondents. Recommendations for funding are made based on the outcome of this evaluation and shared with Charlotte City Council for consideration.

The City's OST Program awards \$1,200 per child served, up to a maximum of \$200,000, to qualifying agencies that run a program where each youth served is required to attend five days per week, at a minimum of three hours per day on each day that Charlotte-Mecklenburg Schools is in operation with or without a summer program.

Generally, OST Funding represents approximately 1/3 of program costs for agencies. The OST Program, per CDBG guidelines, allows agencies to use City funds for various program delivery costs.

CATS Budget Outlook



Charlotte Area Transit System FY2022 Preliminary Operating & Debt Service Budgets FY2022-26 Capital Investment Plan

Budget Workshop
April 7, 2021

John M. Lewis, Jr. CATS CEO
Charlotte Area Transit System

1



Charlotte Area Transit Overview



2



BUDGET HIGHLIGHTS

- ✓ CityLYNX Goldline Phase II
- ✓ Silver Line
- ✓ Battery Electric Buses (BEB)



City of Charlotte | Charlotte Area Transit

3

3



COVID 19 TRANSIT IMPACT

COVID-19 Impact:

- ✓ Employee Safety
- ✓ Ridership
- ✓ Revenue Shortfalls (Fares & Sales Tax)
- ✓ Cleaning Services
- ✓ PPE, Sanitizer, Mask
- ✓ Partitions & Driver Shields
- ✓ Facility Updates



City of Charlotte | Charlotte Area Transit

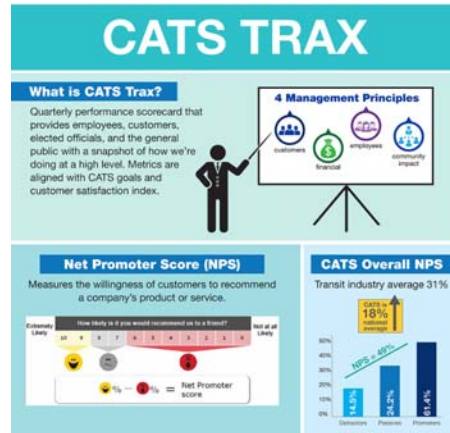
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4



CATS' TRAX - IMPACT OF PERFORMANCE

- ✓ CATS Performance Outcomes
- ✓ Assigns Importance Scoring
- ✓ Industry Metrics



5



CATS' TRAX- CUSTOMER SATISFACTION

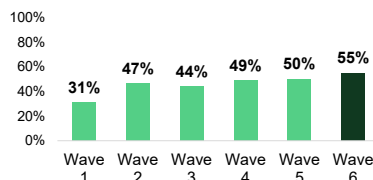
Ultimate Impact on Outcomes

Wave 6 Fixed Route NPS



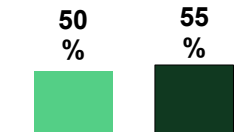
NPS Trend Over Time

↑ +77% from Wave 1



Comparison to Wave 5

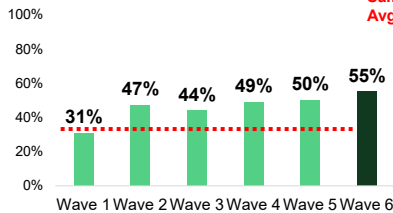
↑ +10%



Comparison to Industry

57% higher than an industry

Industry
Sampled
Avg 35%



6



FY2022 PRELIMINARY BUDGET SUMMARY

BUDGET SUMMARY				Variance	Variance
	FY2021 Adopted Budget (millions)	FY2022 Preliminary Budget (millions)		(millions)	(%)
Operating Revenues	\$ 175.6	\$ 181.9	\$	6.3	3.6%
CATS Control Account	-	-	\$	-	0.0%
Total Operating Revenue	\$ 175.6	\$ 181.9	\$	6.3	3.6%
Operating Expenditures	\$ 175.6	\$ 181.9	\$	6.3	3.6%
Transfer to Capital	-	-	-	-	0.0%
Total Operating Expenditures and Transfers	\$ 175.6	\$ 181.9	\$	6.3	3.6%
Debt Service Budget	\$ 50.9	\$ 62.1	\$	11.2	22.0%
Capital Budget*	\$ 258.1	\$ 40.5	\$	(217.6)	-84.3%

* Note: FY2022 Preliminary Capital Budget excludes carry over amounts

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FY2022 PRELIMINARY STAFFING

- **City Positions**

- 579.75** Full Time Equivalent Regular City Positions

- 1.00** Service Level Change-Grant Funded GIS position

- 1.00** Temporary Position

- **Contracted Positions**

- 845.00** Full Time Equivalent Transit Management Of Charlotte Positions
- Bus Operations (Bus Operators, Maintenance & Administrative)

- 108.05** Full Time Equivalent Positions – Contracted Security Officers

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FY2022-26 PRELIMINARY CAPITAL PROGRAM

\$120.7 million Funds 5-Year Capital Program

Key Capital Expenses (excluding Carryover):

- ✓ **State of Good Repair \$67.9 million**
 - Replace fixed route buses; STS Buses; Vanpool Vans
 - Facility Projects, Bus Shelter Improvements and Lighting Upgrades
- ✓ **Silver Line Light Rail Design \$19.8 million**
 - FY2020 \$9.0m
 - FY2021 \$21.2m
 - Total 3-year funding \$50m
- ✓ **Transit Safety & Security \$3.3 million**
 - Camera replacement, Guard Shacks and Access control replacement
- ✓ **Transit Long Range Capital Improvement \$ 22.0 million**
 - Hambright Park & Ride, Southend Station, ADA improvements
- ✓ **Transit Non-Revenue Vehicles \$2.2 million**
 - Non-Revenue Vehicle replacements
- ✓ **Transit New Equipment \$5.5 million**
 - Bus and Rail Equipment, Technology Upgrades



APPENDIX:

Other Slides Presented at Budget Committee



CATS' TRAX- SCORECARD

CATS TRAX FY20 Aggregate Scorecard				
Strategy	Metric	Performance Goal	Goal Points	Q4 Earned Points
Customer Satisfaction	Overall Customer Satisfaction	90%	10.0	9.3
	Overall Net Promoter Score	58%	10.0	10.0
	Overall On-Time Performance	89%	7.0	7.5
	Overall Ridership**	23,500,000	3.0	1.1
	Overall Ridership**	100%		
Financial Stability			30.0	27.9
	Taxpayer Subsidy Percentage, (CATS Policy <80%)**	<80%	8.0	7.6
	Net Debt Service Coverage Threshold (CATS Policy >1.15)**	>1.15	7.0	7.0
	Overall Operating Cost/Revenue Hour**	\$142.21	6.0	5.4
	Overall Customers/Revenue Hour	21.0	6.0	2.9
Employee Success	Directly Generated Revenue**	3.0%	3.0	2.5
			30.0	25.4
	Employee Engagement	80%	8.0	6.3
	Employee Satisfaction	85%	8.0	5.7
	Customer Satisfaction with CATS Employees	86%	5.0	4.9
Community Impact	Customer Satisfaction with Call Center Interactions	87%	4.0	3.9
			25.0	20.8
	Economic Impact**	1.27	5.0	5.9
	Community Perception of Community Value	85%	4.0	3.9
	Access to Key Destinations*	24%	3.0	1.2
	Jobs Created from Transit & Transit Infrastructure**	21,400	3.0	3.9
	Jobs Created from Transit & Transit Infrastructure**	100%		
			15.0	14.9
Overall Performance Score			100.0	89.0

CATS TRAX Scorecard updated 8/10/20

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FY2022 PRELIMINARY OPERATING & CAPITAL BUDGET

Budget Objectives

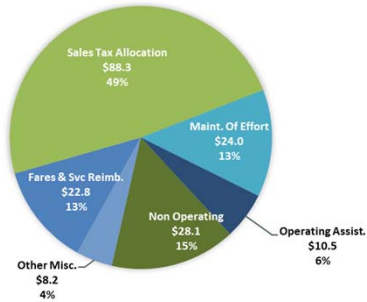
- Primarily Structural balanced budget
 - ✓ Impact of COVID-19 Pandemic
 - ✓ Maintain Service based on demand
- Accountability:
 - ✓ Compliance with MTC financial and business performance objectives with impact of COVID-19 Pandemic
- Mobility options for safe and affordable access to jobs, education, healthcare and other destinations
 - ✓ Continue to provide safe and affordable access with adjustments for social distancing with ongoing cleaning and personal protective equipment.

