



 CITY *of* CHARLOTTE

PROPOSED FY 2022 BUDGET

FY 2022-2026 CAPITAL INVESTMENT PLAN

**RESILIENCE
& RECOVERY**
VOL. 2



This page intentionally left blank.



CITY MANAGER'S MESSAGE



This page intentionally left blank.



May 3, 2021

Honorable Mayor and City Council
City of Charlotte, North Carolina

While 2020 will be remembered for economic and social hardships, our resilience as a city and as a community has allowed us to persevere. We have worked together throughout the past fiscal year to sustain core services and advance key priorities. I am grateful for your direction and support throughout the budget development process and am pleased to present a balanced budget for Fiscal Year 2022. This budget was developed to lead the City of Charlotte toward addressing the most foundational and pressing needs of our city and is led by the City Council's strategic priorities, leveraged to guide decision making and align resource allocation.

Strategic Priorities

Economic Development; Great Neighborhoods; Safe Communities; Transportation, Planning, and Environment; Well-Managed Government.

Proposed FY 2022 Budget (Net of Transfers)	
General Fund	\$750,720,000
Transfer to Other Funds	-\$63,120,635
Sub-Total General Fund	\$687,599,365
Aviation	\$673,938,784
Charlotte Area Transit System (CATS)	\$247,963,339
Charlotte Water	\$538,717,276
Storm Water	\$99,163,741
Sub-Total Nongeneral Funds	\$1,559,783,140
General Capital Investment Plan	\$61,662,436
General Capital Debt Service	\$63,261,444
Pay-As-You-Go Funds	\$608,989
Sub-Total Capital Investments	\$125,532,869
Debt Service - Nongeneral Funds	\$165,817,642
Special Revenue and Internal Service Funds	\$167,206,347
Total All Funds	\$2,705,939,363

Budget Highlights

- Balances budget without a property tax increase; no property tax increase included
- Maintains services; no reduction in core services
- Maintains capital project timelines; no capital project delays due to financial impacts
- Maintains operating reserve levels; no use of one-time revenues such as operating reserves
- Maintains existing employees; no layoffs or furloughs
- Continues to invest in our employees:
 - Reduces employee healthcare premiums by at least five percent
 - Reduces employee healthcare deductibles in eligible plans by \$250
 - Provides a three percent salary increase for eligible general employees
 - Provides a 1.5 percent market adjustment and step (2.5-five percent) increase for eligible Public Safety Pay Plan employees
 - Raises minimum full-time pay to \$38,090
 - Increases the top pay for Firefighter II and Fire Engineer by 2.5 percent, and Fire Captain by 3.75 percent
 - Increases the city's contribution to the Charlotte Fire Fighters' Retirement System by two percent beyond requirement
 - Continues offering CATS all-access transit pass to employees
- Supports recommendations from the SAFE Charlotte report:
 - Expands the Community Policing Crisis Response Team for service to mental health related calls for service
 - Pilots alternative civilian response models
 - Provides local funds to complement Community Development Block Grant funding for a total \$1 million in funding to Charlotte-based nonprofits addressing violence in the community
- Delivers a \$14 million investment in Corridors of Opportunity to support housing and neighborhood stabilization, and job and economic development initiatives
- Allocates \$4.75 million to city building sustainability, \$1 million on electric vehicles, and adds 22 fully electric vehicles to the city's fleet
- Supports cultural and arts agencies throughout the city with a \$4 million of General Fund allocation; to be paired with \$2 million of stimulus funding and \$6 million of private funding (\$12 million total)
- Funds to complete the Cross Charlotte Trail in the 5-year CIP
- Provides \$40.9 million in the 5-year CIP to address Fire's three highest priority stations
- Plans the 2022 Bond for FY 2023 approval, which includes:
 - Providing the third consecutive \$50,000,000 allocation to create and preserve affordable housing
 - More than tripling the 2020 Bond funding for the Sidewalk and Pedestrian Safety program, from \$15,000,000 to \$50,000,000
 - Doubling the 2020 Bond totals for the Bike Program, from \$4,000,000 to \$8,000,000; and the Transportation Safety (Vision Zero) program, from \$2,000,000 to \$4,000,000
 - Investing \$10,000,000 for infrastructure improvements in the Corridors of Opportunity

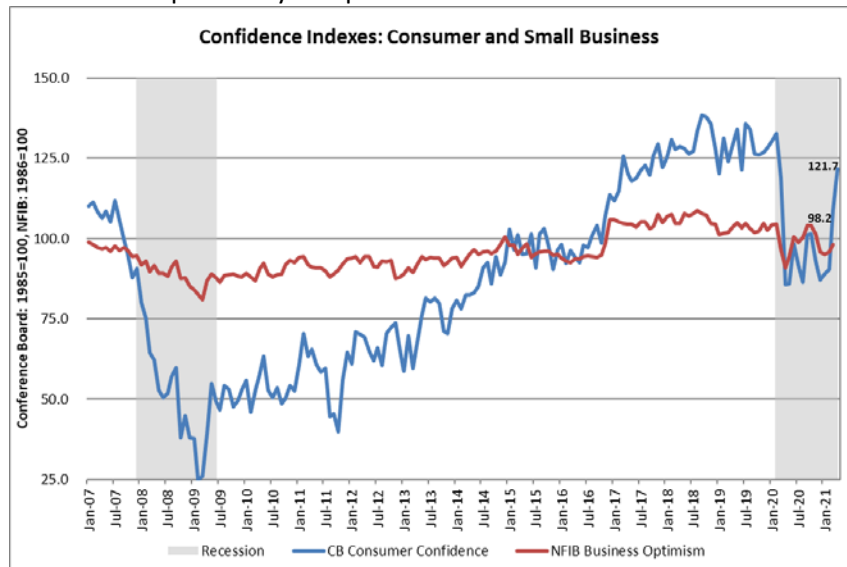
Economic Outlook

National Economy

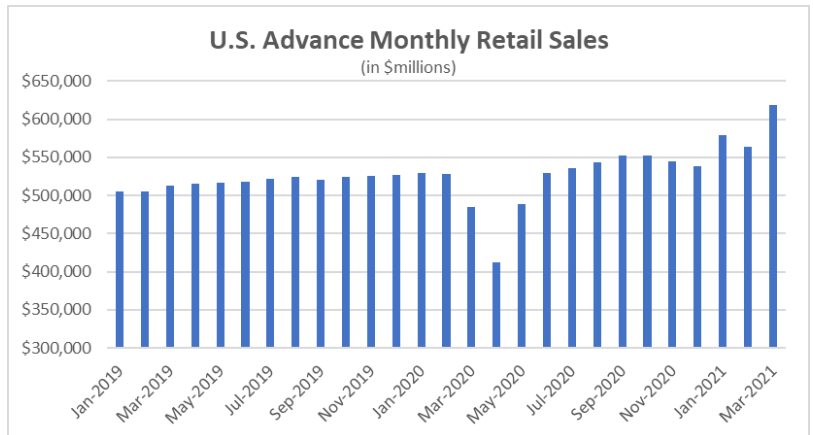
In 2020, the U.S. economy experienced a significant shock due to the COVID-19 pandemic. According to the National Bureau of Economic Research, the economic recession in February 2020 ended the longest economic expansion in the history of U.S. business cycles dating back to 1854. However, the economy rebounded rapidly in the first half of 2020, increasing by 33.4 percent and 4.3 percent in the final two quarters. The most recent estimates for the first quarter of 2021 show an increase at an annual rate of 6.4

percent, reflecting the economy's continuous recovery, reopening of establishments, and impact of government assistance payments to individuals and businesses. This growth was supported by strong consumer spending growth and fixed investment spending.

In response to the significant economic damage caused by the pandemic, U.S. Congress passed the Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, a \$2.2 trillion economic stimulus package that was signed into law on March 27, 2020. This Act provided direct payments to individuals and families, assistance to state and local governments, and loans to major industries and small businesses impacted by the pandemic. Two similar actions have followed and were passed by Congress



Source: The Conference Board and National Federation of Independent Business



Source: Advance Monthly Sales for Retail and Food Services. U.S. Census Bureau

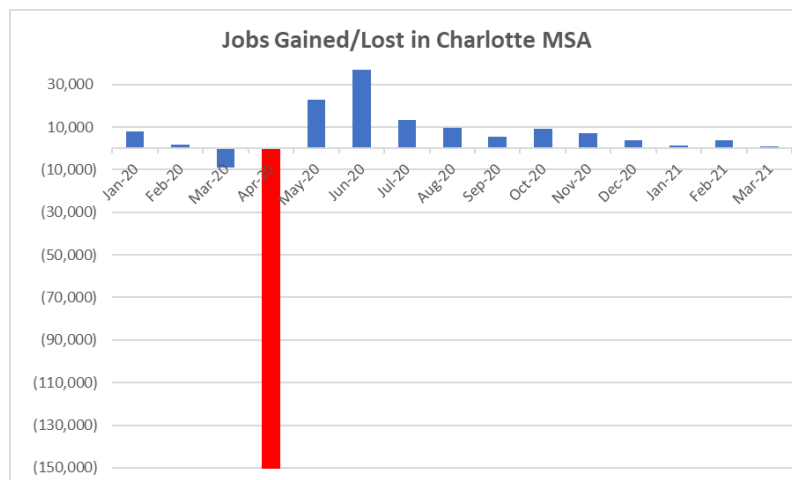
and signed into law (a \$908 billion package in December 2020 and \$1.9 trillion package in March 2021) to provide continuous relief to individuals and small businesses.

Between March and April 2020, more than 25.4 million jobs were lost. As of March 2021, 17.5 million jobs have been added back to the economy. Although, we have seen retail spending return and even grow beyond pre-pandemic levels, an economic

return to pre-pandemic levels of employment will be required to keep the pace of economic growth in the long-term.

Consumer spending makes up about 70 percent of the U.S. economy. As more and more people become vaccinated and the economy opens up, many economists are forecasting rapid rates of economic growth due to the excess household savings and pent-up demand for long-postponed spending on services. Wells Fargo economists forecast the economy will expand in 2022 at an above-trend rate of 4.8 percent. The U.S. Congressional Budget Office in its February 2021 forecast put the economy growing at a lesser rate of 2.9 percent in 2022 and an average annual growth rate of about 2.3 percent over the next five years. A look at the consumer confidence index which measures the degree of consumer optimism about the overall economy shows that confidence in the economy is approaching pre-pandemic levels. The index rose sharply in April 2021 marking the fourth straight month of gains. Consumers' assessment of current market conditions surged and their assessment about the short-term outlook also increased. However, small business optimism has continued to struggle, although it has gotten better with the easing of restrictions and increased government assistance.

Regional Economy



Source: Current Employment Statistics, U.S. Bureau of Labor Statistics

Between March and April 2020, 575,000 jobs were lost at the state level as a result of the stay-at-home orders issued to curb the spread of the pandemic. The state recorded its highest employment level in February 2020 where it stood at 4.63 million with an unemployment rate of 3.5 percent. As of March 2021, employment stood at 4.47 million, about 160,000 jobs less than the February 2020 high. The state's economy has continued to add jobs since May 2020, adding an average of

about 30,000 jobs per month. At this pace, North Carolina could return to pre-pandemic employment levels by the end of 2021.

The Charlotte region, which is the largest in the Carolinas, ranks 23rd in the U.S for total output and accounts for about 21 percent of the total output for the Carolinas. A total of 160,400 jobs were lost from the regional economy at the start of the pandemic. Almost 60 percent of these lost jobs belonged in the leisure and hospitality sector – particularly the accommodation and food services, arts, entertainment, and recreation industries. Since May 2020, the regional economy has added an average of 10,000 jobs each month. As of March 2021, a total of 113,600 jobs, or 70 percent of the number lost, have been added back to the regional economy.

Local Economic Impact

Hospitality tax revenues are driven by the leisure and hospitality sector and fell by more than 19 percent in FY 2020. They are expected to decline by almost 30 percent more in FY 2021. At the start of the pandemic, with stay-at-home orders in place, we saw occupancy tax and rental car tax revenues decline by more than 90 percent year-over-year. As restrictions have eased, these hospitality tax revenues have started to pick up but have not returned to the pre-pandemic highs. Hospitality tax revenues are not forecasted to return to pre-pandemic levels until 2024.

Property taxes, which make up the largest portion (over 55 percent) of the city's General Fund revenues, have continued to fare well even in the face of the pandemic. Property tax collection rates have stood the test of time, even surpassing collection rates compared to last year. As the housing supply continues to increase (as seen in

Property taxes which make up the largest portion (over 55 percent) of city's general fund revenues have continued to do well even in the face of the pandemic.

the number of building permits issued for multi-family and single-family units) real estate property tax revenues will fare even better. On the other side, as more and more workers choose to work from home, there is the potential for business personal property taxes to be negatively affected.

Sales tax distributions make up just under 13 percent of the city's General Fund revenues. Taxable sales and purchases in Mecklenburg County fell by 13 percent between March and April 2020. The three economic impact payments that were passed and signed into law since the beginning of the pandemic have helped a great deal in keeping consumer spending afloat. The General Fund sales tax year-to-date growth as of January 2021 was four percent. In the near-term, retail sales are expected to continue to grow given the fact that household savings are up and the economy is continuously opening to more services.

Utility franchise taxes are the third largest revenue source for the city's General Fund, accounting for approximately 7.8 percent of the revenues. The pandemic led to some residents falling behind on their utility payments. The decline in business activity also meant industries were using less utilities in their day-to-day operations. There was a five percent decline in this tax revenue in FY 2020 primarily due to decline in business activity, payment defaults, more energy efficient buildings, and milder seasonal weather. The Energy Information Administration in its best-case scenario forecasts energy demand won't return to pre-pandemic levels until 2028.

Apart from intergovernmental revenues, most of city's other revenues such as other taxes, licenses, and fees are directly tied to social and economic activity and as such are vulnerable to economic shocks. As the economy opens up, these revenues are expected to return to pre-pandemic levels.

Federal Assistance Related to COVID-19

The framework and financial principles that the City of Charlotte is built upon allowed us to pivot and proactively manage our way through many of the shocks and uncertainty from COVID-19. From a place of caution, we grew to be more innovative, enhanced some of our service models to become more accommodating, and stabilized some of our struggling local businesses. As we did in FY 2021, we will continue to utilize funding received from the CARES Act and the newly allotted funding from the American Rescue Plan.

Taking Care of Employees

Many City of Charlotte employees transitioned to new work settings this past year in response to COVID-19 and have either teleworked or worked alternate hours to adhere to public safety guidelines. However, some of the city's core services cannot be performed remotely. The city's front-line employees have remained in the community, delivering essential services throughout the pandemic. These front-line employees include positions such as:



- First responders in the Fire and Police Departments,
- Solid Waste collections staff,
- Code Enforcement and Field Operations staff,
- Construction Inspectors,
- Labor Crews,
- Special Transportation Service Drivers,
- Rail Operators,
- Service Field Technicians,
- Street Maintenance,
- Shuttle Bus Drivers,
- Airport Terminal Operators,
- Terminal Maintenance Workers, and
- Charlotte Water Field Operations.

The city took every precaution to keep these employees safe by providing personal protective equipment, increasing sanitation measures, and implementing social distancing guidelines. To recognize their exceptional service, the city also invested \$24 million, primarily in CARES Act Funding, to provide front-line employees with a five percent premium pay increase from March 26, 2020 to December 30, 2020.

The city also allocated over \$14 million of CARES Act funds to make facility improvements in response to COVID-19 so that our employees feel safe coming to work and residents will feel safe accessing the services they need when buildings reopen to the public. This includes installing bipolar ionization technology within the HVAC systems of more than 140 city-owned buildings. This technology provides air filtration with cleaner air and fewer pathogens.



Facility improvements also include the CMGC ReWORK Project which will support a work-from-home/work-from-office environment by optimizing the use of space within the CMGC, reducing building density, improving public access, and retrofitting other city buildings to include technology upgrades, building signage, and reduced touchpoints in the building.

Adapting City Technology

Out of the \$154.4 million of CARES Act funding the city received from the federal government, \$10 million was dedicated toward making improvements in the city's technology infrastructure to facilitate better remote work capabilities for staff. Around 2,000 city employees have been working remotely each day. Improvements included replacing and increasing the number of laptops, enhancing remote desktop services, adding video conferencing licenses and support, and boosting network security and firewall maintenance.

Supporting Our Community

The CARES Act funding provided a tremendous amount of support to our community partners as we witnessed and experienced our citizens and businesses dealing with severe economic impacts. Unlike many cities throughout the country, the city was able to use more than 58 percent of CARES Act funds to support direct initiatives outside of city government services. The City of Charlotte received and disbursed \$91 million in federal funding to help our local artists, small businesses, and residents.

A key highlight toward community support efforts was providing opportunities for our residents to receive rent, mortgage, and utility relief. Keeping families in their homes with uninterrupted utility services and assistance to pay these bills offered stability within communities. Since receiving federal assistance, we have been able to use \$13.4 million in funding to provide over 5,800 households mortgage, rental, and utility relief.

We also provided resources to our business community to help stabilize our local economy from the shock of reduced revenues. We programmed \$30.3 million to create 2,500 small business grants, provided \$7.7 million for 345 food and beverage grants, and dedicated \$5.8 million to create over 100 hotel grants.

The need for digital equity was a concern prior to the pandemic and was boldly apparent as our new normal heavily relied on digital platforms for everyday tasks. With help through the CARES Act, we were able to take steps toward bridging the digital divide by launching Charlotte Connect, providing Wi-Fi to

1,800 households. Additionally, one million dollars in CARES Act funding was also programmed toward internet services needed for tablets purchased by Charlotte-Mecklenburg Schools as we partnered to enhance at-home learning when schools closed.