12

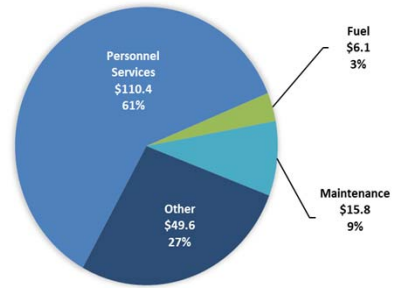


FY2022 PRELIMINARY BUDGET SUMMARY

Operating Revenue



Operating Expenses



Note: Amounts reported above in millions

THANK YOU

Aviation Budget Outlook



FY 2022 AVIATION BUDGET

Presented at City Council Budget Workshop

April 7, 2021

CITY OF CHARLOTTE DEPARTMENT

1

Fast Facts



ABOUT CLT AIRPORT

TERMINAL OPENED
MAY 2, 1982

114
GATES

1,000
DAILY AIRCRAFT MOVEMENTS

76,000
DAILY PASSENGERS

100+
CONCESSIONS

26,500+
PARKING SPACES

FOUR
TOTAL RUNWAYS

6,000
ACRES OF LAND

1.8M Sq. Ft.
TERMINAL WITH 5 CONCOURSES

Prior to COVID-19, CLT served 137,500 daily passengers and 1,575 daily aircraft movements.

JANUARY 2021



NUMBERS & RANKINGS

50,168,783
PASSENGERS

578,263
AIRCRAFT MOVEMENTS

183,900
TONS OF CARGO

2019 ACI RANKINGS*

6th IN AIRCRAFT
MOVEMENTS

11th IN TOTAL
PASSENGERS

30th IN TOTAL
CARGO

*Source: Airports Council International (ACI) 2019 rankings.

*Nationwide

CLT is financially self-sustaining. No general fund revenues are appropriated to the facilities or operation.



ECONOMIC IMPACT

\$24.6B
ANNUAL ECONOMIC IMPACT

4%
OF STATE GROSS PRODUCT

\$1.3B
STATE & LOCAL TAXES

Source: NC Department of Transportation Division of Aviation

AIRLINES

181
NONSTOP
DESTINATIONS

36
INTERNATIONAL
DESTINATIONS

THREE
US TERRITORIES

EIGHT
DOMESTIC AIRLINES

THREE
FOREIGN FLAG AIRLINES



2

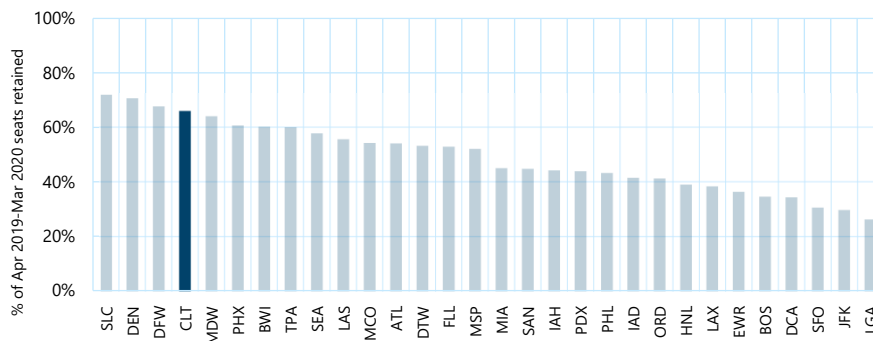
CLT Management Have Met COVID-19 Challenge

- Financial priorities in COVID response
 - Sustaining Airport Operations
 - Protecting Aviation Employees
 - Commitment to Investors
 - Support CLT Business Partners
- Budget initiatives from FY 2021 carried over into FY 2022
 - Near level Operating budget
 - Maintaining vacancy rate
 - Limited additional positions
 - Slowly bringing back reduction in service levels on demand-dependent contracts (traffic control, queuing services, valet parking, and airport information counter)
 - Reduction in discretionary spending for travel and training, memberships, and marketing
 - Deferral of certain capital projects
 - Strategically applying Federal Stimulus Grants



3

CLT Has Ranked Highly Among Large Hubs in Retention of Air Service During Pandemic



- During first 12 months of pandemic, CLT retained almost 2 out of every 3 pre-pandemic seats
- In March 2021, scheduled seats are 73% of March 2019

Source: Diio Mi Schedules database, accessed February 23, 2021.



4

Operating Budget Summary

Budget	FY 2020	FY 2021	FY 2022	Change
	Actual	Adopted	Proposed	FY 2021 to FY 2022
Personnel	57,814,053	63,065,213	66,361,826	3,296,613
Operating	92,414,561	100,240,815	100,357,921	117,106
Capital	1,553,289	2,097,500	699,000	(1,398,500)
City Services	21,363,973	23,226,062	24,323,754	1,097,692
Department Chargeouts	(3,598,697)	(4,575,173)	(4,575,173)	-
Total Expenditures	169,547,179	184,054,417	187,167,328	3,112,911
Revenues	232,938,153	211,793,031	246,190,673	34,397,642
				FTE Count Change
Total FTEs	708	708	714	6

- Overall 1.7% budget increase
- 5.2% increase to Personnel Services, including 6 new positions
- 1.3% reduction to Operating Expenses and Capital
- 4.7% increase to City Services

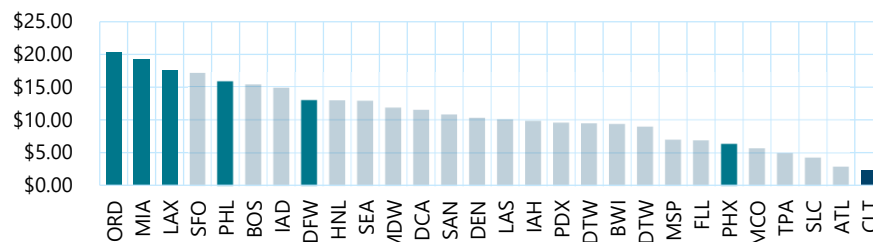


5

Maintains Low Cost Per Enplanement

- Lowest CPE of all large hubs, Estimating \$2.12 CPE in FY 2022
- CIP funding flexibility has been preserved during pandemic

Pre-Pandemic (FY19) CPE at Selected Large Hub Airports—Other AA Hubs in Bold



Sources: CLT records (CLT) and FAA CATS Form 127 database (all others); FY 2019 data. All U.S. large hubs shown except for EWR, JFK, and LGA (omitted because comparable data unavailable). * - Airline revenues net of revenue sharing.

6



6

Equity in Service

- Community Engagement and Economic Development
 - Engagement with Community Stakeholders
- Culture and Engagement
 - New Culture and Diversity Manager Position
 - Aviation Recruitment and Retention Strategy Alignment
 - Employee Workplace Climate Assessment
 - Employee Affinity Groups, such as Women in Aviation (WIA)
- Airport Civil Rights
 - Airport Concessions Disadvantaged Business Enterprise (ACDBE)
 - Charlotte Business Inclusion (CBI)
 - Limited English Proficiency
 - Airport Disability Compliance (Americans with Disabilities Act (ADA))
- Workforce Development
 - Career Development Training
 - Skill-based Opportunities



Questions and Answers from March 3 Budget Workshop

***Questions and Answers from
March 3rd
City Council Budget Workshop***

Published on April 5, 2021

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***Future of Solid Waste
Services***
Questions and Answers

FUTURE OF SOLID WASTE SERVICES

When did the Solid Waste Fee originate and how has its purpose evolved?

In 1984, the City of Charlotte and Mecklenburg County entered into a solid waste inter-local agreement where the city became the lead agency charged with solid waste collections and Mecklenburg County became responsible for solid waste disposal. This agreement included the transfer of city landfills to county ownership. As part of the agreement, the county did not charge the city for tipping fees (cost per ton to dump) and instead assessed a residential disposal fee, billed at the same time as property taxes, to cover the cost of using the landfills. In 1996, the original terms of the agreement ended. At that time, the county eliminated single-family and multi-family residential disposal fees and the city began to incur tipping fees and started charging a Solid Waste Disposal Fee on the annual property tax bill. The initial fees were the same as those charged by the county, \$38.00 for single-family residences and \$23.00 for multi-family residences. In June 2015, City Council adopted an Ordinance change to allow the fee to be used for both solid waste collection and disposal activities. The city does not levy, as of 2015, the annual Solid Waste Fee on the property tax bill for any properties that do not receive city-provided solid waste services. The Solid Waste Fee increased by \$7.06, \$12.00, and \$9.60 in FY 2019-2021, respectively, and is currently \$67.66 for both single and multi-family residences

Do other North Carolina cities have enterprise funds for their Solid Waste Services departments? What is the county's model for Solid Waste? Are there going to be any changes to the county's waste-related fees in this year's budget?

The following table provides a brief overview of the funding structure of the Solid Waste Services departments in the next ten-largest North Carolina cities:

City	Structure	Annual Solid Waste Fee
Cary	General Fund; Division of the Public Works Department	\$234.00
Concord	General Fund; Department in the Public Works infrastructure unit	\$26.88
Durham	Enterprise Fund; Majority of revenue from property taxes	\$90.00*
Fayetteville	Enterprise Fund; Majority of revenue from fees	\$225.00
Greensboro	Hybrid; Collections funded by the General Fund, disposal funded by an Enterprise Fund	\$30.00
Greenville	Enterprise Fund; Majority of revenue from fees	\$192.00
High Point	Enterprise Fund; Majority of revenue from fees	\$168.00
Raleigh	Enterprise Fund; Majority of revenue from fees	\$228.60*
Wilmington	Enterprise Fund; Majority of revenue from fees	\$256.32
Winston-Salem	Hybrid; Collections funded by the General Fund, disposal funded by an Enterprise Fund	\$65.00*

**Includes optional fees for yard waste or recycling*

Mecklenburg County's preliminary FY 2022 budget projections include a \$6.00 per household increase to the annual solid waste availability fee. The current fee is \$39.50 for each residential property. The availability fee from the county is not for refuse or recycling collection but covers the entire cost of

residential recycling processing and community outreach and waste reduction education. Refuse disposal costs at the Speedway Landfill are rising \$1.15 per ton in accordance with contractual obligations.

How sustainable are our recycling practices going forward, given that the percentage of recyclables actually being recycled across the country is very low? How would you describe Charlotte’s recycling efforts at the moment? How many of our recyclables are being recycled?

The City of Charlotte is part of a larger, regional recycling system owned by and operated at the direction of Mecklenburg County, who does not charge the city a fee for disposal of recycled material. Mecklenburg County residents have not experienced changes in the type of recyclables accepted during the pandemic. The county is in the process of upgrading the Materials Recycling Facility (MRF) and will be able to sort and process different materials in the near future. The City of Charlotte’s recycling practices will remain sustainable as long as the current program structure with Mecklenburg County continues.

As far as enhancing sustainability for individual recycled materials, one limiting factor is that 22-24 percent of recyclables currently received by the County are contaminated with non-recyclable materials such as food scraps or other debris, and thus cannot be recycled. Additionally, the market for use of recycled materials is consistently evolving. The City of Charlotte, in partnership with Envision Charlotte, has attempted to innovate in this space with the creation of the Innovation Barn. The Innovation Barn will be a hub of exploration and experimentation centered on the ideas of sustainable design and zero-waste recycling. Whereas the county’s improvements to the MRF will allow for more efficient processing of “traditional” recyclables, the Innovation Barn will explore new ways to process materials that are currently difficult to recycle, such as fabrics and certain types of glass. The Innovation Barn will then supply these recycled materials directly to a vendor for immediate reuse, ensuring that the materials are used at their highest value. Initial projects at the Innovation Barn include targeted improvements to the recycling of air packaging pillows (through a partnership with Sealed Air), plastic bottles (through a partnership with Coca Cola), and plastic take out containers. The Innovation Barn will expand on these projects once it goes into full operation this year.

How much of Solid Waste Service’s budget is devoted to right-of-way litter pickup? How has COVID-19 impacted litter pickup, and as we come out of COVID-19, are there things we can begin doing to improve our right-of-way cleaning? Can we have the Keep Charlotte Beautiful committee give us recommendations for improving our right-of-way cleaning?

Five-year history of Solid Waste litter pickup costs					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Capital Outlay	-	-	\$13,536.04	-	-
Operating Expenses	\$527,903.13	\$537,065.07	\$534,690.47	\$900,093.74	\$770,156.60
Personal Services	\$1,629,124.22	\$1,769,843.57	\$1,943,799.01	\$2,162,842.79	\$2,247,942.91
Special Events	(\$85,388.41)	(\$58,514.45)	(\$99,533.25)	(\$84,330.79)	(\$40,296.19)
Grand Total	\$2,071,638.94	\$2,248,394.19	\$2,392,492.27	\$2,978,605.74	\$2,977,803.32

Solid Waste Services (SWS) spends approximately \$3 million annually on right-of-way (ROW) litter picking, which is roughly 4.4 percent of the overall SWS annual operating budget of \$67.7 million. During FY 2021, SWS began a partnership with the Center for Employment Opportunities (CEO), a reentry employment

provider that connects formerly incarcerated individuals with job-readiness training and transitional employment. This partnership with CEO supports a daily crew dedicated to state-road litter pick up.

In response to COVID-19, SWS has operated with smaller crews to respect social distancing and protect employees from exposure. As core residential service resources were limited by COVID-19, SWS' Special Services (including ROW cleaning) were diverted to supplement increased residential garbage, yard waste, and bulky item collection demands due to stay-at-home and work-from-home orders. Both staff allocation and equipment maintenance supporting automated processes and services deemed essential were prioritized ahead of any specialized services. As the community recovers from COVID-19, the ROW cleaning crew size will be restored along with collection capacity. SWS has continued to maintain the annual performance objective to: "Maintain a clean City for all residents" by achieving a Keep Charlotte Beautiful Assessment of < 2.0 (Scale of 1-4; a lower score is favorable).

Keep Charlotte Beautiful (KCB) administers the voluntary Adopt-A-City-Street (AACS) program. The program has seen a 33% decrease in reported cleanups during COVID-19. In effort to provide convenient, safe access to clean up supplies, KCB has applied CARES funding to supply at least 125 active AACS groups with permanent clean-up supplies.

What is stopping the city from requiring paper bags for leaf pickup?

SWS' Budget Workshop presentation introduced a plan to transition from plastic to paper bags for residential yard waste collection. Beginning on July 5, SWS will leave a note when picking up plastic bags that the city will no longer accept them beginning on August 2. In anticipation of this, SWS will begin a communications strategy in April informing residents of this upcoming change. This will include communication via social media, the city's website, text message (to subscribers), and other available means. SWS has previously conducted targeted pilot projects and partnered with Mecklenburg County to advance the usage of paper yard waste bags. As a reminder, paper bags:

- Are accepted at the Mecklenburg County Compost Facility, whereas plastic bags are not;*
- Eliminate need for workers to stand by truck and open plastic bags with a knife;*
- Are biodegradable, whereas commonly used plastic bags are not; and*
- Work in conjunction with any consideration of yard waste bins in the future.*

There are a lot of state-owned roads in District Four. What is the plan to partner with others to maintain those streets? Is there a schedule for cleaning streets, are they cleaned based on complaints, or is it sporadic?