Working Collaboratively

In March 2021 the American Rescue Plan Act (ARPA) was passed in Congress, announcing additional funds for eligible local governments throughout the country. As we await further guidance from the Federal Government regarding ARPA Funds, we are engaging with our community partners from Mecklenburg County and Charlotte-Mecklenburg Schools to maximize funding and work together to deploy funds. By working collaboratively, we have the potential to leverage \$682 million dollars in federal funding between the entire organization.

Budget Development

As demonstrated over the last five years and most importantly in FY 2020 and 2021, we have been able to continue to succeed in moving forward based on our resilience. Throughout FY 2021, the city was able to:

- Maintain financial reserves,
- Protect employees, and
- Provide core services.

Our foundational budgeting principles that have allowed us to weather the challenges of FY 2021 will continue to be the solid core for our advancement in FY 2022.

Reimagining City Services

Operating Efficiently

We have grown and learned what we are capable of as a city through the COVID-19 pandemic. While keeping staff's safety and health top of mind, we quickly learned that some services could not be delivered the same. The pandemic, in many ways, was a catalyst in changing how we do business for both internal processes and the external delivery of city services.

Solid Waste

The COVID-19 pandemic has presented challenges to Solid Waste operations. With residents spending more time at home during the pandemic, more residential waste is created for the department to collect. Solid Waste collections employees, who typically work in close proximity to one another, have also had to adapt to changing work conditions. Despite these challenges, employees remained



resilient and continued to provide exceptional service. The department is using various strategies to ensure the safety and wellbeing of employees and residents. One strategy is an initiative to provide Sanitation Equipment Operators with accelerated training in the operation of automated side-loading trucks, which can be operated by a single employee. The department also implemented measures to allow employees to socially distance during their daily check-in routine, such as staggered arrival times, additional outdoor check-in stations, and remote time clocks.

As Charlotte continues to recover from COVID-19, Solid Waste Services is working to implement changes to prepare for the future. Beginning in FY 2022, the city will transition from plastic to paper bags for yard waste collections. Plastic yard waste bags are not accepted by the Mecklenburg County Landfill, which means collections employees must empty each bag by hand prior to disposal. This creates safety concerns for employees, who oftentimes must stand in the road, open plastic bags with a knife, and dump the bags' contents into a refuse truck. Paper bags will be both safer for employees to collect and more environmentally friendly to dispose of. The city is also continuing to invest in automated side-loading refuse trucks, which reduce employee risk, increase collection rate, and are more efficient to operate than traditional rear-loading trucks.

The growth of the city has increased demand on solid waste operations over the past several years. To account for growth, the Proposed FY 2022 Budget includes a 61 cents/month, or \$7.36/year, Solid Waste fee increase. This increase covers the cost of growth in the Solid Waste Department, which is primarily due to disposal fees and contractual increases.

Innovation and Technology

With the support of the city's Innovation and Technology Department, we were able to relaunch our enhanced city mobile application, CLT+, in April. Over 22,000 users are already experiencing new features such as:

- A "New Feature Tour"
- Users' "Favorite Request" items at the top
- A list of users' submitted requests
- A mobile reminder for users' upcoming bulky item pickup

Also, new request items added:

- Park & Rec requests
- Transit Concerns (TellTransit)
- New streetlight request
- Request for help from Digital Charlotte



New interface for CLT+ mobile app.

Charlotte Douglas International Airport

Airport employees have gone above and beyond to ensure safe, reliable operations at the airport. The airport has remained open throughout the pandemic. Receiving \$135.6 million in CARES Act funding allowed the airport to adjust to reduced business demand and help stabilize airport operations. The airport implemented numerous operational measures, including creating COVID-19 public service announcements, adjusting customer and facility services to reflect lower passenger counts, and modifying terminal seating arrangements where possible to better facilitate the physical distancing recommended by health authorities. Highlights of airport achievements over the last year include:

CLT has ranked highly among large hubs in retention of air service during the pandemic

- Creating an Experience Recovery Team (ERT). This team was provided a \$10 million budget (funded by Federal Stimulus funds) to address the health and safety challenges presented by COVID-19,
- Launching CLT's COVID-19 public information campaign to message COVID-19 CDC guidance work and initiatives, and to instill confidence in flying,
- Hosting a significant vaccination event conducted in partnership with Atrium Health,
- Implementing a new online parking reservation platform,
- Reinventing the Aviation Academy in a virtual format, and
- Continuing to work with no disruptions to major capital projects such as the Terminal Lobby Expansion and the Concourse E Expansion.

Moving forward, the airport expects to bring back all operations to 100 percent of pre-pandemic levels; including all concessions which currently operate at 90 percent production rates. The airport is also moving into the final stages of environmental approval for airport capacity projects like the fourth parallel runway and additional aircraft gates. Draft Environmental assessment is expected to reach final approval in FY 2022. Direct stimulus funds will continue to be used for airport operations over the next fiscal year, providing for additional recovery opportunities for Charlotte Douglas International Airport.



Charlotte Water



Since March 2020, and prior to the Governor's issuance of any Executive Orders, Charlotte Water began its first stage of customer assistance by discontinuing shutoffs for non-payment, immediately reconnecting previously disconnected customers, and waiving late fees on past due balances.

Charlotte Water has established the Customer Care Team, a dedicated group of trained customer service professionals to work with customers, connecting them with community assistance agencies and working through financial hardships one-on-one. Since its establishment the team has contacted over 15,000 customers and helped facilitate the payment of approximately \$239 thousand toward customers' bills. Charlotte Water's Customer Care Team is part of a multi-agency taskforce comprised of city, county, and non-profit members who identify and connect potential financial support for our customers and direct our customers.

Since the expiration of the Executive Order that prohibited utility shut offs for residences in July 2020, Charlotte Water transitioned into the next stage of customer assistance by:

- Continuing the temporary practice of not disconnecting customers for delinquent account balances and not imposing late charges,
- Automatically placing customers with past due balances as of September 30, 2020, on a 12-month, no interest payment arrangement, and
- Actively working with customers to address and resolve their past due balances in the coming months through payment arrangements and financial assistance.

Charlotte Water's proposed budget focuses on maintaining a high-quality drinking water and wastewater system, guaranteeing a high level of customer satisfaction, ensuring operational efficiency and compliance, improving safety and security, and promoting a thriving, economically sustainable community. To continue with the dedicated work by Charlotte Water employees and to meet the growing demands of the community, we are proposing a fee increase. In FY 2022, the Water and Sewer Fee is proposed to increase \$2.33 per month, or by 3.42 percent for the typical homeowner.

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 prior to the plans implementation. 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. The rate of project completion increases each year as additional resources are added to meet the goal. In FY 2022 the Storm Water Services Fee is proposed to increase by \$0.29 per month, or 3.36 percent for the typical homeowner. The Proposed FY 2022 Budget will fund 18 new positions to support storm drainage improvement and surface water quality enhancement projects.

Charlotte Area Transit System

Going forward CATS will continue to focus on employee safety, providing services based on the current climate and maintaining operations through the use of Federal CARES Act and ARPA funding. Though ridership and fare revenue have been impacted by COVID, CATS continues to provide service to the community based on the current demand. Service has been evaluated and adjusted throughout the year and will continue as businesses open and people return to Center City. Over the last year CATS has promoted equitable access to services for the community by providing fare free service for Election Day and mass vaccination events.



As we look ahead to the next fiscal year, some highlights for our Charlotte Area Transit System Include:

- No fee increases for CATS services
- Opening of CityLYNX Gold Line Phase II
- Continuation of Silver Line Design
- Launching Pilot Program introducing Battery Electric Buses into the CATS Fleet

Enhancing Community Engagement

The in-person limitations COVID-19 placed on community engagement opportunities spurred innovative alternatives for the community to provide feedback and comments on city plans and services. We used digital platforms to offer options for our residents and input groups to watch, listen, and provide feedback as priorities and recommendations were developed.

Budget Listening Sessions

In February and March, the Strategy and Budget Department hosted three virtual engagement sessions to receive real-time input on the city's FY 2022 budget from Charlotte residents. City staff were available to answer questions and provide information on city services and how to stay connected throughout the budget process. During each session, residents were able to engage with staff, learn about the city's budget process, and provide comments on the city's budget priorities. The sessions were held on February 24, March 4, and March 9, 2021.

Legacy Commission

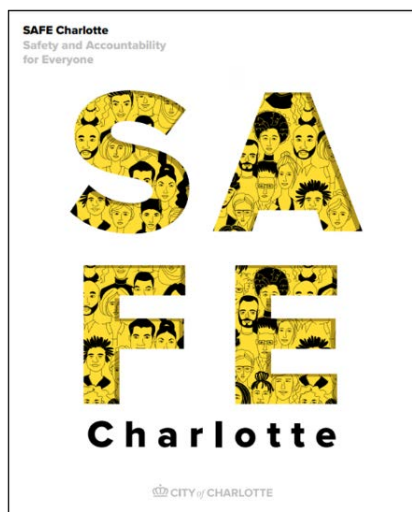
The Legacy Commission engaged in a comprehensive study of street names and monuments in the City of Charlotte that honor a legacy of Confederate soldiers, slaveowners, and segregationists. Over the course of five sessions and completing the study, the Legacy Commission offered several recommendations for the City of Charlotte to consider, including changing the name of nine city streets.

The Commission recommended changing street names and reimagining civic spaces to create a new symbolic landscape that is representative of the dynamic and diverse city that Charlotte has become. \$80,000 in funding is included in the Proposed FY 2022 Budget to support this process. This initiative is an important step in reflecting the fully inclusive vision the city is striving to achieve.

Citizen Advisory Committee on Governance

In January 2020, an ad-hoc committee called the Citizen Advisory Committee on Governance (CACG) was created to make recommendations around various Charlotte City Council procedures and governing characteristics. As a result of more than six months of research and review by the CACG and city staff, several committee recommendations were developed. One of the recommendations included aligning Mayor compensation (including expense allowances) to the Mecklenburg County Board Chair and aligning City Council compensation to Mecklenburg County Board members. This change is included in the Proposed FY 2022 Budget and would be effective starting in July 2021.

Supporting SAFE Charlotte



SAFE Charlotte Report published in October 2020.

Within the last year, residents in Charlotte passionately communicated and requested that City Council and staff review city services, with an emphasis on policing. Similar sentiment was seen throughout the country, with communities demanding review and growth from their local governments. In October 2020, through months of extensive work in reviewing issues and obtaining public input, Charlotte City Council adopted the SAFE Charlotte report. In many ways this report complemented the work that the city was already doing with the Council Adopted Framework to Address Violence, support for Corridors of Opportunity, work around reimagining policing, and violence interruption efforts in collaboration with Johns Hopkins and GovEx. The SAFE Charlotte report provides recommendations toward making Charlotte a safer, more prosperous community for everyone.

Over the next two years we will collaborate with community partners, like Atrium Health by providing \$490 thousand in funding. In doing so we will support a Hospital-Based Violence Intervention Program with Atrium Health's Carolinas Medical Center. This program will engage with patients who are seen in the emergency room and/or admitted to the hospital for injuries caused by violence to reduce retaliation and re-injury, and to provide support to improve safer long-term outcomes.

The Office of Equity, Mobility, and Immigrant Integration is working with Youth Advocate Programs, a community organization, to serve as the lead agency in implementing Cure Violence Global's violence interruption model in Corridors of Opportunity near Beatties Ford Road and Lasalle Street. The success of this initiative relies on community organizations and other stakeholders to mobilize community members

against shootings and homicides. Violence Interruption is a data-driven model that leverages a combination of statistical information and street knowledge, which staff then use to identify locations to concentrate efforts, focus resources, and intervene in violence. This model will incorporate four approaches:

1. Detect and Interrupt Potentially Violent Conflicts
2. Identify and Treat Highest Risk Individuals
3. Community Mobilization/Change Behavior Norms
4. Continual Data Collection and Monitoring

As part of an intergovernmental strategy and a more holistic public health commitment, the City of Charlotte and Mecklenburg County will provide \$250,000 dollars each, totaling \$500,000 dollars, toward this initiative. Out of the SAFE Charlotte report came six re-imagining policing recommendations and a focused commitment toward initiatives and city services across the organization and within the community. We partnered with five organizations to advance the recommendations.

SAFE Charlotte Recommendation One

The city is working under the guidance of SAFE Charlotte Recommendation 1 to help build local capacity for violence prevention efforts. To move this work further along, the city is partnering with the United Way of Central Carolinas to administer city grants to grantees who will use funds to support community-identified priorities as they relate to promoting safe communities and addressing violence. The SAFE Charlotte Grant Program is led by the City of Charlotte's Housing and Neighborhood Services to provide small programming grants to community-based organizations to help jumpstart efforts around the following themes:

- Conflict Resolution and Mediation
- Crime Fighting and Prevention
- Opportunities for Youth and/or Parents
- Family Stability
- Addressing Racial Segregation

This program began in 2021 with \$1 million in funding to support 20 grantees, with grantees each receiving \$50,000 dollars. In FY 2022, \$120,040 from the General Fund will complement \$879,960 in funding from the Community Development Block Grant for a total of \$1 million in new funding to Charlotte-based nonprofits addressing violence in the community.

SAFE Charlotte Recommendations

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

Recommendations Two, Three, and Four

Over the last few months, the city partnered with RAND Corporation, a nonprofit institution that helps improve policy and decision making through research and analysis, for work on SAFE Charlotte Recommendations 2 and 4. RAND also leveraged the special services of locally based Amplify Charlotte, an organization dedicated toward building trust through community engagement. Research and analysis from these partners will provide the foundation for developing an alternative civilian response model pilot. To support this effort, we have included \$1.15 million in funding. This program will be developed to divert low-risk, lower-priority calls for service, and mental health and homelessness dispatches toward civilian response teams.

The Proposed FY 2022 Budget also includes \$739,000 for the Community Policing Crisis Response Teams (CPCRT) to expand. By the end of the year we plan to double the number of Community Policing Crisis Response Teams. RAND will also be providing an independent analysis of areas such as police-civilian contact, and police calls and responses as part of Recommendation 3.

THE CPCRT IS RESPONSIBLE FOR:



Assigning cases for proactive follow-up and referrals involving persons with a history of behavioral health issues resulting in police response.



Providing referral, educational and support services information to family, friends and members of the consumer's support network.



Responding collaboratively to calls for service concerning community members

Recommendation Five and Six

Partnering with University of North Carolina, Charlotte (UNCC), we have begun work to evaluate selected youth programs. The Charlotte-Mecklenburg Police Department Community Services Division has 34 programs designed to build relationships and trust between young people and law enforcement, and intercept at-risk behaviors and low-level criminal behavior in young people to improve the trajectory of their futures. This analysis will guide future funding and allocation of resources as we learn what our most effective youth programs are within the community.

We are also actively working through SAFE Charlotte Recommendation 6 in two parts. Part one will review issues related to recruitment and residency efforts within Charlotte-Mecklenburg Police Department. Part two will include reviewing the current curriculum and content delivered at the Police Academy as well as review on-going training provided throughout an officer's career with CMPD.

Advancing Services with Diversity, Equity, and Inclusion

In the fall of 2018, we began an assessment of our internal processes to ensure our practices foster Diversity, Equity, & Inclusion (DE&I). From the analysis, a report of 13 recommendations contained various solutions to improve our internal operations as they relate to DE&I. In 2019 we established our own Office of Equity, Mobility, and Immigrant Integration within the Housing and Neighborhood Services Department. As we expand services and establish initiatives through this office, our team has been working on exciting developments, including:

- Developing a video series that discusses the origins, beliefs, and consequences of what we call race. These engagement modules based on *Race: The Power of An Illusion* will be open for participation and enrollment in the coming year;
- Leveraging SenseMaker, a narrative based data collection tool, to more deeply engage employees in feedback around DE&I and structural change needed within the City of Charlotte. This initiative will also guide the development of the city's Equity Action Plan beginning this summer; and
- Establishing a DE&I webpage on the city's internal platform for city employees to easily access information about all DE&I updates.

As part of our research we are also working with city departments to review programs and services and identify what resources we dedicate toward advancing diversity, equity, and inclusion. This Equity Services Inventory has provided us with a clear understanding of what services we have today and what gaps we need to address for better delivery of robust city initiatives. Building on this focus, each of our city departments reviewed current performance measures to refine or create new measures with a specific focus on DE&I. These measures will guide and provide transparency in the performance outcomes of various initiatives and services at the department level throughout the city.

Retaining and Investing in Our Best Asset

Throughout the challenges presented this year, city employees have continued to provide core services to the community. It is due to their commitment that we have been able to rise to recovery. More than ever, it is important for the priorities of the budget to reflect our reliance on our employees.

Healthcare

Analysis of the city's Marathon Health (formerly MyClinic) healthcare program has shown that it has saved millions of dollars for employees since it was implemented. The program has allowed the City of Charlotte's medical costs to stay well below the expected medical trend for several years. This has caused the City of Charlotte to keep employee healthcare premiums flat in calendar years 2019, 2020, and 2021. It has also enabled us to improve the value of plan designs. Over the past several years, we have reduced deductibles and out-of-pocket maximum costs in several plans, including the city's most popular plan.

*Across the board healthcare
premium reduction of at least 5%*

The trend continued in FY 2020, and costs were also impacted by a reduction in many optional medical procedures during the final three months due to the COVID pandemic. With current fiscal year costs also stable, I am proposing an across the board healthcare premium reduction of at least five percent in our calendar year 2022 benefit plans. This reduction will include both the employee allocation of the premium and the employer share that is annually contributed to the Healthcare Fund. Additionally, we will reduce employee deductibles by \$250 on all plans we are legally able to do so. If approved, these actions will result in four consecutive years without any negative healthcare plan impacts and will allow more of the employee's paycheck to stay in their pocket.

General Employee Compensation

Compensation Growth

Prioritizing funding for a traditional salary increase is foundational to our strategy of putting employees first. The Proposed FY 2022 Budget includes no layoffs, a three percent merit pool for salaried employees, and a 1.5 percent market increase and 1.5 percent merit pool (three percent total) for hourly employees. Continuing the city's compensation strategy allows for maintaining support of the city's priority of attracting and retaining top talent for public service careers.