SWS has responsibility for litter collection along city-maintained streets and rights-of-way and is not currently resourced to maintain any state-owned roads within the city limits, as the North Carolina Department of Transportation (NCDOT) took over responsibility for these collections in 2006. To maintain city streets, SWS provides routine litter control activities and street sweeping with routes and frequency determined by trash patterns, service request calls, and field staff observations. All major and minor city thoroughfares are cleaned at least quarterly.

SWS has also recently partnered with the Center for Employment Opportunities to add a daily crew to support state-road litter pickup. State roads are cleaned based on complaints and requests. Due to the

rapid increase in number and density of residential units, many more residents are living along all city corridors, both city- and state-maintained. SWS proactively partners with community property management and their onsite staff and City Code enforcement to identify and initiate targeted outreach to assist with problem areas on or near state roads.

Additionally, Keep Charlotte Beautiful (KCB) staff are frequently notified of visual litter on state-maintained roads and are aware of NCDOT capacity issues impacting remediation. In an effort to lend additional support, KCB volunteers are now authorized by NCDOT to conduct cleanups on non-highway state-maintained roads. This is a voluntary supplemental effort and is insufficient to replace NCDOT's remediation responsibilities within Charlotte's city limits. Thus far, KCB groups contacted have responded enthusiastically; there are currently spring cleanups scheduled for North Tryon Street, University City Blvd, North Graham Street, and West Sugar Creek Road.

***Americans with Disabilities Act
Facility Plan
Questions and Answers***

AMERICANS WITH DISABILITIES ACT FACILITY PLAN

Have we looked at the Pregnancy Discrimination Act as part of this ADA assessment? What is our city infrastructure like for pregnant women, specifically in regard to nursing rooms?

The city is working to improve access to city owned facilities consistent with the requirements outlined in the Americans with Disabilities Act (ADA). This includes anyone who is or may become pregnant. The Pregnancy Discrimination Act (PDA) is an amendment of the Civil Rights Act, and since pregnancy qualifies as a temporary disability, a violation of the PDA may also be a violation of the ADA.

The city is required to provide an appropriate space for nursing mothers other than a restroom when needed. Since 2010, the City of Charlotte has provided additional breaks for nursing mothers. With a grant obtained by the Benefits and Wellness Division of the city's Human Resources Department, a Nursing Room located in the Charlotte-Mecklenburg Government Center was designed to provide a space for nursing mothers. This room is located on the basement level. Additionally, other city facilities have allotted a proper space and/or will arrange for one to be allotted for use at the time of need.

Does the city have a plan to ensure equitable hiring of individuals with disabilities?

Several actions are taken to ensure equitable hiring at the City of Charlotte. Applicants are afforded reasonable accommodations to assist with the application process, including translators. Education is one of the key tools utilized to assist applicants, employees, and specifically hiring managers on anti-discrimination of persons with known or perceived disabilities. The city provides training for hiring managers that includes an interactive learning about the Americans with Disabilities Act (ADA) and specifically their role and responsibilities to both internal and external applicants seeking hire or a position transfer. In 2020 the ADA modules were updated for both New Employee Orientation and the Quality and Excellence in Supervision Training. During the height of the pandemic last summer, HR staff participated in ADA training by Disability Rights and Resources while participating in the city's ADA Transitional Plan. This training covered not only the basics of the law, but best practices under Title I, including but not limited to the ADA Amendment Act, Accommodations, and Job Interviews. Human Resources professionals attend continuing education training hosted by the Equal Employment Opportunities Commission (EEOC). That training was hosted by the Regional Director of the EEOC as recently as February and March 2020.

Does the city have a plan for improving CATS STS, specifically in regard to transportation within a half-mile of a bus stop? Has the city changed its eligibility for STS, or is that an ongoing conversation?

The ADA requires transit systems to provide paratransit (STS) services to individuals that meet the eligibility for ADA and live within three quarters (3/4) mile of a transit line. This is the minimum federal requirement and transit agencies can go beyond those requirements at their own expense. ADA Services make up seven percent of CATS Adopted FY 2021 Operating Budget and account for one percent of the estimated ridership in the FY 2021 Budget. The Metropolitan Transit Commission (MTC) has periodically considered amending its policy to expand paratransit services beyond the ¾ mile requirement but due to budgetary constraints have not changed CATS policy to go beyond the requirements of ADA.

***Capital Investment Plan
Priorities***
Questions and Answers

CAPITAL INVESTMENT PLAN PRIORITIES

Can we see a list of sidewalk projects that are pending, along with where they are ranked on the priority list?

The City Council-adopted City of Charlotte Sidewalk Installation Policy provides guidance to ensure resources are applied to the thoroughfare locations most critical to safety and walkability. Staff use the following four criteria outlined in the policy to score all thoroughfare sidewalk candidate segments: safety, congestions, connectivity, and leverage.

*A prioritized list of 242 thoroughfare sidewalk segments for further analysis is attached in **Attachment 1**. The lengths of the segments listed range from 0.5 miles to 3 miles. Currently, construction of sidewalk projects cost between \$3 million and \$5 million per mile, so it is important to note that some of these segments may be broken down into multiple projects to ensure the costs are feasible within the Sidewalk and Pedestrian Safety Program and that the highest-priority projects are being constructed per the Council-adopted policy.*

Can you provide a frame of reference for what the overall need is for congestion mitigation and street resurfacing? What is the backlog for these projects, too?

The Congestion Mitigation program funds targeted, quick-win projects to mitigate traffic congestion and improve traffic flow. Staff use the High Congestion List, which is a list of Charlotte's most congested signalized intersections that is updated annually, to identify potential projects. Staff also use routine signal analysis and knowledge of transportation network operations to identify opportunities resulting in the greatest benefit.

*A map showing the identified high congestion intersections is attached in **Attachment 2**. Each intersection is color coded based on the level of the congestion as it relates to peak times. Individual projects within the 2020 bond-funded Congestion Mitigation Program are still being identified but will be focused in University City, Steele Creek, and South Charlotte.*

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation (NCDOT), General Obligation Bonds, and Pay-As-You-Go cash. Due to revenue shortfalls associated with COVID-19, NCDOT reduced Powell Bill funding in fiscal year 2021. The city's portion of Powell Bill funding was reduced.

The city measures the condition of streets by the Pavement Condition Rating (PCR), which is guided by the Institute of Transportation Research and Education (ITRE). The ITRE utilizes a 100-point scale developed by North Carolina State University to standardize pavement rating across North Carolina. A PCR of 100 to 91 represents very good pavement condition; 90 to 81 represents good condition; 80 to 66 represents fair condition; 65 to 51 represents poor condition; and 50 or below represents very poor pavement condition. The city's target PCR range is 86 to 88; the FY 2021 PCR is 82.2, a slight improvement over the FY 2020 PCR of 82.1, but still below the target range.

Charlotte currently has 5,445 total lane miles. The city estimates about 150 lane miles will be resurfaced by the end of FY 2021, or about three percent of all lane miles, for a total cost of \$13.6 million. In a typical year without a Powell Bill funding cut, the city would anticipate receiving approximately an additional \$6

million, which would have allowed for an additional 65 lane miles to be resurfaced. In order to achieve the target PCR range, it is estimated that the city would need to resurface about seven percent of the total lane miles per year. Staff are conducting a pilot evaluation with asphalt rejuvenation, a product applied to streets within three years of resurfacing that extends the life of the pavement by an estimated five years.

Can you provide the last five years' spending on public-private partnerships so that we can have a baseline for seeing if our budget for such partnerships needs to change?

The following table summarizes the funds committed through public private partnerships approved by City Council over the past five years. Please note that the investments reimburse the private sector for building or delivering a public good (roads, streetscape improvements, public parking, etc.). While an investment may be approved in FY 2020, the actual expenditures related to that project may not occur until 2024 or later.

Public Private Partnership Investments, City Council Approved Projects, FY 2017-FY 2021					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Tax Increment Grants	\$1,590,327	\$18,000,000	\$0	\$25,000,000	\$5,370,628
Capital Improvement Program (Bonds)	\$0	\$32,200,000	\$0	\$17,500,000	\$32,800,000
Total	\$1,590,327	\$50,200,000	\$0	\$42,500,000	\$38,170,628

Tax Increment Grants amount reflects estimated city-only investment; Public Private Partnerships(P3) associated with Corridors of Opportunity excluded. Corridors of Opportunity P3s over the last year are entirely different types of partnerships. They frequently don't include capital projects (e.g., public infrastructure) and focus more on the property (e.g., land, building, etc.). None of these types of P3s incorporates tax increment grants or capital investments (like Camp North End or Ballantyne Reimagined).

Project breakdown for Fiscal Year 2018 and Fiscal Year 2020 Capital Improvement Program (Bonds) are below:

- FY 2018, River District (\$17.2M) + Camp North End (\$15M) = \$32,200,000
- FY 2020, Ballantyne Reimagined (\$17.5M) = \$17,500,000

***Storm Water and Water
Budget Outlook
Questions and Answers***

STORM WATER AND WATER BUDGET OUTLOOK

Can we see an update on the backlog/waiting list for stormwater projects? What is the status of service requests that are still in the pipeline?

In FY 2020, Storm Water Services committed to initiate a forecasted 1,690 projects to resolve outstanding minor repair requests over five years. This plan, referred to as the 5-Year Surge, represents an 83 percent increase in production over the baseline projection when the plan was implemented. Storm Water Services is on target to meet this goal. By the end of FY 2021, a total of 526 projects are expected to be resolved.

Critical storm drainage improvement projects are those that require repairs to the city storm drainage system located within city streets and rights-of-way to protect the traveling public. Resources are assigned to design and construct these projects with little or no wait time.

High priority storm drainage improvement projects require repairs to the city storm drainage system. In 2019, there were 470 high priority projects awaiting assignment; currently there are 41. It is important to note that Storm Water Services is continuously investigating drainage concerns and identifying projects over time. Since 2019, a total of 555 projects have been assigned resources.

At the end of the 5-Year Surge, Storm Water Services will have the productivity capabilities to resolve approximately 400 repair requests per year, which is projected to be greater than the repair requests identified annually. During the remaining years of the 5-Year Surge, Storm Water Services will continue its transition from a request-based program to an asset management-based program to maintain and improve the overall drainage system. This includes:

- Inspecting all critical city-maintained assets, including large pipe systems located under roadways, and adding small pipe inspections in FY 2022.*
- Expanding preventative maintenance operations to extend the service life of the city storm drainage system.*
- Prioritizing drainage system needs based upon risk (the likelihood and consequence of failure) in order to address critical needs and system maintenance.*

Attachments

Thoroughfare Sidewalk Segments by Pedestrian Program Ranking

Attachment 1

As of March 15, 2021

Project Name	Begin	End	Pedestrian Program Ranking	Total Points	Council District
Grier Rd.	Orr Rd.	Newell-Hickory Grove Rd.	1	96	1, 4, 5
W Tyvola Rd.	Billy Graham Pkwy.	Rubine St.	2	92	2, 3
Valleydale Rd.	Coulwood Drive	Oakshire Cir	3	87	2
Rocky River Rd	Food Lion driveway	2400 Rocky River Rd	4	86	4
Kuykendall	Providence Rd	White Hemlock Ln	5	86	7
Bellhaven Blvd.	Mt. Holly-Huntersville Rd.	Valleydale Rd.	6	85	2
E WT Harris	Old Concord Rd.	University City Blvd.	7	84	4
Old Concord Rd.	WT Harris Blvd.	Mallard Creek Church Rd.	8	81	4
N. Hoskins Rd.	Cricketeer Dr.	Canyon Creek Ln.	9	81	2
Rea Rd.	Piper Station Dr.	Piper Glen Dr.	10	81	7
Atando Av	Ware Av	Cornelius St.	11	80	1
McCullough Drive	Ikea Blvd	University Executive Park Drive	12	79	4
Little Rock Rd.	Wilkinson Blvd.	I-85 SB ramps	13	79	3
W WT Harris Blvd.	Mallard Creek Rd.	W Sugar Creek Rd.	14	79	2, 4
Yorkmont Rd.	Tyvola Rd.	Beam Rd.	15	78	3
University City Blvd.	WT Harris Ramps	WT Harris ramps	16	78	4
Old Concord Rd.	Newell-Hickory Grove Rd.	WT Harris Blvd.	17	78	3, 4
Yorkmont Rd.	Tryon St.	Price Ln.	18	78	3
N. Davidson St.	Craighead Rd.	Sugar Creek Rd.	19	78	1
Valleydale Rd.	Jordans Pond Ln.	Fred D Alexander Rd.	20	77	2
Brown-Grier Rd.	Steele Creek Rd.	Sandy Porter Rd.	21	77	3
Little Rock Rd.	Robert Smith Park	Paw Creek Rd.	22	77	3
Archdale Drive	Little Sugar Creek	2901 Archdale Dr	23	76	6
Orr Rd.	Orr Industrial Ct.	University Commerce Pl.	24	76	1
IBM Dr. (Eastern Half)	Neal Rd.	W WT Harris Blvd.	25	76	4
Old Concord Rd.	WT harris Ramps	WT Harris Ramps	26	76	4
E WT Harris Blvd.	Grier Rd.	Rocky River Rd.	27	76	4
Sandy Porter Rd.	Williams Glenn Rd.	Brown-Grier Rd.	28	75	3
Hovis Rd.	Rozzelles Ferry Rd.	Brookshire Blvd.	29	75	2
Steele Creek Rd.	Sledge Rd.	S. Tryon St.	30	75	3
WT Harris Blvd.	University City Blvd.	N Tryon St.	31	74	4
Idaho Dr.	Brookshire Bv	Coronet Way	32	73	2
DeArmon Rd.	Mineral Ridge Way	Hampton Place Dr.	33	73	4
Hovis Rd.	Tar Heel Rd.	Rozzelles Ferry Rd.	34	73	2
Tilley Morris Rd	McKee Rd	Roundabout	35	72	7
Robinson Church Rd.	WT Harris Blvd.	City Limits (near Alanbrook	36	72	5
Sardis Rd.	Brackenbury Ln.	Morningdale Rd.	37	72	6, 7
Steele Creek Rd.	Steele Oaks Dr.	Brown-Grier Rd.	38	72	3
Steele Creek Rd.	Walker Branch Dr.	Hamilton Rd.	39	72	3
Harrisburg Rd.	Misenheimer Rd.	Cambridge Commons	40	72	5
36th St	Tryon St	Davidson St	41	71	1
Little Rock Rd.	Tuckaseegee Rd.	Keeter Dr.	42	71	3
Westinghouse Blvd.	Granite St.	Texland Blvd.	43	71	3
Providence Rd.	Ferncliff Rd.	Wendover Rd.	44	71	6
Kuykendall	Drayton Hall Ln	McKee Rd	45	70	7
Pineville-Matthews Rd. (North Side)	Rea Rd.	McPherson Dr.	46	70	7
Steele Creek Rd.	Westinghouse Blvd.	Collingham Dr.	47	70	3
Hebron St.	South Blvd.	Denmark Rd.	48	70	3
Toddville Rd.	Freedom Dr.	Rozzelles Ferry Rd.	49	70	2, 3
Kuykendall Rd	White Hemlock Ln	Drayton Hall Ln	50	69	7
Mallard Creek Rd.	Sawgrass Ridge Pl.	Johnston-Oehler Rd.	51	69	4
Johnston Rd.	Brixham Hill Dr.	Ballantyne Crossing	52	69	7
Kenilworth Ave	East Blvd	Ordermore Ave	53	68	1
Lakeview Road	Beatties Ford Rd	Reames Rd	54	68	2
Yorkmont Rd.	Byrum Dr.	Oak Lake Blvd.	55	68	3
Nations Ford Rd.	Crompton St.	Woody Ridge	56	68	3