Raising Minimum Full-time Pay

According to the most recent estimate (2019) from the U.S. Census Bureau, the City of Charlotte's median household income is \$63,483. The Proposed FY 2022 Budget increases the minimum full-

*Increase full-time pay to at
least \$38,090*

time employee salary to 60 percent of this number, or \$38,090 by the end of the fiscal year. Median household income is a different calculation than the area median income (AMI) calculation commonly used for housing because it is Charlotte specific and because it uses data from all households, rather than only family households as used in the calculation of AMI. This action positively impacts almost 150 city employees working in jobs in departments like Solid Waste Services, Charlotte Water, and Transportation. This proposed action is intended to use economic data to support a minimum annual salary for Charlotte employees and will lead to an annual increase of as much as 14 percent for some of the city's lowest paid employees by the end of the fiscal year.

Enhanced Compensation – First Responders

Completing our Multi-Year First Responder Compensation Strategy

Police Officers, Police Sergeants, Fire Fighters, Fire Engineers, and Fire Captains make up more than 35 percent of the city's workforce, and more than 50 percent of the General Fund workforce. They are all included within a compensation plan known as the Public Safety Pay Plan (PSPP). The PSPP allows First Responders a standardized compensation progression as they gain experience in their duties, typically increasing by 2.5 to five percent each year.

While ensuring strong increases early in a First Responder's career, this plan resulted in veteran officers typically only receiving a one to 1.5 percent cost-of-living type increase annually after they had reached

the top step of the PSPP. From FY 2010 through FY 2017, top step Fire Engineers, Fire Captains, Police Officers, and Police Sergeants received zero additional increases to top pay, and Fire Fighters received only one.

While working directly with a group of PSPP representatives, the concern over topped out pay was identified. Initial positive steps to address the issue included a 2.5 percent top pay adjustment to all Fire pay plan steps in FY 2018 and FY 2019 and a 2.5 percent top pay adjustment for Police Officers in FY 2019. These years also yielded a data-driven analysis where we began to compare the top pay of our First Responders to 20 peer cities throughout the country. As our First Responders had been telling us, we had fallen behind. In collaboration with PSPP representatives, we developed a multi-year strategy.

Completed a Two-Year Plan for Police



The primary strategy for Police was to increase the top pay of Police Officers through the creation of two “Senior Police Officer” steps at the top of their pay scale. This action also led to corresponding increases for Police Sergeants. These increases occurred during FY 2020 and FY 2021. In FY 2018, the compensation for a Police Officer at the top step with a four-year degree was \$72,580. In the Proposed FY 2022 Budget, the compensation for the same Police Officer is more than \$87,000. This represents a 20 percent increase over the past four years, with the majority of the increase occurring due to the two-year strategy. The increased top salary has been and will continue to

be used as both a recruitment and retention tool by CMPD.

Completing a Three-Year Plan for Fire

Funds were primarily focused in CMPD over the first two years because data supported higher levels of employee attrition that needed to be addressed. Because members of Charlotte Fire have their own retirement system, Fire does not have the same employee retention concerns. This led to a slightly longer three-year enhanced compensation strategy for Fire. The first two years included the following top-pay adjustments to the Fire Pay Plan: a 2.5 percent increases for Fire Engineer and Fire Captain in FY 2020, and a 2.5 percent increase for Fire Fighter; and in FY 2021, a 3.75 percent increase for Fire Captain, and a five percent increase for Fire Engineers.



The final year of the three-year strategy is included in the Proposed FY 2022 Budget. It includes a 2.5 percent increase for Fire Fighters and Fire Engineers, and a 3.75 percent increase for Fire Captains. After not receiving any top pay adjustments from FY 2010 to FY 2017, Fire Engineers and Fire Captains would be receiving one for the fifth consecutive year. Fire Fighters at the top compensation step have received an increase once in the past five years. From FY 2018 to FY 2022, the top pay step of the Fire pay plan

positions will have increased from 15 to 20 percent. These actions will be evaluated in FY 2022 to determine the impact of the increases in comparison to First Responder pay in national peer cities.

Fire Retirement

The City of Charlotte is statutorily required to contribute 12.65 percent to the Charlotte Firefighters' Retirement System (CFRS). Over the past several years, city staff have worked with the CFRS Board on a long-term funding strategy to ensure the stability of the pension system. In FY 2021, we increased the employer contribution for the first time, from 12.65 percent to 14 percent. In FY 2022, the Proposed Budget takes another step, to include a 16 percent contribution rate. This two percent increase, totaling \$1.65 million, will serve as another building block in protecting our Fire Fighters in retirement.

Finally, the three-year plan for Fire also included a plan to equalize the city's 401/457 retirement contribution for all First Responders. These retirement funds are in addition to the state/CFRS pension system that our First Responders receive as part of their public safety benefits. Police Officers are statutorily required to receive a five percent contribution. Fire Fighters were increased from three to four percent in FY 2020. In January of 2022, an additional one percent will be added, allowing all First Responders to receive five percent.

Continued All-Access Transit Pass

In FY 2019, we began offering all-access transit passes to employees at the significantly reduced rate of \$33 per year. Since then, over 2,550 employees have elected to participate in the program with an approximate value of over \$1,400 dollars a year. All-access transit passes will continue in FY 2022, with all city transit options available to participants.

Creating Career Pathways

An important part of investing in our employees and the community is providing career development and career advancement opportunities. The city has been working to ramp up efforts in both building career pathways for existing employees as well as working with community members to provide job skills toward obtaining employment with the city. Focus on these important initiatives will continue into FY 2022.

Internal Talent Mobility

The purpose of the Internal Talent Mobility Program is to provide employees with an opportunity to increase their skill sets, helping them move into higher-paying career fields. In addition, this program will spotlight jobs within the organization that are in high demand or hard to fill, actively promoting these careers to the workforce. Interested employees will have the opportunity to speak to a subject matter expert providing details on the career and its entry requirements.

Career Training Academy

The Career and Training Academy (CTA) program is an economic mobility initiative designed to provide employment opportunities for people who would otherwise not have an opportunity to become qualified

for jobs at the city. Participants who had previously faced barriers to employment are provided with training on both technical and soft skills. Through CTA, the city provided opportunities for 51 trainees in FY 2020 to learn across eight departments (Aviation, CATS, CDOT, CMPD, Human Resources, Charlotte Water, Storm Water, and Solid Waste Services). Participants were trained for six months on entry-level jobs, with the intent to hire them upon successful completion. Thirty-seven program graduates are currently employed with us and we are planning to improve and continue this program in FY 2022.

Apprenticeship Offerings

The City of Charlotte offers apprenticeships across multiple city departments. The current occupations for apprenticeships with the city include Utilities Technician, Surveying Technician, Construction Inspector, Diesel Vehicle Maintenance Technician, HVAC Technician, Electrician, and Fire Fighter. Using apprenticeship opportunities as a tool in promoting workforce development will continue to be a focus for FY 2022.

New Investments in Key Initiatives

The Proposed FY 2022 Budget includes new investments in key city initiatives like the Strategic Energy Action Plan, Corridors of Opportunity, and Arts and Culture.

Creating Opportunity for All

FY 2022 we propose \$250,000 in funding to continue public-private collaboration to support minority entrepreneurs. Additional funding from the private sector has been secured totaling \$250,000 from Atrium, for a total investment of \$500,000 dollars. The first cohort of eight businesses completed the NXTCLT program in December of 2020; four of which were former graduates of AmpUp. NXTCLT provides an opportunity for minority business owners to develop their business and leadership skills through:

- Support connections to Charlotte business leaders,
- Provide access to financial support,
- Deliver a customized curriculum driven by cohort,
- Create targeted emphasis on management, market development, and accessing capital.



Making Sustainable Investments

This year was year two for implementing the Strategic Energy Action Plan (SEAP), and Charlotte has shone as a leader in sustainability and resilience. This was also year two of our two-year American Cities Climate Challenge partnership, which has accelerated work towards our goals of striving to source 100 percent of our organization's building and fleet energy from zero carbon sources by 2050. While 2020 brought incredible challenges and insights to our community, these only highlighted and reinforced the importance and intersectionality of this work and reinforced the goal to take equitable actions to move towards a healthier, low carbon city for all of our residents.

This year we continued to convene our internal SEAP Operations Team with representatives from across the city's departments. In the community, we continued to facilitate meetings for our SEAP External Content Groups, holding focused gatherings with stakeholder groups in the areas of transportation, equitable workforce development, buildings, and energy generation. In addition, we worked closely with the Charlotte Future 2040 Comprehensive Plan and Unified Development Ordinance (UDO) teams to ensure SEAP integration across these critical draft documents and plans.

Cross-departmental collaboration also helped to inform our updated Sustainable Facilities Policy, which City Council adopted in January 2021, and is a critical step to reaching our SEAP 2030 and 2050 goals. This revision of the policy increases the emphasis on energy efficiency in existing municipal buildings and renewable energy in building design, construction, and renovation. To support our fleet and the market transformation to electric vehicles, the policy also requires new construction to include capacity to install electric vehicle charging stations. In FY 2021, we invested \$1 million in electric vehicle infrastructure for city-owned facilities, which, as of April 2021, has resulted in the installation of 28 chargers this fiscal year, bringing us close to 85 city-owned electric vehicle charging stations. These include the first city-owned direct current fast charger (DCFC), which can fully charge an electric vehicle in 30 minutes. To capitalize on the FY 2021 infrastructure investments, FY 2022 includes the addition of 22 electric vehicles to our fleet.



City of Charlotte electric Vehicles charging at electronic charging stations

We also focused on adding renewable energy to our municipal-owned rooftops in FY 2021. As of April 2021, the city has completed the design of more than 1-megawatt of solar photovoltaic systems on city rooftops and Council approved a contract with a local company to begin construction on 10 facilities in summer 2021. Once constructed, these solar panel installations will annually generate over one million kilowatt-hours of zero-carbon electricity. The solar panel installations have a projected energy cost savings of approximately \$3 million over the 25-year life of the systems. In addition, on-site solar is a great visual tool for our workforce and public to see renewable energy right here in our community.

Green Source Solar Advantage Program

Duke Energy's Green Source Advantage program was approved in FY 2020 and is a renewable energy program that enables large customers located in North Carolina to support the development of utility-scale renewable energy while meeting their sustainability goals and lowering carbon emissions. Participating in this program will help the city toward attainment of the city's 2030 Zero-Carbon Buildings Strategic Energy Action Plan goal and also places the City of Charlotte as the leader in North Carolina for municipal utility-scale renewable energy procurement. This solar energy project will help offset about 25 percent of carbon emissions from city-owned buildings over the next 20 years. In addition, it is expected to create 428 jobs in the region, produce electricity that equates to powering 10,000 homes annually, and reduce carbon emissions equivalent to removing 12,000 passenger vehicles from the road.

Renewable Energy and Efficiency Workforce Training Program

The General Services and Economic Development Departments continue with external partners to implement our Renewable Energy and Efficiency Workforce Training Program, providing paid training in the areas of HVAC, Electrical Trades, and Sustainable Technologies for Charlotte residents displaced from employment by COVID-19. In FY 2021, the city invested over \$500,000 supported from CARES Act funding in this program.

Continuing to Advance Sustainability

The Proposed FY 2022 – FY 2026 CIP includes a total of \$13.75 million to improve sustainability in city-owned facilities, including \$4.75 million in FY 2022. This upcoming fiscal year, we will turn our attention to a strategic investment of sustainable infrastructure for onsite solar at the Charlotte-Mecklenburg Government Center (CMGC), sustainable technology to make CMGC more energy efficient, and electric vehicle infrastructure at CMGC and other locations across the city to continue to support our investment in a low carbon future for Charlotte.

As part of sustainability efforts for Aviation, we began an electric bus campaign in FY 2019. The plan aims to bring on 25 electric buses using \$24,950,000 in funding, including the chargers and associated infrastructure. Five buses are planned to be delivered November 2021. Aviation will continue to order an additional five buses each fiscal year through FY 2024.

CATS will also launch an electric bus pilot program to test 18 battery electric buses from three different manufacturers. The City, along with eTransEnergy, submitted a grant application to the Federal Transit Administration (FTA) and was awarded over \$3.7 million in grant funding which will fund six of the 18 buses. The other 12 buses will be funded through CATS' Capital Investment Program and eTransEnergy will install and maintain the charging equipment and infrastructure.

Investing in Arts and Culture

Over the course of the last year, there have been several discussions on the future of arts and culture funding. In January, Mayor Lyles appointed an ad-hoc Council Committee to develop a recommended future funding plan for arts and culture in Charlotte. The ad-hoc committee was charged with developing a policy for arts and culture as an economic development strategy for Charlotte and as a strategy for addressing social justice, education, workforce development, and equitable access to opportunity. On February 24, the Committee approved several short- and long-term recommendations, which can be broadly categorized into the following principles:

1. Establish a third-party Arts and Culture Commissioner;
2. Commit to \$4 million for the arts and culture sector, contingent upon private sector funding that matches or exceeds this amount;
3. In the coming fiscal year, FY 2022, recipients of last year's ASC grant are to receive funding at FY 2020 or FY 2021 levels, whichever is greater for that institution; and
4. Embark upon a cultural study to develop a Comprehensive Arts and Culture Plan.

In an environment where private giving has decreased, I commend the steps the ASC has taken to reduce administrative overhead in its operations and increase focus on supporting arts, culture, and artists in our community. Despite this, in the current year, the 37 Arts organizations that receive operating grant support from the Arts and Science Council received a cumulative 25 percent reduction from the previous year.

Proposed Pathway Forward

The plan below reflects a number of considerations including:

- The priorities of the Council ad-hoc Committee,
- The need to restore funding to ASC grant recipients to the higher of their FY 2020 or FY 2021 allocation,
- Maximizing efficiency of grant allocations,
- Maintaining a role for the ASC, and
- Conducting a Cultural Study.



To demonstrate and continue the city's commitment to arts and culture, I am recommending the city to provide \$4 million dollars in FY 2022 supported by the General Fund. This will complement \$2 million in funding from the American Rescue Plan for a total of \$6 million in city support. These funds would be matched by \$6 million in funding from the private sector. This will result in Arts and Culture investments of \$12 million per year for three years, totaling \$36 million.

This funding and administrative structure is recommended for the next three years to provide stability while the cultural study is being completed to develop a longer-term, broader strategy to support arts, culture, and artists in an equitable, inclusive manner. The Arts Commissioner will work with an advisory board to lead the cultural study. The advisory board will be reflective of the community and be comprised of appointments from public and private sector funders. This proposal provides pathways to support our cornerstone arts and cultural organizations and artists in the short term, while simultaneously working collaboratively towards a long-term strategy.

Corridors of Opportunity

After comprehensive corridor analysis, intentional engagement, and strategic investment, \$24.5 million in funding was made available to our six Corridors of Opportunity in FY 2021. This investment is seen in activation of important economic development opportunities, new affordable housing units, and improvements to enhance community safety. While these are strong strides towards building and maintaining great and safe communities, there is more work to be done.

FY 2021 Highlights:

- Secured multiple public/private partnerships,
- Prioritized projects for pedestrian safety,

- Spearheaded healthy corridor sweeps,
- Incorporated community in public art and placemaking efforts, and
- Provided financial support for West Side Land Trust.



The Proposed FY 2022 Budget includes \$14 million in new Pay-As-You-Go (PAYGO) funding to continue the progress. Of this \$14 million, \$7 million is planned to support housing and neighborhood stabilization in the Corridors and an additional \$7 million is planned to support economic development and jobs. Support for economic development efforts will include:

- Public-private partnerships,
- Business support and redevelopment, and
- Investments in jobs and implementing recommendations from the strategic employment plan.

Work on the strategic employment plan will continue in FY 2022. This work will complement other work done within the Corridors of Opportunity initiative that addresses barriers to employment. The program will also serve as a centralized point for our workforce development partners, private industry, educational institutions, and residents to join forces and network. Providing workforce development opportunities including skills training, will improve our ability to match resident skills with the growing industries in our region.

We will continue to focus on people-centric strategies. This includes opportunities for employment and addressing barriers, neighborhood stabilization and anti-displacement, and technology needs to address the digital divide. Aside from continuing programs that have already been successful, the \$7 million allocation for housing and neighborhood stabilization will include:

- A staying in place program, and
- A new approach focusing on pilot geographies to support neighborhood stabilization.

Much like the work in corridors, this pilot geographies program to support neighborhood stabilization will be about strategically leveraging and layering many of our existing housing programs, while adding and testing new concepts where appropriate.

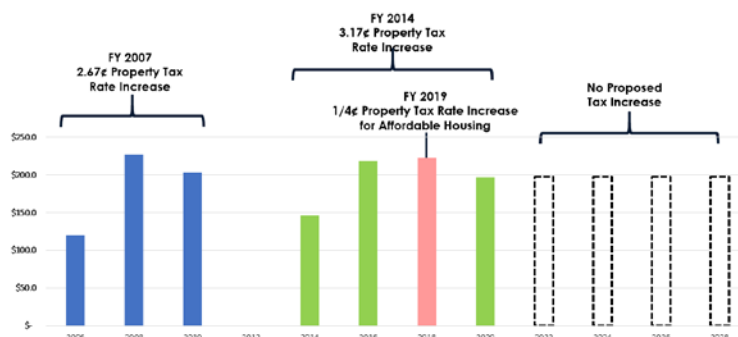
Our momentum will continue in our Corridors as we advance all six Corridors of Opportunity in FY 2022. Prior to FY 2021, there was extensive engagement along Beatties Ford Road and West Boulevard and those areas were ready for investment. We are now moving towards I-85/Sugar Creek and Central Avenue/Albemarle Road, both of which will officially kick off the engagement process in 2021. We will continue strategic investments that lead to the community's desired impacts and grow the team to include the private sector, nonprofits, and philanthropic community partners.