Project Name	Begin	End	Pedestrian Program Ranking	Total Points	Council District
Hucks Rd.	Hucks Landing Dr.	Browne Rd.	57	68	3
Providence Rd.	Vernon Dr.	Providence Dr.	58	68	6
Steele Creek Rd.	City Limits (Riverdale Dr.)	Brown-Grier Rd.	59	67	3
WT Harris Blvd.	Old Statesville Rd.	I-77	60	67	2
Pavilion Blvd.	University City Blvd.	Harris Houston Rd.	61	67	4
Lawyers Rd.	Maplewood Ln.	City Limit	62	67	5
W WT Harris Blvd.	N. Tryon St.	I-85	63	67	4
Research Dr.	9140 Research Dr. (Greenway)	8901 Research Dr. (EPRI Driveway)	64	67	4
Donald Ross Rd.	West Blvd.	Wilkinson Blvd.	65	66	3
Blakeney Heath Rd.	Charnwood Ct.	Ellington Park Dr.	66	66	7
IBM Dr. (western half)	W. WT Harris Blvd.	Neal Rd.	67	66	2, 4
Hucks Rd.	Old Statesville Rd.	Hucks Landing Rd.	68	66	3
Tyvola Rd.	Yorkmont Rd.	Billy Graham Pkwy.	69	65	3
Arrowood Rd.	I-77 NB Ramps	I-77 SB Ramps	70	65	3
Weddington Rd.	McKee Rd.	Beacon Forest Dr.	71	64	7
Old Concord Rd.	N Tryon St.	Rocky River Rd.	72	64	1, 4
Mallard Creek Rd.	Polk and White Rd.	Sawgrass Risge Pl.	73	64	4
Rozzelles Ferry Rd.	Hoskins Rd.	Hovis Rd.	74	64	2
Sandy Porter Rd.	3533 Sandy Porter Rd.	Brown-Grier Rd.	75	64	3
Tilley Morris Rd	Roundabout	County line	76	63	7
Old Statesville Rd.	Statesville Rd.	City Limits (Hucks Rd.)	77	63	2, 4
Weddington Rd.	Plantation Center Dr.	I-485	78	63	7
Rozzelles Ferry Rd.	Old Mount Holly Rd.	Valleydale Rd.	79	63	2, 3
Mount Holly Rd.	Freedom Dr.	City Limits	80	63	2, 3
Brookshire Blvd.	North Dakota St.	Oakdale Rd.	81	63	2
Margaret Wallace Rd.	Sam Newell Rd.	Idlewild Rd.	82	63	5
Providence Rd. West	Johnston Rd.	Edindale Dr.	83	63	7
Johnston Rd.	Ardrey Kell Rd.	SC State Line	84	63	7
Bellhaven Blvd.	Brookshire Blvd.	Valleydale Rd.	85	62	2
Oakdale Rd.	Peachtree Rd.	City Limits	86	62	2
Arrowood Rd.	Whitehall Executive Center Dr.	Sandy Porter Rd.	87	62	3
Arrowood Rd.	Bramblewood Rd.	I-77	88	62	3
Pavilion Blvd.	N Tryon St.	Harris Houston Rd.	89	62	4
Salome Church Rd.	Stoney View Dr.	City Limit	90	62	4
WT Harris Blvd.	Lake Spring Ave.	Mt Holly-Huntersville	91	61	2
McKee Rd.	Davis Dr.	Weddington Rd.	92	61	7
WT Harris Blvd.	I-85	Mallard Creek Rd.	93	61	2, 4
Robinson Church Rd.	Plott Rd.	Hood Rd.	94	60	5
Johnston Rd.	Ballantyne Crossing Pkwy.	Providence Rd. West	95	60	7
Johnston Rd.	Providence Rd.	Marvin Rd.	96	60	7
Tom Short Rd.	Bryant Farms Rd.	Guinevere Dr.	97	60	7
WT Harris Blvd.	W Sugar Creek Rd.	Old Statesville Rd.	98	60	2
Westinghouse Blvd.	S Tryon St.	Steele Creek Rd.	99	60	3
Tuckaseegee Rd.	Little Rock Rd.	Toddville Rd.	100	60	3
Hovis Rd.	S Hoskins Rd.	Wildwood Ave.	101	60	2
Valleydale Rd.	Hidden Creek Dr.	Coulwood Dr.	102	60	2
Tuckaseegee Rd.	Larry Dr.	Little Rock Rd.	103	59	3
Mt Holly Huntersville	Canter Post Dr.	Riverview Dr.	104	59	2
McKee Rd.	Kuykendall Rd.	Davis Dr.	105	59	7
Oakdale Rd.	Auten Rd.	Peachtree Rd.	106	59	2
Weddington Rd.	Walker Rd.	County Line	107	59	7
Cindy Ln.	Statesville Rd.	Beatties Ford Rd.	108	58	2
Eastfield Rd.	Foggy Meador Rd.	12400 Eastfield Rd.	109	58	4
Freedom Dr.	Eagles Landing Dr.	Mount Holly Rd.	110	58	3
Lakeview Rd.	City Limits	Reames Rd.	111	58	2
Nations Ford Rd.	Downs Rd.	Westinghouse Blvd.	112	58	3

Project Name	Begin	End	Pedestrian Program Ranking	Total Points	Council District
Ballantyne Commons Pkwy.	Providence Rd.	Annalexa Ln.	113	58	7
Oakdale Rd.	Old Plank Rd.	Auten Rd.	114	57	2
Mt Holly-Huntersville Rd.	Babbit Way	Beatties Ford Rd.	115	57	2
Mt Holly Huntersville Rd.	Babbit Way	Walden Ridge Rd.	116	57	2
Brookshire Blvd.	Oakdale Rd.	Bellhaven Rd.	117	57	2
N Tryon St.	University City Blvd.	Mallard Creek Church Rd.	118	57	4
Research Dr.	8310 Technology Dr.	9140 Research Dr. (Greenway)	119	57	4
Wallace Rd.	Wallace Ln.	Woodberry Rd.	120	56	5
Mt Holly-Huntersville Rd.	Northwoods Forest Dr.	Mountain Aire Cir	121	56	2
Moore's Chapel Rd.	Rhyne Rd.	Sam Wilson Rd. (City Limit)	122	56	3
West Blvd.	Airport Dr.	City limits (near ARFF Rd.)	123	56	3
W Sugar Creek Rd.	WT Harris Blvd.	Hubbard Rd.	124	56	2
Moore's Chapel Rd.	Freedom Dr.	Old Mount Holly Rd.	125	56	3
Beam Rd.	Yorkmont Rd.	Associates Ln.	126	56	1
Quail Hollow Rd.	Gleneagles Rd.	Canoebrook Rd.	127	56	6
Back Creek Church Rd.	University City Blvd.	Rosemallow Rd.	128	55	4
Mt Holly Huntersville Rd.	Bellhaven Blvd.	Mountain Aire Cir	129	55	2
Marvin Rd.	Donnington Dr.	Ardrey Kell Rd.	130	55	7
Mallard Creek Rd.	Breezewood Dr.	Johnston-Oehler Rd.	131	55	4
Gibbon Rd.	Old Statesville Rd.	Brawer Farm Rd.	132	55	2
University City Blvd.	Back Creek Church Rd.	City Limit	133	55	4
Downs Rd.	Nations Ford Rd.	City Limit	134	55	3
WT Harris Blvd.	Rocky River Rd.	Old Concord Rd.	135	55	4
Wilkinson Blvd.	Little Rock Rd.	City Limit	136	55	3
Tom Sadler Rd.	Mount Holly Rd.	Mount Holly Rd.	137	54	2
David Cox Rd.	Harris Pointe Dr.	W.T. Harris Bv W	138	54	4
Eastfield Rd.	Existing sidewalk at 12400 Eastfield Rd. by Long Common Pkwy.	Highland Creek Park	139	54	4
Beatties Ford Rd.	Mt Holly-Huntersville Rd.	Woodford Bridge Dr.	140	54	2
Sunset Rd.	Oakdale Rd.	Sunset Village Dr.	141	54	2
Plaza Rd. Ext	Plott Rd.	City Limit	142	54	4, 5
Ballantyne Commons Pkwy.	Sir Francis Drake Dr.	Brittany Oaks Dr.	143	54	7
Margaret Wallace Rd.	Marshbrooke Dr.	Cedarbark Dr.	144	54	5
Tuckaseegee Rd.	Mulberry Church Rd.	Browns Ave.	145	53	3
Peachtree Rd.	Oakdale Rd.	City Limits (between Crandon Rd. and Capps Hill Mine Rd.)	146	53	2
Carowinds Blvd.	Catawba Trace	S Tryon St.	147	53	3
S Hoskins Rd.	Glenwood Dr.	Gossett Ave.	148	53	2
Ridge Rd	Highland Creek Pkwy	Edinmeadow Ln	149	52	4
Rocky River Rd	Grier Rd	Seven Oaks Drive	150	52	4
Albemarle Rd.	Wilgrove-Mint Hill Rd.	City Limits (near Denbur Dr.)	151	52	5
Mt. Holly Huntersville Rd.	Bellhaven Blvd.	Harwood Ln.	152	52	2
Sunset Rd.	Brookfield Point Dr.	Joel Turner Dr.	153	52	2
Old Sugar Creek Rd.	Wt Harris Blvd.	Connery Ct.	154	52	2, 4
Rozzelles Ferry Rd.	Brookshire Blvd.	Hart Rd.	155	52	2
W Sugar Creek Rd.	Christenbury Rd.	Hubbard Rd.	156	52	2
W Sugar Creek Rd.	Yorkford Dr.	City Limits	157	52	4
Sardis Rd.	Sardis Rd. North	Sardis View Ln.	158	52	6, 7
Ballantyne Commons Pkwy.	Sir Francis Drake Dr.	Quail Acres Rd.	159	52	7
Rea Rd.	Pineville - Matthews Rd.	Fairways Club Dr.	160	52	7
Moore's Chapel Rd.	Old Moore's Chapel Rd.	Rhyne Rd.	161	51	3
Steele Creek Rd.	City Limits	Red Spring Dr. (near Shopton Rd.)	162	51	3

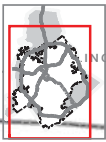
Project Name	Begin	End	Pedestrian Program Ranking	Total Points	Council District
Rozzelles Ferry Rd.	Valleydale Rd.	Freedom Dr.	163	51	2, 3
W. Sugar Creek Rd.	Rockwell Blvd.	Christenbury Rd.	164	51	2
Weddington Rd.	City Limits (N of Briar Ridge	I-485	165	51	7
Harrisburg Rd.	Robinson Church Rd.	Camp Stewart Rd.	166	51	5
Medical Plaza Dr.	8310 Medical Plaza Dr.	1981 JN Pease Pl.	167	51	2, 4
Orr Rd.	General Commerce Dr.	Orr Industrial Rd.	168	50	1
Steele Creek Rd.	Hamilton Rd.	SC State Line	169	50	3
Ridge Rd.	Prosperity Church Rd.	Highland Creek Pkwy.	170	50	4
Mt Holly-Huntersville Rd.	Harwood Ln.	Newfound Hollow Dr.	171	50	2
Mallard Creek Church Rd.	I-85 Overpass	N Tryon St.	172	50	4
Tuckaseegee Rd.	Westerwood Dr.	Larry Dr.	173	49	3
Sam Neely Rd.	Steele Creek Rd.	City Limit	174	49	2
Harrisburg Rd.	Camp Stewart Rd.	I-485 Ramps	175	49	5
Sharon Rd.	Ferncliff Dr.	Sharon Ln.	176	49	6
Rea Road	Colony	Summerlin Place	177	48	7
Pine Oaks Dr.	Beam Rd.	Lakeview Dr.	178	48	3
Wallace Neel Rd.	Old Dowd Rd.	City Limit	179	48	3
Shopton Rd. West	Westinghouse Blvd.	Castle Cove Rd.	180	48	3
Auten Rd.	201 Black Satchel Dr.	Existing Sidewalk (south side)	181	48	2
Shopton Rd.	S Tryon St	City Limits (Beam Rd.)	182	48	3
Sunset Rd.	Glenlea Commons Dr.	Brookfield Pointe Dr.	183	48	2
Old Mount Holly Rd.	Freedom Dr.	Moore's Chapel Rd.	184	47	3
Josh Birmingham Pkwy.	Old Dowd Rd.	Billy Graham Pkwy.	185	47	3
Camp Stewart Rd.	Harrisburg Rd.	I-485	186	46	5
Chesapeake Dr.	N Hoskins Rd.	Auten Rd.	187	46	2
Mount Holly Rd.	City Limits (Stoneyridge Dr.)	Mount Holly-Huntersville Rd.	188	46	2
Lakeview Rd.	Reames Rd.	Old Statesville Rd.	189	46	2
Robinson Church Rd.	Hood Rd.	Harrisburg Rd.	190	46	5
Moore's Chapel Rd.	Old Mount Holly Rd.	Claremont Rd.	191	46	3
Idlewild Rd.	Oak Dr.	Braewick Pl.	192	46	5
Rozzelles Ferry Rd.	Hovis Rd.	Old Mt. Holly Rd.	193	46	2
Sardis Rd	229 Hillandale Dr	Sardis Pointe Rd	194	45	7
West Rocky River Rd.	Old Concord	Tryon	195	45	4
Eastfield Rd.	Asbury Chapel Rd.	Foggy Meadow Rd.	196	45	4
Back Creek Church Rd.	Rosemallow Rd.	Caldwell Rd.	197	45	4
Johnston Rd.	Marvin Rd.	Copper Mountain Blvd.	198	45	7
Ardrey Kell Rd.	Tom Short Rd.	Providence Rd.	199	45	7
Marvin Rd.	Providence Rd. West	Dixie Glen Dr.	200	44	7
Pineville-Matthews Rd.	Elizabeth Ln.	Sardis Plantation Dr.	201	44	7
Auten Rd.	Oakdale Rd.	Black Satchel Dr.	202	43	2
Steele Creek Rd.	Greycrest Ct.	Westinghouse Blvd.	203	43	3
Atando Ave.	Ware Ave.	N Graham St.	204	43	1
Park South Dr.	Round Oak Rd.	Stokes Ave.	205	43	6
Reames Rd.	Secretariat Dr.	Lakeview Rd.	206	43	2
Park South Dr.	Park Rd.	Old Reid Rd.	207	43	6
Sharon View Rd	Hardison Rd	Summer Lake Rd	208	42	6
W Sugar Creek Rd	Old Potters Rd	Mallard Creek Rd	209	42	2
Caldwell Rd.	Back Creek Church Rd.	Cabarrus County (Farmington Ridge Pkwy.)	210	42	4
Hood Rd.	Robinson Church Rd.	Plaza Rd. Extension	211	42	5
Browne Rd.	Hunter Downs Rd.	Brownstone View Dr.	212	42	2, 4
Statesville Rd.	Lake Rd.	City Limits (Metromont Pkwy.)	213	41	2
Sam Wilson Rd.	Moore's Chapel Rd.	City Limit (between Wilson Glen Dr. and West Pointe Dr.)	214	41	3
Ardrey Kell Rd.	Community House Rd.	Carson Whitley Ave.	215	41	7
Ardrey Kell Rd.	Rea Rd.	Tom Short Rd.	216	41	7
Weddington Rd.	Simfield Church Rd.	Portstewart Ln.	217	40	7