Capital Investment Plan

Investing in the needed infrastructure to build and sustain city services and meet the needs of the public remains foundational to our progress. The Capital Investment Plan (CIP) provides a balanced framework for key investment of our resources towards meeting the prioritized needs.

The upcoming fiscal year, FY 2022, is not a bond year, but the FY 2022 – FY 2026 CIP contains two planned bonds: one in FY 2023, which will occur in November 2022, and one in FY 2025, which will occur in November 2024. The FY 2022 CIP also includes plans for the 2026 and 2028 Bonds. The 2020 Bond represented the end of The Big Ideas bond series, so the projects and programs planned in each of the 2022

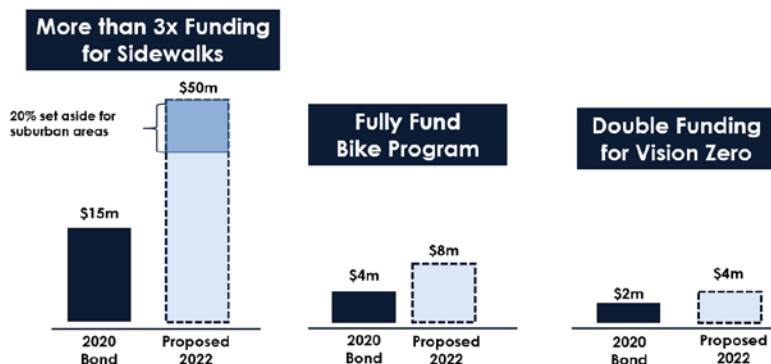
\$792m in Capacity over Four Bond Cycles



through 2028 Bonds are proposed for the first time in FY 2022. The four planned bonds, 2022, 2024, 2026, and 2028, each total \$198 million and do not require a tax increase to residents. This is different than 2006 through 2010 and 2014 through 2020 bond series which required property tax increases of 2.67¢ and 3.17¢ respectively and is a result of improvements in capital planning over the past several years.

2022 and 2024 Bonds

The 2022 and 2024 Bonds both include \$50 million, for a total of \$100 million, to create and preserve affordable housing. The planned 2022 Bond represents the third consecutive bond that includes \$50 million to increase affordable housing in the Charlotte community. The planned 2022 Bond also more than triples the 2020 Bond funding for the Sidewalk and Pedestrian Safety Program from \$15 million in 2020 to \$50 million in 2022. Twenty percent of the 2022 Bond funding will be reserved to construct sidewalks in suburban areas.

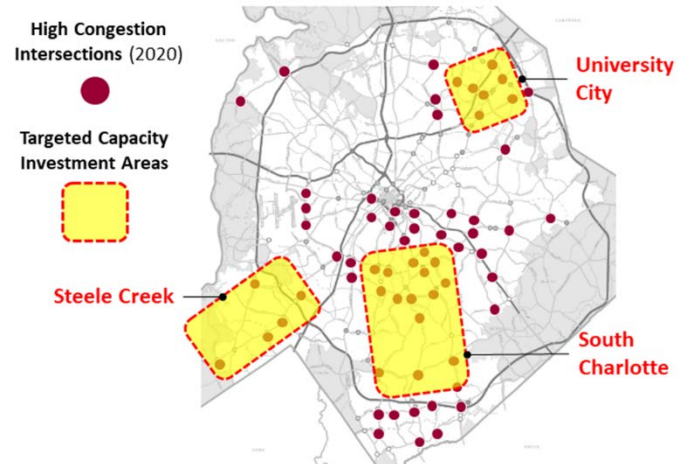


The 2022 Bond also plans to double funding for the Bicycle Program, from \$4 million in the 2020 Bond to \$8 million in the 2022 and 2024 Bonds. The Bicycle Program expands the bicycle network by connecting existing bicycle infrastructure together and by repurposing existing infrastructure to create space for cyclists. Funding for the Transportation Safety (Vision Zero) Program is also planned to double from \$2 million in the 2020 Bond to \$4 million in the 2022 and 2024 Bonds. This Transportation Safety Program aims to make the city's transportation systems as safe as possible for all users. The additional funding will be utilized to install new or enhanced streetlighting on high-injury network streets, or to connect neighborhoods to transit, schools, parks, greenways, and other important destinations.

Congestion Mitigation

The Congestion Mitigation program, which was created in the 2020 Bond to improve traffic flow in targeted areas through small-scale, quick infrastructure projects, is planned to continue in the 2022 and 2024 Bonds with \$10 million per bond for a total of \$20 million. 2020 Bond funding was dedicated to improving congestion in the Steele Creek, South Charlotte, and University City areas. The Congestion Mitigation funding planned in the 2022 Bond will continue to make improvements in those areas.

\$10m in CIP in 2022 for Congestion Mitigation



Advanced Planning and Design

The 2022 Bond also provides initial funding for the first project to reach 30 percent design in the Advanced Planning and Design Program. In FY 2020, the Advanced Planning and Design Program was created to allow for potential projects to be studied so that better cost estimates could be developed prior to funding being proposed. In the first year of the Advanced Planning and Design Program, the following two road and two intersection projects were added for assessment: Bryant Farms Road extension in Council District 7, Robinson Church Road in Council District 5, Ashley Road/Tuckaseegee Road/Freedom Drive intersection in Council District 3, and Eastway Drive/Shamrock Drive intersection in Council District 1. Design for the Eastway Drive/Shamrock Drive intersection has reached 30 percent and is proposed for funding in the 2022 and 2024 Bonds. Work on the remaining projects is ongoing, and each are expected to reach 30 design during FY 2022. Placeholder funding has been included in the 2024, 2026, and 2028 Bonds for the remaining three projects.

Freeing Up Additional Debt Capacity

The Joint Communications Center project was initially envisioned to relocate emergency services agencies from the city and county, including Police and Fire 911, MEDIC 911, and the Emergency Operations Center, into a new consolidated facility adjacent to Fire Headquarters. As the project evolved over the last 10 years and partner agencies' plans shifted, the project was eventually placed on hold. It was recently determined that the short-term needs of 911 services could be met within the agencies' existing facilities, and the \$71.8 million of available project appropriations were no longer necessary. Not moving forward with the Joint Communications Center enables an additional \$11 million of Certificates of Participation capacity per year. In the FY 2022 – FY 2026 CIP, this extra capacity allows for construction of two additional Fire facilities, ADA improvements in facilities, support for the Strategic Energy Action Plan, and completion of the Cross Charlotte Trail.

Advancing the Fire Facilities Master Plan

The Proposed FY 2022 Budget includes a new program using Certificates of Participation debt to construct new Fire facilities and replace existing Fire facilities that no longer function properly for Charlotte Fire. The recently completed Fire Facilities Master Plan prioritized all Fire facility construction requests by assessing need and function, determining outstanding maintenance requirements, and analyzing call load and response times. This funding is intended to complete Fire's highest-priority needs.



Rendering of a potential layout of the Hidden Valley Fire Station

This multi-year program is intended to construct at least three fire stations. Based on Fire's current priorities, the three fire stations are: a new infill fire station in the Hidden Valley neighborhood in Council District 4; a replacement of Fire Station 11, currently located at 620 West 28th Street in Council District 1; and a replacement of Fire Station 30, currently located at 4707 Belle-Oaks Drive in Council District 3. Land for the Hidden Valley Fire Station was recently purchased at 5800 North Tryon Street and planning has begun in the Advanced Planning and Design

Program. Station 11 and Station 30 will be added to the Advanced Planning and Design Program in FY 2022 so that land needs can be assessed and planning can begin. Costs for construction of each facility are anticipated to be finalized once the appropriate planning and design have occurred. Based on the final cost estimates of the three stations, program funding may remain available to also construct training infrastructure for the Fire Department.

Completing the Northwest Police Station

In 2010, the Police Department completed a Strategic Facilities Plan, which outlined facility goals through 2025. In FY 2014, a six police station construction program was initially approved to complete some of the recommendations identified in the Strategic Facilities Plan. The program funding totals \$81,350,000 to construct the following six Police Stations: Hickory Grove, Independence, Northwest, South, University City, and Westover. All stations are complete and in operation except for Northwest.

In May 2020, City Council approved the acquisition of two parcels of land off of Mt. Holly-Huntersville Road in Council District 2 for construction of the Northwest Police Station. Following initial planning and design work, it was determined that an additional \$2,570,000 of funding is necessary to make road improvements required by the North Carolina Department of Transportation. The additional funding is proposed in FY 2022 but is composed of savings from previously completed projects and a reallocation of existing funding.

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) is a civil rights law enacted on July 26, 1990, that broadly prohibits discrimination on the basis of disability. The law ensures equal opportunity for all people in the areas of employment, state and local government services, public accommodations, and

telecommunications. To ensure the prohibition of discrimination by public entities, the Department of Justice (DOJ) developed regulations requiring government agencies (with 50 or more employees) to conduct a self-assessment of facilities; programs, services, and activities; and policies and procedures.

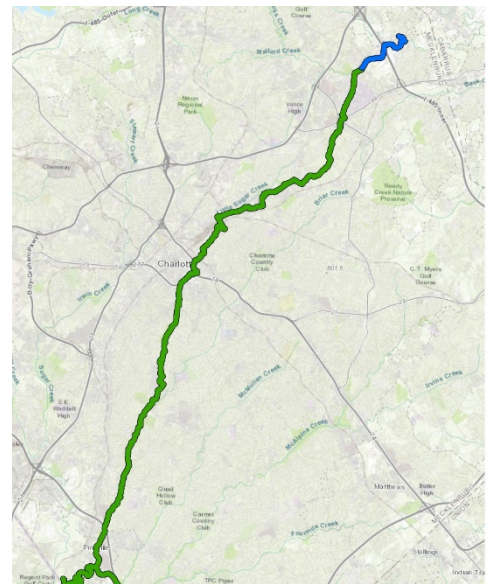
The city contracted with Altura Solutions, LLC to complete the required self-assessment and draft the city's ADA Transition Plan. Altura began the assessment process in January 2019 by interviewing every city department, analyzing over 1,500 city programs, providing training to staff, and inspecting 175 city-owned or city-leased facilities that are accessible to the public. Additionally, more than 40,000 pedestrian facilities in public rights-of-way (including sidewalks, curb ramps, and bus stops) were assessed by a second consultant, Cole & Associates, Inc. Public input has been conducted throughout the assessment and prioritization processes in the form of online surveys and open houses. The ADA Transition Plan is anticipated to be completed in summer 2021 and presented to City Council for adoption.

In the FY 2022 – FY 2026 CIP, funding for ADA improvements in facilities totals \$12 million; however, no new funding is proposed in FY 2022 due the fact that \$3.7 million of previously-appropriated funding remains available to begin the highest priority improvements. In the 2022 Bond (occurring next fiscal year in FY 2023), the Sidewalk and Pedestrian Safety Program is proposed to more than triple funding from the 2020 Bond to \$50 million. This increase in funding is partially intended to begin addressing some of the barriers to ADA compliance in public rights-of-way. The city will utilize existing resources to achieve ADA recommendations identified for non-capital needs, including improvements to the city's website, additional staff training, and program accessibility.

Completing the Cross Charlotte Trail

The Cross Charlotte Trail, in partnership with Mecklenburg County, creates over 30 miles of trail and greenway facilities from Ballantyne, through the Town of Pineville, Uptown, UNC Charlotte, to near the Cabarrus County line. Once complete, this multi-use path will offer residents transportation choices to travel seamlessly from one end of Charlotte to the other. Approximately 140,000 residents and 130,000 jobs will be within walking distance of the trail and connecting greenway.

The Cross Charlotte Trail is divided into 11 segments: segments two and three are currently under construction; segments five, six, seven, eight, and nine are in design; and segments one and four are complete. The FY 2022 – FY 2026 CIP includes \$20.5 million of cash funding from the Municipal Debt Service Fund to complete segments 10 and 11, which have been studied in the Advanced Planning Program since FY 2020.



Rendering of Cross Charlotte Trail with segments 10 and 11 in blue.

Together in the Year Ahead

As we look to the fiscal year ahead, we are optimistic and hopeful. FY 2021 brought extremely unique challenges however looking back we have come a long way in working together to overcome the hardships and make strides towards creating access and equity for all. As we advance into the next fiscal year, we will be stronger carrying forward our perspectives shared, and lessons learned. I am confident in the City of Charlotte's ability to build on our progress. We will work diligently to further the implementation of initiatives aligned with the goals set by your Strategic Priorities with a focus on investing our resources to fully recover from the financial setbacks of 2020, innovatively continuing the provision of core services, and advancing the connection of both people and places throughout and across our great city.

Respectfully,

A handwritten signature in black ink, appearing to read "Marcus D. Jones". The signature is fluid and cursive, with the first name "Marcus" being more prominent.

Marcus D. Jones,
City Manager



This page intentionally left blank.



TABLE OF CONTENTS



This page intentionally left blank.

Table of Contents

City Manager's Message

City Manager's Proposed Budget Letter	i
---	---

Executive Summary

Executive Summary	7
Summary of Tax Levies	11
Summary of Position Allocations	12
Summary of Revenues	13
Summary of Expenditures	18
Summary of Fund Balance	20
Summary of Financial Partners	21

Overview

FY 2022 Budget Process	25
Fund Descriptions- Major Funds	28
Fund Descriptions – Non-Major Governmental Funds	30
City Council and City Manager	31
Organizational Chart	32
Chart of Accounts	34

Strategic Priorities

City Council Strategic Priorities Overview	37
--	----

Department Budgets

General Fund

City Attorney	51
City Clerk	55
City Manager	58
Communications	61
Community Relations	65
Economic Development	68
Finance	73
Fire	78
General Services	85
Housing and Neighborhood Services	94
Human Resources	102
Innovation and Technology	106
Internal Audit	116
Mayor and City Council	119
Planning, Design, and Development	121
Police	127
Solid Waste Services	135
Strategy and Budget	141
Transportation	145
Non-Departmental Accounts	155

Nongeneral Funds

Enterprise Funds

Aviation	164
Charlotte Area Transit System	176
Charlotte Water	185
Storm Water	196

Internal Service Funds

Employee Life and Health Fund	205
Risk Management Fund	206

Table of Contents

Nongeneral Funds (continued)

Special Revenue Funds

Municipal Debt Service Fund.....	211
Convention Center Tax Fund.....	212
Convention Center Debt Service Fund.....	213
Tourism Operating Fund.....	214
Tourism Debt Service Fund.....	215
Cultural Facilities Debt Service Fund.....	216
Hall of Fame Tax Fund.....	217
Hall of Fame Debt Service Fund.....	218
General Grants.....	219
Consolidated Housing and Neighborhood Grants Funds.....	220
Emergency Telephone System Fund.....	222
Powell Bill Fund.....	223
Consolidated Municipal Service Districts.....	224
Municipal Service Districts.....	225
Synthetic Tax Increment Grants.....	227

Capital Investment Plan

Background, Guiding Principles, Highlights, and Funding.....	231
Uses of Funds Project Index.....	235
Funding Sources and Uses Summary.....	240
Project Summary Schedules.....	243
Capital Investment Plan Pay-As-You-Go.....	263
Advanced Planning and Design Program.....	279
Economic Development Projects.....	287
Great Neighborhoods Projects.....	299
Safe Communities Projects.....	303
Transportation, Planning, and Environment Projects.....	319
Well-Managed Government Projects.....	347

User Fees

User Fees Summary.....	357
------------------------	-----

Regulatory Fees

Transportation.....	361
Planning, Design, and Development.....	362
Fire.....	363
Police.....	366
City Clerk's Office.....	366
Storm Water Services.....	367
Charlotte Water.....	368
Charlotte Area Transit System.....	368

Non-Regulatory Fees

Aviation.....	369
City Clerk's Office.....	370
General Services.....	371
Storm Water Services.....	373
Planning, Design, and Development.....	374
Police.....	375
Solid Waste Services.....	376
Transportation.....	376

Other Fees

Charlotte Water.....	376
Storm Water.....	377

User Fee Appendix.....	378
------------------------	-----

Table of Contents

Compensation and Benefits

Executive Summary	381
FY 2022 Compensation Recommendations	384
FY 2022 Benefits Recommendations	386
FY 2022 Compensation and Benefits Attachments.....	390

Summary Statistics and Policies

City Profile.....	399
Budget Principles	406
Financial Policies and Practices.....	407
Capital Investment Plan Policies.....	412
Capital Investment Plan Financial Policies.....	413

Key Terms and Acronyms

Key Terms	417
Common Acronyms.....	421

This page intentionally left blank.



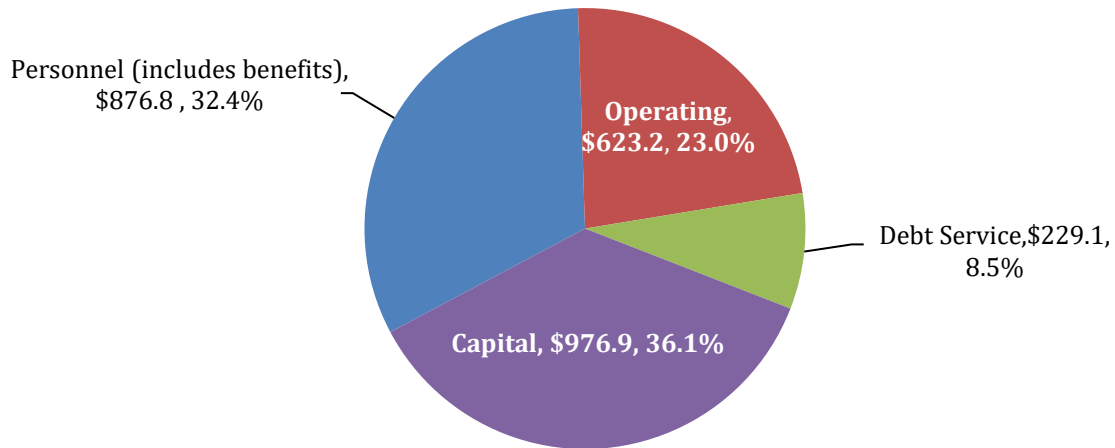
EXECUTIVE SUMMARY

This page intentionally left blank.

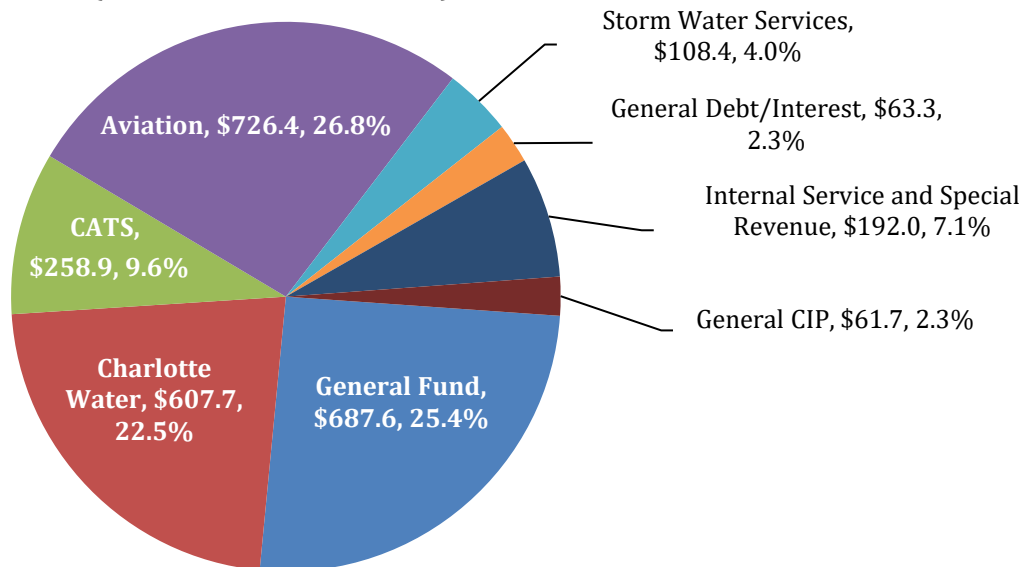
Overview of Total Budget

The total FY 2022 Budget is \$2.7 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (CIP). The annual operating budget reflects day-to-day operations, while the CIP represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

Total Expenditures by Category (\$2.7 Billion - \$ millions)



FY 2022 Proposed Budget Net of Transfers (\$2.7 Billion - \$ millions)



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

Revenue and Finance

Development of the FY 2022 Budget included a review of revenue and financial approaches that maintain a good value to tax and rate payers, are consistent with Council policy, and uphold the city's strong financial ratings.

The property tax rate for FY 2022 is 34.81¢ per \$100 of assessed valuation, the same rate as in FY 2021. The FY 2022 assessed value is estimated at \$151.2 billion, with an estimated collection rate of 99.0%.

The allocation of the tax rate is provided in the table below:

Fund	FY 2021 Tax Rate	FY 2022 Tax Rate	Change from FY 2021 to FY 2022
General Fund	27.31¢	27.31¢	0.00¢
Debt Service	6.77¢	6.77¢	0.00¢
Pay-As-You-Go Capital	0.73¢	0.73¢	0.00¢
Total Tax Rate	34.81¢	34.81¢	0.00¢

Charlotte Water

The FY 2022 Water and Sewer Fee is proposed to increase by 3.42 percent for the typical homeowner. The typical homeowner would experience a \$2.33 per month increase. Charlotte Water's proposed budget focuses on maintaining a high-quality drinking water and wastewater system; guaranteeing a high level of customer satisfaction; ensuring operational efficiency and compliance; improving safety and security; and promoting a thriving, economically sustainable community.

Storm Water

The FY 2022 Storm Water Services Fee is proposed to increase by 3.36 percent for the typical homeowner. The typical homeowner would experience a \$0.29 per month increase. The Proposed FY 2022 Budget funds 18 new positions to support storm drainage improvement and surface water quality enhancement projects.

Solid Waste

The FY 2022 Solid Waste Fee is proposed to increase by approximately \$0.61 per month (\$7.36 annually). The proposed increase will generate additional revenue to cover FY 2022 increases in Solid Waste operations, including contractual obligations and waste disposal fees. Contract increases include escalations for solid waste collection services performed by private haulers.

The following table reflects the FY 2022 **city tax and fee** impact for homes using the FY 2021 median home value in Charlotte, \$216,500, calculated based on owner-occupied, single family homes:

City of Charlotte Taxes and Fees	Prior Year FY 2021	Proposed FY 2022	\$ Change	% Change
Property Taxes	\$753.64	\$753.64	\$0.00	0.0%
Solid Waste fee (Residential)	\$67.66	\$75.02	\$7.36	10.9%
Water and Sewer (Average user rate)	\$816.72	\$844.68	\$27.96	3.4%
Storm Water (Average user rate)	\$103.44	\$106.92	\$3.48	3.4%
Total Monthly	\$145.12	\$148.35	\$3.23	2.2%
Total Annual	\$1,741.46	\$1,780.26	\$38.80	2.2%

- *A balanced budget reflecting Council Priorities with revenue limitations* •

General Fund Budget

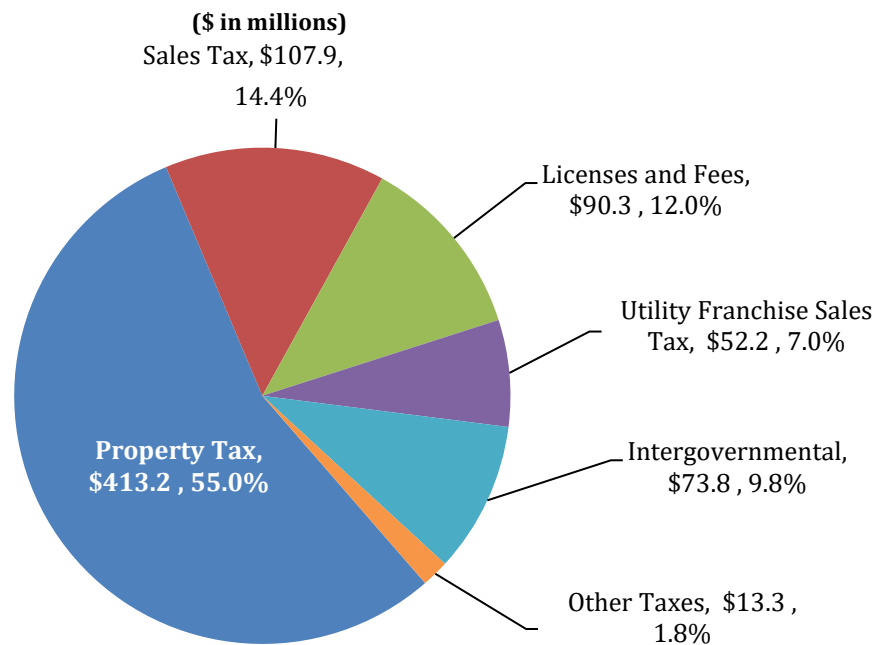
General Fund Definition

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

General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 69.4 percent of total revenue. Total General Fund revenue increased by \$31.9 million to \$750.7 million in FY 2022, an increase of 4.4 percent from FY 2021.

General Fund Revenues Where the Money Comes From \$750.7 million



General Fund Expenditures

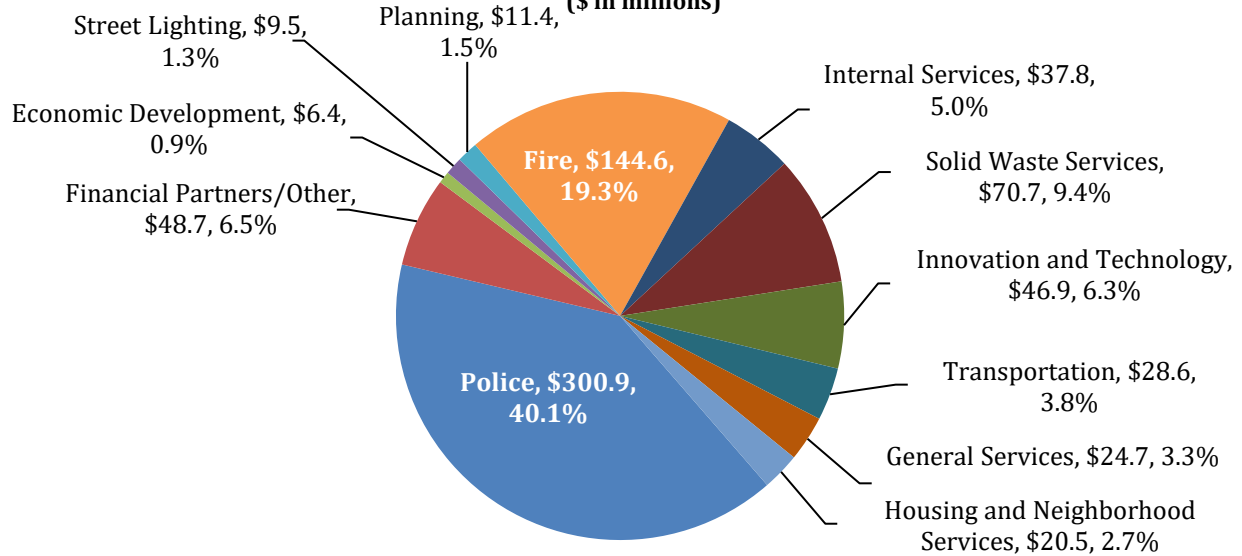
The Proposed FY 2022 General Fund budget is \$750.7 million, a 4.4 percent increase from FY 2021.

FY 2022 General Fund Expenditures

Where the Money Goes

\$750.7 million

(\$ in millions)

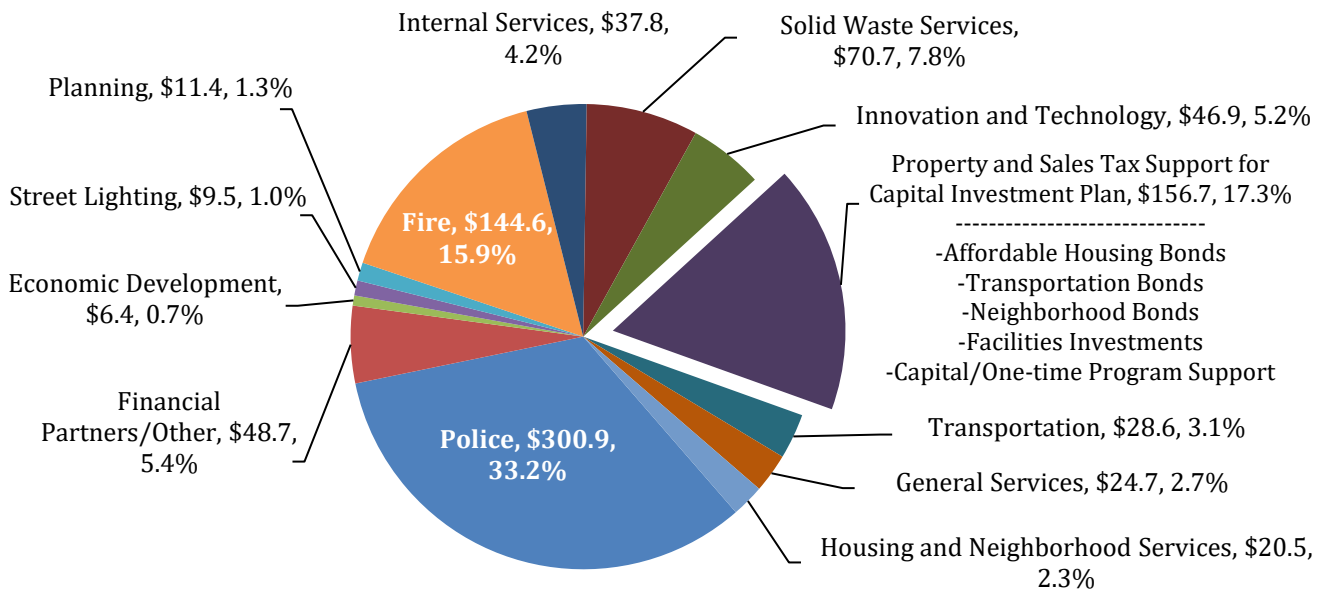


Expenditures Supported by General Property and Sales Tax

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

FY 2022 Expenditures Supported by General Property and Sales Taxes

\$907.4 million



Summary of Tax Levies

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Proposed
Citywide Assessed Property Valuation	\$98,847,293,588	\$142,710,564,432	\$146,506,892,738	\$151,195,178,125
Citywide Tax Rate Per \$100 Valuation				
General	0.3816	0.2731	0.2731	0.2731
Municipal Debt Service	0.0951	0.0677	0.0677	0.0677
Pay-As-You-Go	0.0120	0.0073	0.0073	0.0073
Total City-wide Tax Rate	0.4887	0.3481	0.3481	0.3481
Collection Rate				
All Funds	0.9900	0.9900	0.9900	0.9900
Citywide Tax Levy¹				
General	\$373,429,260	\$385,804,493	\$396,109,221	\$408,784,891
Municipal Debt Service Fund	\$93,063,738	\$95,712,072	\$98,193,315	\$101,335,544
Pay-As-You-Go Fund	\$11,743,058	\$10,328,752	\$10,588,053	\$10,926,876
Total Citywide Tax Levy	\$478,236,056	\$491,845,316	\$504,890,589	\$521,047,311
Municipal Service Districts Rates Per \$100 in Valuation				
District 1 - Center City	0.0208	0.0136	0.0136	0.0136
District 2 - Center City	0.0293	0.0227	0.0227	0.0227
District 3 - Center City	0.0418	0.0338	0.0338	0.0338
District 4 - South End	0.0668	0.0390	0.0390	0.0390
District 5 - University City	0.0279	0.0279	0.0279	0.0279
Municipal Service Districts Assessed Valuation				
District 1 - Center City	\$8,183,546,653	\$12,927,318,402	\$12,707,138,685	\$13,295,361,255
District 2 - Center City	\$3,483,647,721	\$5,764,520,666	\$5,398,841,945	\$5,681,523,978
District 3 - Center City	\$3,436,932,487	\$5,156,043,404	\$5,317,713,558	\$5,653,596,986
District 4 - South End	\$1,460,907,143	\$2,715,795,445	\$2,866,090,828	\$3,299,918,252
District 5 - University City	\$2,723,105,506	\$3,873,938,001	\$3,948,043,156	\$4,209,090,632

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

Summary of Position Allocations by Fund

Departments	FY 2019 Budget Total FTEs	FY 2020 Budget Total FTEs	FY 2021 Budget Total FTEs	FY 2022 Proposed Total FTEs	FY 2022 Proposed FTE Change
City Attorney	30.00	30.00	39.00	42.00	3.00
City Clerk	7.00	8.00	8.00	8.00	-
City Manager's Office	11.00	11.00	11.00	11.00	-
Communications	35.00	34.00	33.00	36.00	3.00
Community Relations	10.00	12.00	12.00	12.00	-
Economic Development	19.00	21.00	21.00	21.00	-
Finance	119.00	88.00	85.00	84.00	-1.00
Fire	1,207.00	1,237.00	1,232.00	1,233.00	1.00
General Services	450.00	491.00	473.00	466.00	-7.00
Housing and Neighborhood Services	235.75	236.75	226.75	226.75	-
Human Resources	46.00	47.00	51.00	51.00	-
Internal Audit	10.00	11.00	11.00	11.00	-
Innovation and Technology	145.00	148.00	219.00	220.00	1.00
Mayor and City Council	12.00	12.00	12.00	12.00	-
Planning, Design, and Development	97.00	108.00	104.00	109.00	5.00
Police	2,504.50	2,498.50	2,455.50	2,455.50	-
Solid Waste Services	314.00	316.00	309.00	308.00	-1.00
Strategy and Budget	18.00	17.00	16.00	16.00	-
Transportation	423.75	424.75	412.75	411.75	-1.00
Total General Fund	5,694.00	5,751.00	5,731.00	5,734.00	3.00
Aviation	659.00	708.00	708.00	714.00	6.00
Charlotte Area Transit System	534.75	582.75	582.75	583.75	1.00
Storm Water	153.00	171.00	175.00	208.00	33.00
Charlotte Water	958.00	997.00	997.00	1,019.00	22.00
Total Enterprise Funds	2,304.75	2,458.75	2,462.75	2,524.75	62.00
Risk Management	23.00	23.00	23.00	23.00	-
Total Internal Services Funds	23.00	23.00	23.00	23.00	-
Total All Funds	8,021.75	8,232.75	8,216.75	8,281.75	65.00

Major General Fund Revenue Sources

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

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

The total General Fund budget for FY 2022 is \$750,720,000, a revenue increase of \$31.9 million (or an increase of 4.4 percent) from the FY 2021 Budget. The General Fund property tax rate is 27.31¢ per \$100 valuation. For FY 2022, revenue estimates are compiled using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

Property Taxes: The General Fund budget is balanced with a property tax rate of 27.31¢ per \$100 valuation. This will yield \$413.2 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.00 percent. This represents a \$13.0 million revenue increase compared to FY 2021. The tax base used represents a total property valuation of \$151.2 billion (including motor vehicles). One cent on the tax rate produces \$15.0 million in revenue, after the estimated collection rate is applied. This tax rate is the lowest of the ten largest cities in the state.