Project Name	Begin	End	Pedestrian Program Ranking	Total Points	Council District
Mt. Holly Huntersville Rd.	Beatties Ford Rd.	Fox Thorne Dr.	218	40	2
Wilkinson Blvd.	Boyer St.	Little Rock Rd.	219	40	3
Hamilton Rd.	Cumber land Cove Dr.	Smith Boyd Rd.	220	39	3
Lakeview Rd.	Statesville Rd.	Harris Blvd.	221	39	2
Hood Rd.	Plaza Rd. Ext	Rocky River Rd.	222	39	4
Marvin Rd.	Johnston Rd.	Wilklee Dr.	223	39	7
The Plaza Extension	Northridge Middle School	City Limits (Plott Rd.)	224	38	4, 5
Ardrey Kell Rd	Unnamed creek east of Travis Gulch Dr	Wade Academy Rd	225	37	7
Rocky River Rd.	Hood Rd.	I-485	226	37	4
Westinghouse Blvd.	Steele Creek Rd.	Shopton Rd. West	227	37	3
Shopton Rd. West	Westinghouse Blvd.	City Limit	228	37	3
Steele Creek Rd.	North of Shopton Rd.	South of Byrum Dr.	229	37	3
Rea Rd. (2nd Side)	Windyrush Dr.	Cedar Croft Dr.	230	37	7
Nations Ford Rd.	Westinghouse Blvd.	SC State Line	231	36	3
McKee Rd	Weddington Rd	Carrington Forest	232	35	7
Newell-Hickory Grove Rd.	Old Concord Rd.	Grier Rd.	233	35	1, 4
Nations Ford Rd.	Wody Ridge Rd.	Hebron Ave.	234	34	3
Ardrey Kell Rd.	Marvin Rd.	Community House Rd.	235	32	7
Mallard Creek Church Rd.	Claude Freeman Dr.	I-85 Underpass	236	32	4
Atando Ave	N Tryon St	Robinson Cir	237	31	1
Pleasant Plains Rd.	McKee Rd.	County Line (near Morningwood Dr.)	238	31	7
Mt. Holly-Huntersvile Rd.	Mt. Holly Rd.	Newfound Hollow Dr.	239	31	2
Providence Rd. West	Glenfinnan Drive	Community House Rd.	240	30	7
McKee Rd	Carrington Forest Ln	Pleasant Plains Rd	241	27	7
Moores Chapel Rd.	Claremont Rd.	Old Moores Chapel Rd.	242	26	4

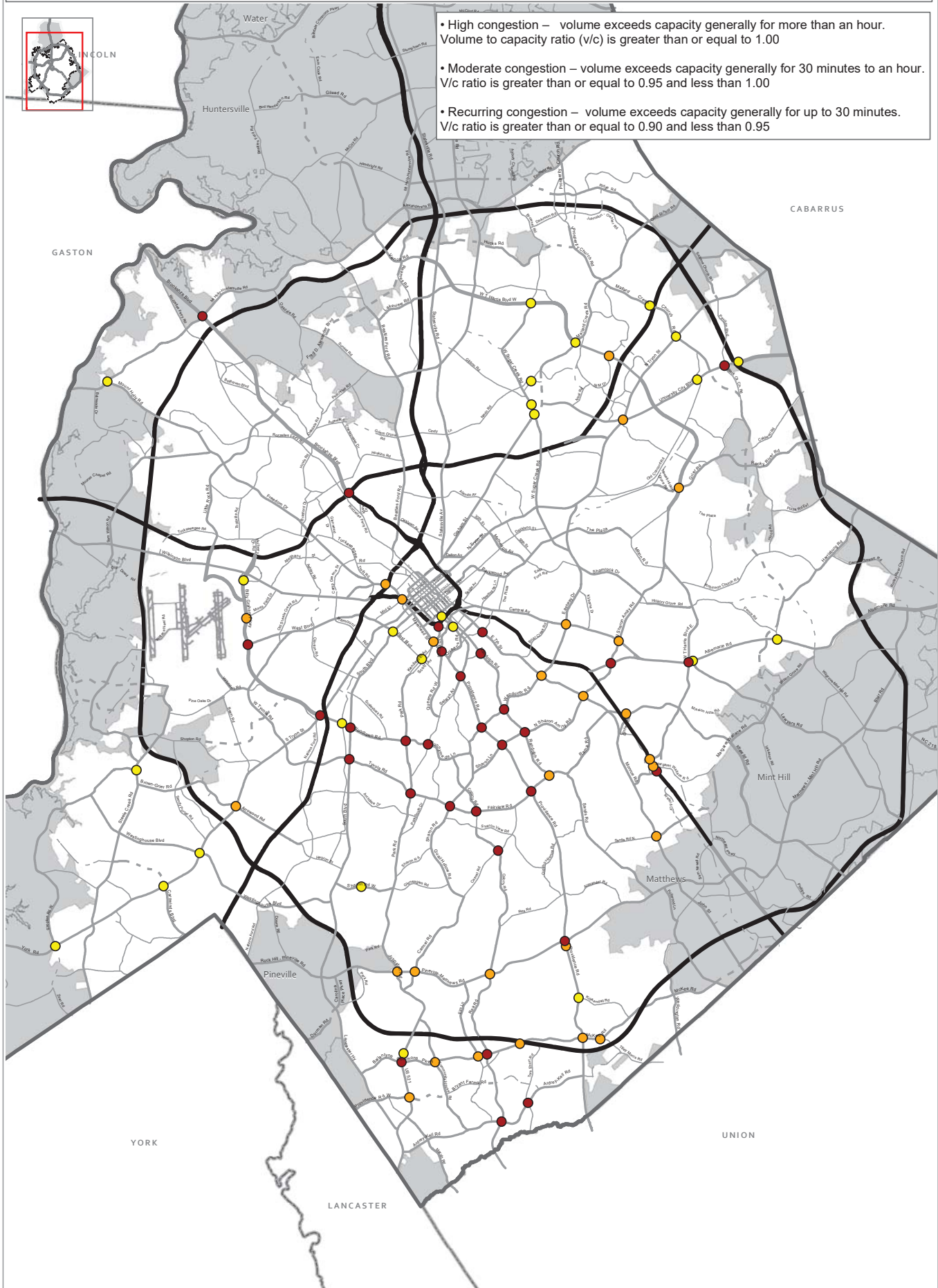


2020 High Congestion Intersections

Attachment 2



- High congestion – volume exceeds capacity generally for more than an hour. Volume to capacity ratio (v/c) is greater than or equal to 1.00
- Moderate congestion – volume exceeds capacity generally for 30 minutes to an hour. V/c ratio is greater than or equal to 0.95 and less than 1.00
- Recurring congestion – volume exceeds capacity generally for up to 30 minutes. V/c ratio is greater than or equal to 0.90 and less than 0.95



High Congestion Intersections

- High Congestion in both the AM and PM Peaks
- High Congestion in either the AM or PM Peak and Moderate Congestion in the Other Peak
- High Congestion in either the AM or PM Peak

Charlotte Department of Transportation
1/26/2021
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