Sales Taxes: The General Fund is projected to collect \$107.9 million in sales tax revenue in FY 2022, a \$15.4 million (or 16.7 percent) increase from the FY 2021 budget. Local sales taxes levied by the city and county comprise 2.5 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 2000 to support the transit system. Effective October 1, 2008, the state acquired control over ¼-cent of the Article 44 local option sales tax. The city is completely reimbursed for the loss of this revenue with hold-harmless payments. The State of North Carolina collects sales taxes and distributes it to localities.

Utility Franchise Sales Tax: As of July 1, 1999, the city's share of the Utility Franchise Fee was based on actual receipts from companies providing electricity. The state levied a 3.22 percent franchise tax on the total gross receipts of all businesses within the state that provide electricity. An amount equal to 3.09 percent of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the state and distributed to the city based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the state imposed a sales tax on electricity and piped natural gas, which replaced the previous Utilities Franchise Fee. This revenue source is projected to be \$52.2 million in FY 2022, which represents a decrease of \$3.6 million (or 6.5 percent) from FY 2021.

Solid Waste Services Fee: The city collects a single family residential solid waste annual fee and a multi-family annual fee to offset a portion of the cost of providing solid waste services. The annual single family and multi-family residential fees are increased by \$7.36 (or 61.3 cents per month), from FY 2021, for a total of \$75.02. This revenue source is projected to generate \$27.2 million in FY 2022, which represents an increase of \$3.1 million from FY 2021.

Summary of Revenues

General Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
PROPERTY TAX					
Property Tax - Current Year Base	\$368,376,608	\$380,566,561	\$391,354,486	\$404,745,521	3.4 %
Property Tax - Synthetic TIG Properties	-	-	\$4,682,746	\$4,039,370	-13.7 %
Prior Year	\$7,722,567	\$8,758,579	\$4,550,000	\$4,800,000	5.5 %
Rebates	-	-	-\$2,400,000	-\$2,400,000	0.0 %
Penalties	\$513,127	\$687,711	\$500,000	\$500,000	0.0 %
Interest	\$3,190,908	\$1,461,702	\$1,500,000	\$1,500,000	0.0 %
Rebates of Listing Penalties	-	-	-\$8,000	-\$8,000	0.0 %
Total	\$379,803,210	\$391,474,553	\$400,179,232	\$413,176,891	3.2 %
SALES TAX¹					
Sales - Article 39 (1.0%) and half of Article 42 (0.5%)	\$113,335,184	\$116,721,676	\$92,470,739	\$107,879,712	16.7 %
Total	\$113,335,184	\$116,721,676	\$92,470,739	\$107,879,712	16.7 %
UTILITIES FRANCHISE TAX					
Utility Franchise	\$54,337,653	\$51,660,935	\$55,799,321	\$52,173,102	-6.5 %
Total	\$54,337,653	\$51,660,935	\$55,799,321	\$52,173,102	-6.5 %
POLICE SERVICES					
Law Enforcement Services - County	\$14,560,000	\$15,901,116	\$16,153,157	\$16,915,766	4.7 %
Small Town Service Fees	\$123,454	\$141,824	\$150,000	\$140,000	-6.7 %
School Resource Officers - School Board	\$5,075,467	\$5,410,317	\$5,808,530	\$5,833,353	0.4 %
Total	\$19,758,921	\$21,453,257	\$22,111,687	\$22,889,119	3.5 %
TAX REIMBURSEMENTS					
Beer & Wine Tax	\$3,652,112	\$3,668,770	\$3,881,837	\$4,075,929	5.0 %
State Waste Disposal Tax	\$729,568	\$662,790	\$585,000	\$615,000	5.1 %
Total	\$4,381,680	\$4,331,560	\$4,466,837	\$4,690,929	5.0 %
SOLID WASTE FEE					
Refuse Disposal Fees	\$15,877,366	\$20,683,570	\$24,160,230	\$27,233,887	12.7 %
Business Garbage Fees	\$235,569	\$209,125	\$225,000	\$225,000	0.0 %
Total	\$16,112,935	\$20,892,695	\$24,385,230	\$27,458,887	12.6 %
BUSINESS PRIVILEGE LICENSES					
Business Privilege Licenses	\$16,431	\$10,416	-	-	0.0 %
Total	\$16,431	\$10,416	-	-	0.0 %
OTHER REVENUES					
Licenses and Permits					
Motor Vehicle Licenses	\$2,960,733	\$3,427,119	\$2,994,053	\$3,206,372	7.1 %
Motor Vehicle Licenses - Rebates	-\$80,435	-\$74,925	-\$48,000	-\$65,000	35.4 %
Animal Licenses - Fertile	\$151,800	\$154,843	\$150,000	\$160,000	6.7 %
Animal Licenses - Spay/Neuter	\$430,499	\$408,244	\$435,000	\$410,000	-5.7 %
Fire Plan Review Fees	\$2,002,104	\$1,935,300	\$1,949,804	\$2,002,000	2.7 %
Vehicle Licenses - City Billed	\$17,470	\$15,095	\$40,000	\$20,000	-50.0 %
Fire Permits	\$2,045,047	\$1,650,844	\$2,424,495	\$2,045,047	-15.7 %
Security Dog Licenses	\$30	-	-	-	0.0 %
Vehicle for Hire Fees and Permits	\$253,066	\$219,853	\$250,000	\$203,000	-18.8 %
Carrier Franchise Fees	\$80,676	\$82,059	\$100,000	\$80,000	-20.0 %
Video Programming (Cable Franchise) Fees	\$7,182,888	\$6,958,147	\$7,222,394	\$6,761,414	-6.4 %
Development Plan Review Fees	\$3,388,894	\$3,248,886	\$1,922,550	\$218,490 ²	-88.6 %
Sexually Oriented Businesses Licenses	\$91,985	\$66,995	\$92,000	\$92,000	0.0 %
Temporary Infrastructure Permits	\$3,930	\$18,030	\$10,550	\$10,550	0.0 %
E-Scooter Permit Fee	-	\$30,309	-	\$108,000	100.0 %
Parking and Parade Permits	\$195,761	\$179,465	\$233,695	\$201,000	-14.0 %
Total	\$18,724,448	\$18,320,264	\$17,776,541	\$15,452,873	-13.1 %

¹Previously, the Pay-As-You-Go portion of sales tax was appropriated in the General Fund. Beginning in FY2021, the Pay-As-You-Go portion of sales tax is directly appropriated in the Pay-As-You-Go Fund.

² In FY 2022, a portion of these revenues have been transferred to the Stormwater Fund

Summary of Revenues

General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	\$9,395	\$2,750	\$10,000	\$5,000	-50.0%
Housing Code Violations	\$155,812	\$235,016	\$156,000	\$235,000	50.6%
Parking Citations	\$878,955	\$964,054	\$880,000	\$760,000	-13.6%
Parking Citation Penalties	\$72,159	\$86,925	\$73,000	\$33,720	-53.8%
Security Alarm Fines	\$841,980	\$773,446	\$800,000	\$825,000	3.1%
Fire Citation Fines	\$17,950	\$25,450	\$20,000	\$20,000	0.0%
Zoning Enforcement Fines	\$211,712	\$172,350	\$210,000	\$175,000	-16.7%
Court Assessment Crime Lab	\$54,420	\$51,403	\$65,000	\$40,000	-38.5%
Privilege License Penalties	\$728	\$400	-	-	0.0%
Animal License Penalties	\$40,717	\$38,716	\$40,000	\$40,000	0.0%
Animal Citation Penalties	\$8,949	\$11,757	\$17,500	\$10,000	-42.9%
Court Costs - Superior	\$108,694	\$91,409	\$115,000	\$90,000	-21.7%
Court Awards - Vice & Narcotics	\$5	-	-	-	0.0%
Animal License Late Fees	\$62,580	\$52,930	\$65,000	\$20,000	-69.2%
Total	\$2,464,056	\$2,506,606	\$2,451,500	\$2,253,720	-8.1%
Interlocal Grants and Agreements					
Wireless Communications	\$3,837,085	\$4,089,950	\$3,881,655	\$3,975,037	2.4%
Fleet Maintenance	\$1,467,698	\$2,300,098	\$2,118,459	\$2,315,861	9.3%
First Responder	\$524,875	\$457,449	\$567,000	\$567,000	0.0%
Procurement Services	\$114,312	\$104,475	\$115,328	\$115,328	0.0%
Customer Services - CharMeck 311	\$1,287,932	\$1,335,207	\$1,277,684	\$1,267,903	-0.8%
CMGC Occupancy	\$795,378	\$780,073	\$820,570	\$809,034	-1.4%
Recycling Program Proceeds	\$66,238	-	\$35,000	-	-100.0%
CMGC Phone Costs - County	\$125,751	\$75,779	-	-	0.0%
County Fire Reimbursement	-	\$668,106	\$668,000	\$668,106	0.0%
Total	\$8,219,269	\$9,811,137	\$9,483,696	\$9,718,269	2.5%
Federal and State Shared Revenues					
ABC Stores Revenue	\$4,734,982	\$5,292,356	\$7,056,474	\$7,409,298	5.0%
Total	\$4,734,982	\$5,292,356	\$7,056,474	\$7,409,298	5.0%
General Government					
Enhanced User Fees	\$23,190	\$69,570	\$807,383	\$470,000	-41.8%
Zoning Petition Filing Fees	\$1,722,933	\$2,020,575	\$1,656,040	\$2,105,730	27.2%
Annexation Fees	\$6,400	\$4,800	\$400	\$5,000	1,150.0%
Subdivision Services	\$3,974,522	\$6,125,098	\$5,136,795	\$6,378,715	24.2%
Zoning Admin Fees	\$787,460	\$81,672	-	-	0.0%
Historic District Fee	\$36,785	\$52,485	\$54,665	\$60,125	10.0%
Equipment Mgmt Svcs - Fleet	\$24,739	\$3,687	-	-	0.0%
Procurement Professional Services	\$383,639	\$430,300	\$400,000	\$425,000	6.3%
Procurement CCPA	\$240,718	\$283,879	\$300,000	\$325,000	8.3%
Tree Planting	\$15,500	-	-	-	0.0%
Park It! Program Fees	\$5,910	\$4,014	\$6,000	\$3,600	-40.0%
Parking Garage Fees	\$1,097,814	\$1,024,223	\$1,131,000	\$1,113,500	-1.5%
Parking Meter Revenue	\$1,174,648	\$860,935	\$1,200,000	\$900,000	-25.0%
Underbrush and Debris Removal	\$580,929	\$461,399	\$565,000	\$515,000	-8.8%
Demolition - Clearing	\$233,179	\$161,608	\$240,000	\$175,000	-27.1%
Utility Street Cuts	\$2,061,317	\$2,297,744	\$2,600,000	\$2,300,000	-11.5%
Rent Revenue - Misc.	\$761,547	\$718,594	\$1,027,000	\$994,000	-3.2%
Total	\$13,131,230	\$14,600,583	\$15,124,283	\$15,770,670	4.3%

Summary of Revenues

General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Public Safety					
State Reimb for Services Provided - Transportation/Fire	\$833,299	\$787,718	\$1,529,281	\$1,193,792	-21.9%
Federal Reimb for Services Provided - Fire	\$182,427	\$273,584	\$400,000	\$400,000	0.0%
Police - Fingerprint Reports	\$14,668	\$13,917	\$27,500	\$15,000	-45.5%
Sale of Animals	\$32,538	\$18,682	\$35,000	\$45,000	28.6%
Spay/Neuter Fees	\$67,577	\$34,395	\$70,000	\$75,000	7.1%
Vehicle Towing and Storage	\$116,714	\$89,820	\$115,000	\$100,000	-13.0%
Animal Reclaim Fees	\$77,554	\$56,991	\$85,000	\$75,000	-11.8%
Total	\$1,324,777	\$1,275,107	\$2,261,781	\$1,903,792	-15.8%
Cemeteries					
Sale of Cemetery Lots	\$237,496	\$208,540	\$275,000	\$276,500	0.5%
Grave Digging	\$322,115	\$343,918	\$395,000	\$455,025	15.2%
Monument Foundation	\$93,285	\$71,373	\$115,000	\$93,680	-18.5%
Perpetual Care	\$43,720	\$41,220	\$44,000	\$37,050	-15.8%
Total	\$696,616	\$665,051	\$829,000	\$862,255	4.0%
Use of Money and Property					
Interest on Investments	\$4,302,374	\$4,158,968	\$1,673,278	\$1,280,471	-23.5%
Interest on Liens	\$226,361	\$157,682	\$250,000	\$160,000	-36.0%
Damage to City-Owned Equipment	\$622,939	\$526,019	\$590,000	\$590,000	0.0%
Reimbursement for City Car Use	\$116,405	\$115,116	\$116,000	\$116,000	0.0%
Total	\$5,268,079	\$4,957,785	\$2,629,278	\$2,146,471	-18.4%
Sale of Salvage and Land					
Sale of Land	\$353,153	-	-	-	0.0%
Sale of Salvage	\$245,301	\$168,220	\$130,000	\$135,000	3.8%
Sale of Used Autos	\$927,506	\$801,735	\$790,000	\$800,000	1.3%
Total	\$1,525,960	\$969,955	\$920,000	\$935,000	1.6%
Other					
Miscellaneous Grants and Contributions	\$68,991	\$81,090	-	-	0.0%
Newspaper Rack Revenue	\$4,600	\$2,950	\$6,000	\$3,000	-50.0%
Reimb City Svcs - SWS Spec Svcs	\$84,331	\$40,296	\$85,000	\$40,000	-52.9%
Telecom Review/Modifications	\$11,500	\$14,500	-	-	0.0%
Google Fiber Hut-Lease Agrmnt	\$27,974	\$28,813	\$30,000	\$30,000	0.0%
Other Revenue	\$916,872	\$687,058	\$672,476	\$626,235	-6.9%
Total	\$1,114,268	\$854,707	\$793,476	\$699,235	-11.9%
Total Other Revenues	\$57,203,685	\$59,253,551	\$59,326,029	\$57,151,583	-3.7%
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Occupancy Taxes - CRVA	\$6,225,251	\$4,746,023	\$5,035,596	\$4,152,692	-17.5%
Heavy Equipment Tax	\$821,397	\$735,101	\$900,000	\$825,000	-8.3%
Tree Mitigation Fees	\$1,121,736	-	-	-	0.0%
Municipal Debt Service	\$122,859	\$122,859	\$122,859	\$122,859	0.0%
Convention Center Tax - Towns' Tourism Subsidy	\$4,183,129	\$4,299,843	\$3,430,417	\$3,319,906	-3.2%
Convention Center Tax - Stadium Traffic Control	-	\$250,000	\$500,000	\$250,000	-50.0%
Total	\$12,474,372	\$10,153,826	\$9,988,872	\$8,670,457	-13.2%

Summary of Revenues

General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Intragovernmental Revenues					
Cost Allocation - Storm Water	\$1,239,224	\$1,014,071	\$1,368,144	\$1,958,383	43.1 %
Cost Allocation - Charlotte Water	\$9,775,863	\$10,977,046	\$11,267,148	\$13,479,056	19.6 %
Cost Allocation - Aviation	\$4,092,739	\$4,713,409	\$5,878,072	\$5,429,219	-7.6 %
Fire Control Services - Aviation	\$6,372,062	\$6,652,287	\$7,147,022	\$7,629,584	6.8 %
Account Services - Storm Water	\$2,193,785	\$1,638,825	\$1,835,274	\$2,035,333	10.9 %
Account Services - Charlotte Water	\$5,573,897	\$5,911,131	\$6,269,726	\$6,071,293	-3.2 %
Cost Allocation - CATS	\$4,880,357	\$4,987,508	\$5,883,543	\$8,387,206	42.6 %
Cost Allocation - Risk Management	\$632,731	\$384,480	\$337,177	\$784,315	132.6 %
Police Services - Airport & CATS	\$9,306,018	\$9,546,901	\$10,076,572	\$10,814,931	7.3 %
Total	\$44,066,676	\$45,825,658	\$50,062,678	\$56,589,320	13.0 %
Transfers from Other Funds					
Cemetery Trust	\$55,507	\$52,000	\$18,600	\$40,000	115.1 %
Total	\$55,507	\$52,000	\$18,600	\$40,000	115.1 %
Total Transfers and Intragovernmental Revenues	\$56,596,555	\$56,031,484	\$60,070,150	\$65,299,777	8.7 %
Total General Fund Revenues	\$701,546,254	\$721,830,127	\$718,809,225	\$750,720,000	4.4 %

Summary of Expenditures

By Fund and Activity Net of Transfers

Fund / Activity	FY 2022 Operating	Percent Change	FY 2022 Capital	Percent Change	FY 2022 Total	Percent Change
General Fund	\$687,599,365	3.9%			\$687,599,365	3.9%
General Capital Investment Plan			\$61,662,436	-76.2%	\$61,662,436	-76.2%
Pay-As-You-Go	\$608,989	-5.2%			\$608,989	-5.2%
Debt Service (All Funds)	\$229,079,086	-1.9%			\$229,079,086	-1.9%
Aviation	\$258,388,592	21.9%	\$415,550,192	62.4%	\$673,938,784	44.0%
Charlotte Area Transit System	\$185,836,947	26.3%	\$62,126,392	35.7%	\$247,963,339	28.5%
Water and Sewer	\$178,127,339	3.5%	\$360,589,937	8.5%	\$538,717,276	6.8%
Storm Water Utility	\$22,163,741	44.9%	\$77,000,000	36.3%	\$99,163,741	38.1%
Employee Health and Life Fund	\$53,726,837	5.7%			\$53,726,837	5.7%
Risk Management	\$5,711,766	2.2%			\$5,711,766	2.2%
Convention Center	\$28,054,837	7.1%			\$28,054,837	7.1%
Tourism Operating	\$9,019,943	0.9%			\$9,019,943	0.9%
NASCAR Hall of Fame	\$4,725,000	-4.4%			\$4,725,000	-4.4%
Public Safety and Other Grants	\$16,496,021	36.4%			\$16,496,021	36.4%
Housing and Neighborhood Services Grants	\$24,352,561	6.4%			\$24,352,561	6.4%
Public Safety 911 Services	\$2,550,000	-10.7%			\$2,550,000	-10.7%
Powell Bill	\$15,173,988	-10.1%			\$15,173,988	-10.1%
Municipal Service Districts	\$7,395,394	7.2%			\$7,395,394	7.2%
Total Budget	\$1,729,010,406	8.0%	\$976,928,957	2.9%	\$2,705,939,363	6.1%

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

Summary of Expenditures

General Fund Gross Expenditures

Department	FY 2019 ¹ Actual	FY 2020 ¹ Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
City Attorney	\$2,777,777	\$3,710,849	\$3,958,948	\$4,197,872	6.0 %
City Clerk	\$771,799	\$867,199	\$972,432	\$1,027,235	5.6 %
City Manager	\$2,752,895	\$2,756,368	\$2,674,377	\$2,806,080	4.9 %
Communications	\$3,849,160	\$4,036,041	\$4,193,558	\$4,426,148	5.5 %
Community Relations Committee	\$1,351,025	\$1,537,046	\$1,527,344	\$1,600,358	4.8 %
Economic Development	\$6,219,245	\$5,126,598	\$6,266,160	\$6,400,980	2.2 %
Finance	\$16,117,006	\$12,049,736	\$12,139,239	\$12,646,177	4.2 %
Fire	\$132,826,906	\$127,309,810	\$137,741,974	\$144,575,666	5.0 %
General Services	\$18,309,776	\$24,488,046	\$24,034,016	\$24,672,603	2.7 %
Housing and Neighborhood Services	\$18,821,767	\$19,325,668	\$19,942,095	\$20,526,357	2.9 %
Human Resources	\$6,134,994	\$5,809,451	\$6,110,886	\$6,327,952	3.6 %
Innovation and Technology	\$28,877,596	\$41,914,380	\$44,235,603	\$46,938,336	6.1 %
Internal Audit	\$1,348,105	\$1,348,883	\$1,477,072	\$1,575,074	6.6 %
Mayor and City Council	\$792,704	\$682,823	\$759,531	\$958,418	26.2 %
Planning Design and Development	\$10,163,415	\$10,088,774	\$10,610,149	\$11,446,201	7.9 %
Police	\$274,271,690	\$280,327,132	\$290,203,220	\$300,877,459	3.7 %
Solid Waste Services	\$62,012,056	\$63,585,872	\$67,674,456	\$70,748,114	4.5 %
Strategy and Budget	\$2,292,017	\$2,075,063	\$2,194,716	\$2,212,556	0.8 %
Transportation	\$24,760,290	\$25,609,795	\$27,530,975	\$28,568,610	3.8 %
Non-Departmental	\$83,647,608	\$93,973,485	\$54,562,474	\$58,187,804	6.6 %
Total General Fund Expenditures	\$698,097,831	\$726,623,019	\$718,809,225	\$750,720,000	4.4 %

¹ FY 2019 and FY 2020 actual expenditures are presented using Generally Accepted Accounting Principles

Summary of Fund Balance

The City of Charlotte has two major governmental funds - General Fund and Municipal Debt Service Fund. The General Fund is the city's main operating fund. At the end of FY 2019 the total fund balance for the General Fund reached \$198.8 million. On June 30, 2020 the General Fund total fund balance totaled \$194.0 million, a decrease of approximately 2.4 percent. The Municipal Debt Service Fund had a total fund balance of \$266.2 million for FY 2019 and \$209.2 million on June 30, 2020. This reflects a decrease of approximately 21.4 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

	Actual as of 6/30/2017	Actual as of 6/30/2018	Actual as of 6/30/2019	Actual as of 6/30/2020	Change in FY 2020	Percent Change FY 2019 FY 2020
General Fund	\$180,414,000	\$195,311,000	\$198,760,000	\$193,967,000	-\$4,793,000	-2.4%
Municipal Debt Service Fund	\$274,532,000	\$265,541,000	\$266,214,000	\$209,180,000	-\$57,034,000	-21.4%
Total Governmental Fund Balance	\$454,946,000	\$460,852,000	\$464,974,000	\$403,147,000	-\$61,827,000	-13.3%

The City of Charlotte has four enterprise funds - Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water. At the end of FY 2019 the net position for Aviation reached \$1.8 billion. On June 30, 2020 the Aviation net position totaled \$1.9 billion, an increase of approximately 2.5 percent. At the end of FY 2019 the net position for the Charlotte Area Transit System reached \$1.3 billion. On June 30, 2020 the Charlotte Area Transit System net position totaled \$1.3 billion, a decrease of approximately 1.1 percent. At the end of FY 2019 the net position for Charlotte Water reached \$2.4 billion. On June 30, 2020 the Charlotte Water net position totaled \$2.5 billion, an increase of approximately 6.1 percent. At the end of FY 2019 the net position for Storm Water reached \$659.3 million. On June 30, 2020 the Storm Water net position totaled \$707.4 million, an increase of approximately 7.3 percent. Net position is not representative of available cash on hand.

Enterprise Fund Total Net Position

Aviation	\$1,657,837,000	\$1,711,625,000	\$1,843,755,000	\$1,890,664,000	\$46,909,000	2.5%
Charlotte Area Transit System	\$1,343,881,000	\$1,374,434,000	\$1,347,714,000	\$1,332,753,000	-\$14,961,000	-1.1%
Charlotte Water	\$2,084,282,000	\$2,197,785,000	\$2,359,927,000	\$2,504,465,000	\$144,538,000	6.1%
Storm Water	\$566,327,000	\$610,523,000	\$659,312,000	\$707,397,000	\$48,085,000	7.3%

Summary of Financial Partners

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

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

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

Changes to Financial Partners Funding

General Fund Discretionary

- One new financial partner is proposed for funding in FY 2022.
- Two Out of School Time Partners and TreesCharlotte are being funded through the General Fund for FY 2022.
- Based on recommendations from the ad-hoc Arts and Culture City Council Committee, the city is proposing a \$4 million Arts and Culture contribution, to be matched by \$2 million in stimulus funds, and \$6 million in private funds for a total \$12 million arts and culture allocation in FY 2022. This will replace funding that previously was allocated to ASC. ASC is anticipated to receive \$800,000 indirectly from this allocation.

Dedicated Revenue Sources

- The FY 2022 recommended budgets for Charlotte Center City Partners and University City Partners Municipal Service Districts #1-5 support economic, cultural, and social development within designated districts. Their allocations are based on the valuation of properties in their respective districts.
- The Charlotte Regional Visitors Authority budget reflects a 3 percent increase over FY 2021.

Federal Grant Funds

- The city funds one financial partner exclusively with federal grant funds (HOPWA Grant). The Proposed FY 2022 funding level is based on the city's federal grant award minus eligible administrative costs.

PAYGO Funds

- Agencies that only received PAYGO funding in FY 2021 are proposed to maintain their same funding levels.

Federal & PAYGO Funds

- The DreamKey Partners (formally Charlotte Mecklenburg Housing Partnership), which receives both PAYGO and federal grant funds will be funded at a reduced level compared to FY 2021.

Out of School Time Partners

- Funding is recommended for two existing organizations that were both recommended by the Out of School Time Partners RFP committee, and received city funding in FY 2021. They will be funded in FY 2022 in the General Fund.

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

Summary of Financial Partners

General Fund Discretionary	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
Alliance Center for Education (formally Bethlehem Center) ¹	-	\$51,368	\$126,000	\$90,000	-28.6 %
Arts & Science Council	\$3,190,823	\$3,190,826	\$3,190,823	-	-100.0 %
Charlotte Regional Business Alliance	\$158,250	\$161,526	\$164,085	\$166,553	1.5 %
Community Building Initiative	\$50,000	\$50,000	\$50,000	\$50,000	0.0 %
Greater Enrichment Program ¹	\$200,000	\$154,945	\$200,000	\$200,000	0.0 %
Safe Alliance	\$286,914	\$492,676	\$397,038	\$397,038	0.0 %
UNC Charlotte Urban Institute/Institute for Social Capital ²	-	-	-	\$250,000	100.0 %
Women's Business Center of Charlotte	-	\$50,000	\$50,000	\$50,000	0.0 %
My Brother's Keeper Charlotte-Mecklenburg	\$50,000	\$25,000	\$50,000	\$50,000	0.0 %
TreesCharlotte ³	\$100,000	\$100,000	\$100,000	\$100,000	0.0 %
TOTAL	\$4,035,987	\$4,276,341	\$4,327,946	\$1,353,591	-68.7 %

Dedicated Revenue Sources	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
Charlotte Center City Partners	\$5,195,899	\$5,791,356	\$5,810,182	\$6,232,801	7.3 %
University City Partners	\$792,329	\$1,088,543	\$1,090,489	\$1,162,593	6.6 %
Charlotte Regional Visitors Authority	\$16,218,480	\$17,546,420	\$17,546,420	\$18,072,813	3.0 %
Charlotte Regional Visitors Authority - Film Commission	\$150,000	\$150,000	\$150,000	\$150,000	0.0 %
TOTAL	\$22,356,708	\$24,576,319	\$24,597,091	\$25,618,207	4.2 %

100% Federal Grant Funds	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
Carolinas Care Partnership	\$2,234,184	\$2,145,346	\$2,860,489	\$2,961,512	3.5 %
Charlotte Family Housing	\$330,000	\$213,957	-	-	0.0 %
TOTAL	\$2,564,184	\$2,359,303	\$2,860,489	\$2,961,512	3.5 %

100% PAYGO Funds	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
Crisis Assistance Ministry	\$380,000	\$280,812	\$425,000	\$425,000	0.0 %
TOTAL	\$380,000	\$280,812	\$425,000	\$425,000	0.0 %

Federal & PAYGO Funds	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing	\$1,860,000	\$1,464,437	\$1,860,000	\$1,690,000	-9.1 %
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - House Charlotte	\$231,000	\$173,250	\$231,000	\$231,000	0.0 %
TOTAL	\$2,091,000	\$1,637,687	\$2,091,000	\$1,921,000	-8.1 %

Out of School Time Partners ¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change
Above and Beyond Students	\$45,808	-	-	-	0.0 %
Arts & Science Council Studio 345	\$59,998	\$63,909	-	-	0.0 %
Charlotte Community Services Association	-	\$52,152	\$126,000	-	-100.0 %
Police Activities League	\$71,097	\$66,055	-	-	0.0 %
YWCA Central Carolinas	\$143,333	\$159,025	\$200,000	-	-100.0 %
WINGS for Kids	-	\$27,000	\$200,000	-	-100.0 %
Behailu Academy	\$5,160	-	-	-	0.0 %
TOTAL	\$325,396	\$368,141	\$526,000	\$0	-100.0 %

¹ Two existing Out of School Time Partners programs in FY 2022 that were recommended by the Out of School Time Partners RFP Committee are recommended under General Fund Discretionary funding.

² New FY 2022 Financial Partner

³ In FY 2022 TreesCharlotte is being recommended the General Fund Discretionary funding.



OVERVIEW

This page intentionally left blank.

Overview of the Budget Process

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

- Economic Development (Economy, Jobs, and Upward Mobility),
- Great Neighborhoods (Affordable and Sustainable Neighborhoods),
- Safe Communities (Safe, Healthy, and Inclusive Communities),
- Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity), and
- Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused).

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

The operating and capital budgets are developed in two phases:

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

Budget Policy Development – Phase One (September – April)

The budget process is guided by budget principles. The process begins in the fall with Budget Kick-off events. These events provide the opportunity to share information with departments pertaining to:

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

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

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

Budget Policy Development – Phase One (continued)

Between February and April, several meetings are held to continue discussions related to key components of the city's operating and capital budgets. In FY 2022, the Strategy and Budget Department held three virtual Budget Public Listening Sessions in February and March to receive real-time feedback from community members. During each session, participants were able to engage with staff, learn about the city's budget process, and provide comments on the city's budget priorities. City Council is engaged through two different series of meetings, Council Budget and Effectiveness Committee Meetings and Council Budget Workshops.

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

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

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

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

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

PHASE I – BUDGET POLICY DEVELOPMENT

October 2020

**FY 2022 Operating and FY 2022 – 2026
Capital Budget Kick-off**

December 2020

City Council Business Meeting

- Approve FY 2022 Budget Meeting Schedule

**Council Budget and Effectiveness
Committee Meetings**

January 2021

**Mayor and Council Annual Strategy
Meeting**

**Council Budget and Effectiveness
Committee Meetings**

February 2021

Mayor and Council Budget Workshop

- General Fund Revenue Update
- Introduction to Five-Year Capital Investment Plan
- Advanced Planning Program
- Summary of Bond Programs
- Five-Year Capital Investment Plan Scenarios
- Budget Engagement Strategy

Public Engagement Listening Session

**Council Budget and Effectiveness
Committee Meeting**

March 2021

Mayor and Council Budget Workshop

- Update on Key Revenues
- Future of Solid Waste Services
- Americans with Disabilities Act Facility Plan
- Capital Investment Plan Priorities Discussion
- Arts and Culture Funding
- Storm Water and Water Budget Outlook

Public Engagement Listening Sessions

**Council Budget and Effectiveness
Committee Meeting**

April 2021

Mayor and Council Budget Workshop

- SAFE Charlotte Update
- Public Safety Enhanced Compensation: Year 3
- Financial Partner Applications
- CATS Budget Outlook
- Aviation Budget Outlook

PHASE II – BUDGET
DELIBERATIONS AND
ADOPTION

May 2021

**City Manager's Proposed FY 2022 Budget
Presentation**

One-on-One Council Budget Briefings

Public Hearing on Proposed Budget

Council Budget Adjustments Meeting

Council Budget Straw Votes Meeting

June 2021

City Council Business Meeting

- FY 2022 Budget Adoption

Major Funds

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

The city uses three types of funds:

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

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

Major Governmental Funds include:

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

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

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

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

Enterprise Funds include:

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

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

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

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

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

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

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

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

Non-Major Governmental Funds

Special Revenue Funds

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

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

Permanent Fund

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

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

Charlotte City Council Members and City Manager



Vi Lyles
Mayor



Julie Eiselt
Mayor Pro-Tem



Dimple Ajmera
At-Large



Gregg Phipps
At-Large



Braxton Winston II
At-Large



Larken Egleston
District 1



Malcolm Graham
District 2



Victoria Watlington
District 3



Renee Johnson
District 4



Matt Newton
District 5



Tariq Bokhari
District 6

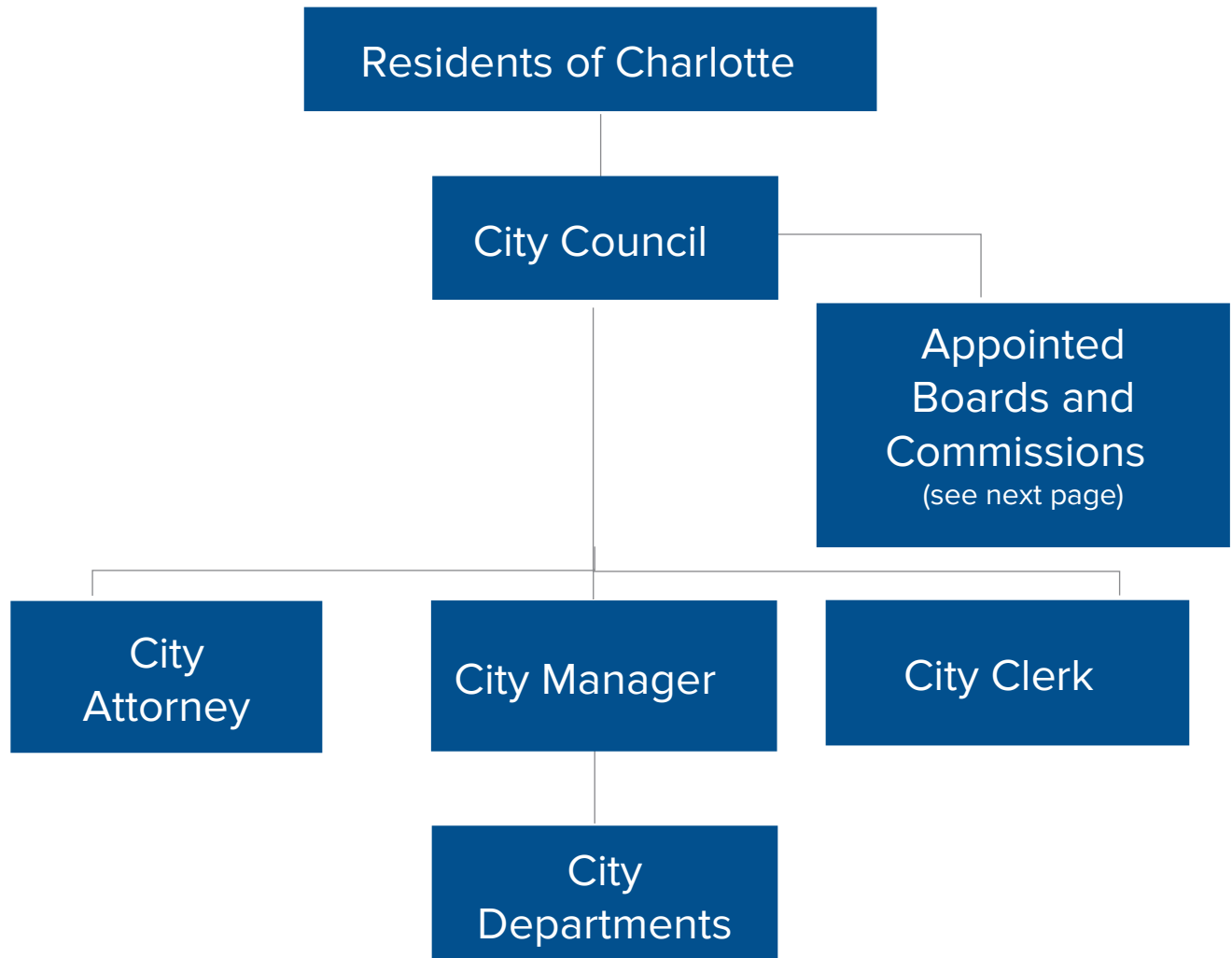


Ed Driggs
District 7



Marcus Jones
City Manager

Organizational Chart



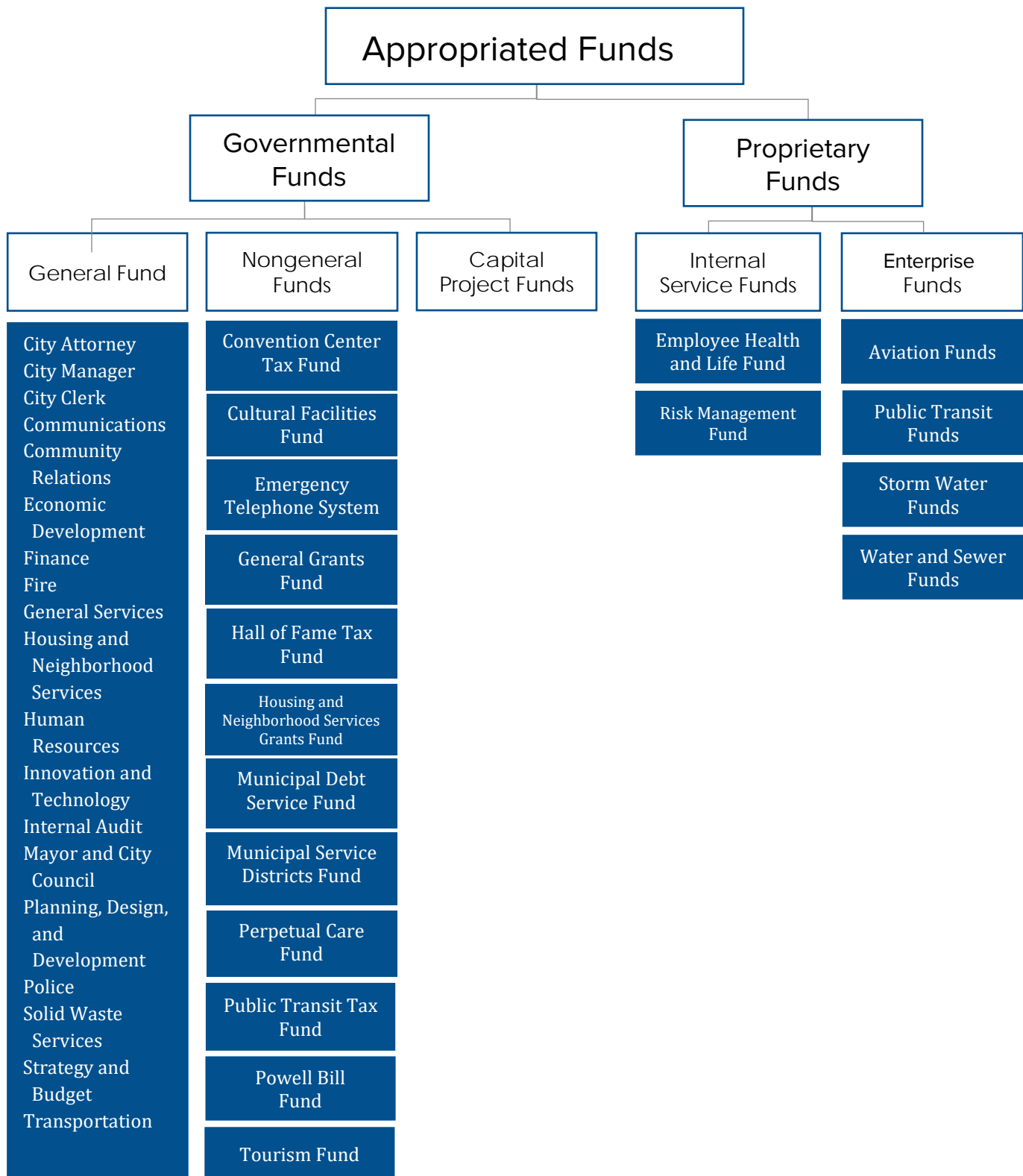
- Aviation
- Charlotte Area Transit System
- Communications
- Charlotte Water
- Community Relations
- Economic Development
- Finance
- Fire
- General Services

- Housing and Neighborhood Services
- Human Resources
- Innovation and Technology
- Internal Audit
- Planning, Design, and Development
- Police
- Solid Waste Services
- Strategy and Budget
- Transportation

Appointed Boards

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

Chart of Accounts





STRATEGIC PRIORITIES

This page intentionally left blank.

STRATEGIC PRIORITIES

At the January 2021 City Council Annual Strategy Meeting, strategic priorities were confirmed, with a continued focus for FY 2022 on Accessibility, Mobility, and Connectivity. While COVID-19 is necessitating a shift in operations to deal with the most immediate needs, the strategic priorities serve to set a focus on the higher-level policy framework needed to guide the city's recovery and progress forward.

The annual review of the strategic priorities provides updated guidance and focus in achieving the city's vision. Part of this year's review included assessing the progress made toward the current priorities. In FY 2021, several foundational elements were identified to ensure alignment with the city's strategic priorities and achieving the city's vision. In FY 2022, the city is committed to building on that foundation and continuing the initiatives outlined in the strategic priorities.

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

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

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

- **Great Neighborhoods (Affordable and Sustainable Neighborhoods)**

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

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

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

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

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

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

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

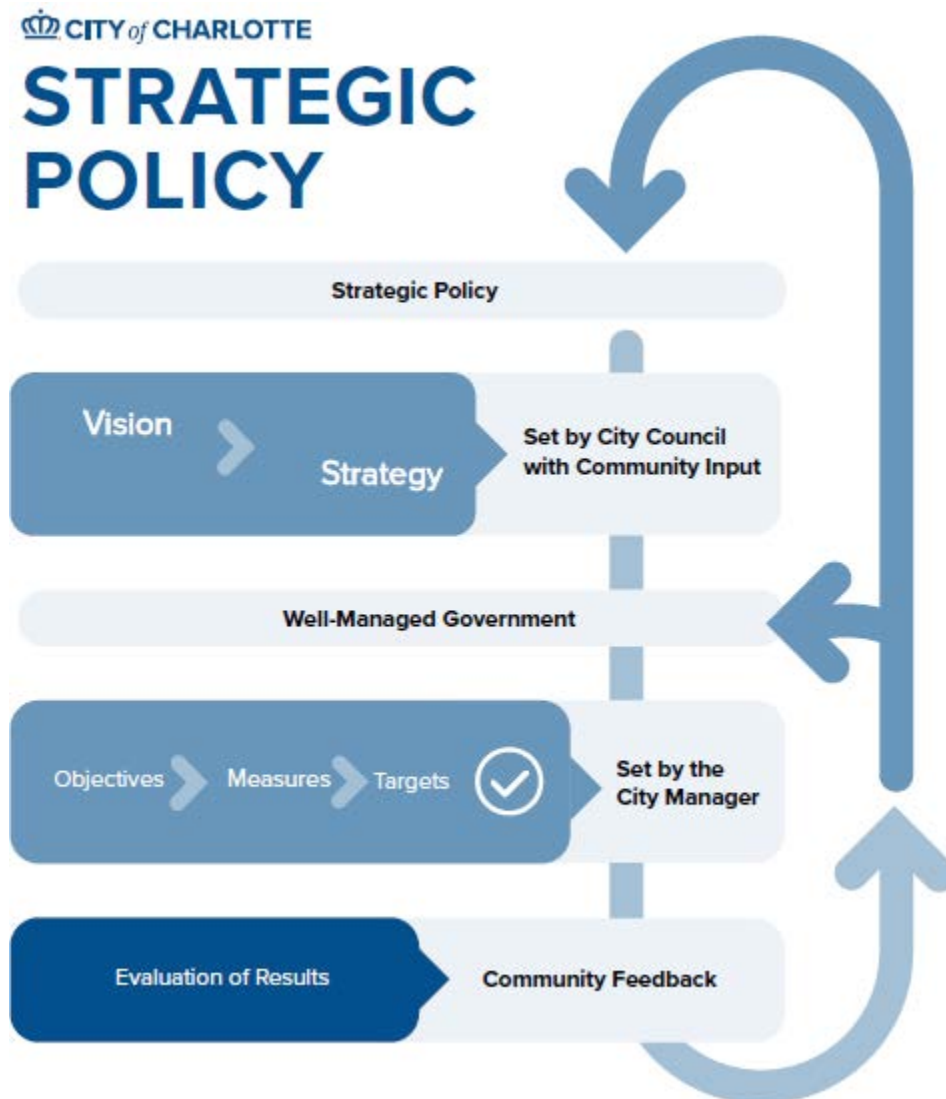
The development of the Proposed FY 2022 Budget was guided by the strategic priorities with funding directed towards programs and services that support these priorities. The priorities serve as the foundation for funding decisions and setting objectives.

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

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

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

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



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

PRIORITY: Economic Development

(Economy, Jobs, and Upward Mobility)

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

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

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

Economic Development				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Increase business relocations and expansions	Dollar amount of private investment in the city	\$300,000,000	\$300,000,000	\$300,000,000
	The number of company announcements	7	≥8	≥8
Increase economic mobility, social capital, and career opportunities for youth	Number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences	159	220	80
Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community	Percentage of land development reviews and inspections completed within projected timeframe and within an average of 2.5 review cycles	82%	90%	90%
Support minority small businesses	Number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions	32	≥30	≥30
Support the city's economic development goals through the Apprenticeship Program	Increase the number of participants in the Apprenticeship Program	Increased by 25%	Increase by 20%	Increase by 25%

PRIORITY: Great Neighborhoods

(Affordable and Sustainable Neighborhoods)

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

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

Great Neighborhoods				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Preserve and increase affordable housing	Number of new affordable housing units funded	1,349	900	900
	Number of units acquired and/or rehabilitated and restricted for low-to moderate- income residents	168	265	225
	Number of down payment assistance loans provided	285	325	300
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	90%	90%
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to economically-disadvantaged communities	New Measure	New Measure	60
Maintain clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.81	≤2.0	≤2.0
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	73%	87%	87%

PRIORITY: Safe Communities

(Safe, Healthy, and Inclusive Communities)

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

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

Safe Communities				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Identify barriers to Americans with Disabilities Act (ADA) compliance in public right-of-way	Number of improvements made in implementing ADA transition plan	87	90	90
Provide public education instruction to increase safety and health of families	Percent of Charlotte-Mecklenburg School's third graders receiving fire prevention education in 111 schools	100%	100%	100%
	Number of senior citizens receiving fall prevention education	877	750	750
Provide alternative response options for police calls	Percent of all CMPD cases responded to through the Crisis Intervention Team (CIT)	New Measure	New Measure	15%
Provide alternatives to incarceration	Percent increase in the number of diversions (Adult and Juvenile)	New Measure	New Measure	10%
Reduce victimization	Percent reduction in crime rates per 100,000 population	11.5% Decrease	>3%	>3%
Timely response to calls for service	Percent of 911 calls answered within 10 seconds	91%	90%	90%
	Percent of time first-due fire company responds within 6 minutes	83%	90%	90%

Safe Communities				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Timely response to calls for service	Percent of priority 1 emergency calls for police service responded to within seven minutes	New Measure	New Measure	100%

PRIORITY: Transportation, Planning, and Environment (Accessibility, Mobility and Connectivity)

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

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

Transportation, Planning, and Environment				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Number of high injury network corridors that received street lighting	2 Corridors	3 Corridors	3 Corridors
	Miles of new sidewalks	4.83	≥ 10	≥ 10
	Miles of new bikeways	2.12	≥ 10	≥ 10
	Number of new pedestrian safety projects	87	≥ 25	≥ 25
	Number of service requests completed within the six Corridors of Opportunity	New Measure	New Measure	Report on the number of service requests investigated in each area
	Number of new and upgraded signals	35 New 57 Upgraded	New ≥ 2 Upgraded ≥ 10	New ≥ 2 Upgraded ≥ 10
Maintain existing infrastructure	Annual Pavement Condition Rating	81.16%	≥ 85%	≥ 85%
Protect the environment	Reduce sanitary sewer overflows per 100 miles of pipe	3.4	≤ 3.2	≤ 3.0
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)	18,118,756	22,195,669	15,302,493
	On-time performance (Bus)	85%	≥ 89%	≥ 89%

FOUNDATIONAL FOCUS:

Well-Managed Government

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

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

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

- Charlotte Water employees being awarded from the North Carolina American Water Works Association / Water Environment Association (NCAWWA-WEA):
 - The George Warren Fuller Award,
 - The Arthur Sidney Bedell Award,
 - 2nd place in Division 2; setting a new record score for Process Control in the Virtual Operation Challenge, and
 - Certificate of Appreciation from U.S. Secret Service for work during the Republican National Convention.
- Charlotte Water's Pipes Hates Wipes Campaign was nationally recognized and was a Gold Winner in the HERMES Awards, received a Savvy Award from City-County Communications and Marketing Association, and the Crown Award from Public Relations Society of America, Queen City Public Relations Awards.
- General Services employee was awarded the North Carolina Sustainable Energy Association Clean Energy Leader of the Year Award.
- General Services receiving recognition in fleet services by:
 - Recognized by the National Association of Fleet Administrators are one of the best 100 fleets in 2020, and
 - Government Fleet named the city a "Notable Fleet" for 2020.
- City of Charlotte awarded a Tree City, USA award for the 41st consecutive year
- Human Resources being recognized as the 2nd place winner in the 2020 Healthiest Employers of Greater Charlotte Awards.
- Storm Water Services being recognized by the Water Environment Federation at the 2020 National Municipal Stormwater and Green Infrastructure Awards as the Phase 1 Overall Winner and receiving Gold Level recognition in project management and innovation.
- Housing and Neighborhood Services was nationally recognized by Bloomberg and the North Carolina Department of Commerce for demonstrating cutting edge enhancements to deliver youth employment experiences through the Mayor's Youth Employment Program

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

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

Highlights of measures for the Well-Managed Government priority area are provided in the following table:

Well-Managed Government				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process	Percentage of responding applicants satisfied with applicant experience	80%	80%	80%
Deliver competitive audit services to facilitate a well-managed government.	Number of audits issued	7	12	13
Expand budget community outreach and engagement to ensure all members of the community have an opportunity to share their voice	Collect and analyze budget engagement participants' demographic data to better target and reach underrepresented community members	New Measure	New Measure	Develop at least one new engagement initiative
Improve effectiveness and efficiency through organizational I&T process improvement	Implement citywide technology processes critical for I&T efficiency	New Measure	Implement at least two processes each fiscal year around equity; one internally focused and one resident-focused	Implement at least two processes each fiscal year around equity; one internally focused and one resident-focused
Maintain low-cost recycling and refuse collection	Curbside collection cost per ton recyclable materials	\$153 (FY 2019 North Carolina statewide average \$263)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$92 (FY 2019 North Carolina statewide average \$108)	< North Carolina statewide average	< North Carolina statewide average
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA rating	Maintain AAA credit rating	Maintain AAA credit rating
Overall customer satisfaction with Charlotte Area Transit System (CATS)	Overall net promoter score as expressed in net promoter surveys	57%	≥ 58%	≥ 58%

Well-Managed Government				
Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act	100% Compliance	100% Compliance	100% Compliance
Promote Employee Wellness	Percentage of eligible employees opting for medical insurance who are electing the wellness incentive premium	90%	80%	85%
Provide services that efficiently meet the needs of 311 call center customers	Percent of 311 calls answered within 30 seconds	60%	70%	70%
	Call abandonment rate – Percent of all calls abandoned by the caller	11%	≤5%	≤5%



DEPARTMENT BUDGETS

This page intentionally left blank.



DEPARTMENT BUDGETS GENERAL FUND

This page intentionally left blank.

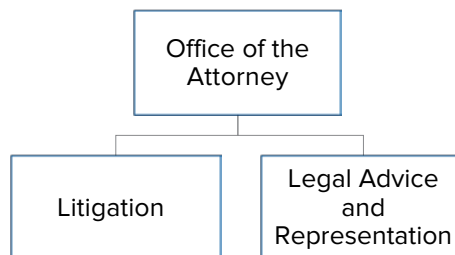
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$4,555,962	\$5,504,579	\$6,138,579	\$6,805,166	10.9 %
Operating Expenses	\$366,606	\$390,767	\$379,717	\$402,471	6.0 %
Department Charges	-\$2,144,791	-\$2,184,497	-\$2,559,348	-\$3,009,765	-17.6 %
Total Expenditures	\$2,777,777	\$3,710,849	\$3,958,948	\$4,197,872	6.0 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$107,249
Support Charlotte Water, Storm Water Services, and Risk Management Operations Add a Senior Assistant City Attorney II, Assistant City Attorney II, and Assistant City Attorney I to provide enhanced legal support services for Charlotte Water, Storm Water Services, and Risk Management. The costs of these positions will be reimbursed by the referenced funds, resulting in no General Fund impact.	3.00	-
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$108,921
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$22,754
Net Change	3.00	\$238,924

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Provide opportunity for law students to gain work experience in government practice	Number and type of summer internships	Due to the COVID-19 Pandemic, the department was unable to employ law students in 2020	Two internships for 2 nd year students; one internship for 1 st year students	Two internships for 2 nd year students; one internship for 1 st year students
Educate Minority, Women, and Small Business (MWSBE) law firms of legal service opportunities with the city, thereby increasing the number of MWSBE law firms certified in the Charlotte Business INclusion database	Number of presentations held	New Measure	New Measure	Convene two presentations
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Timely public record responses	Percent of public records requests responded to within two business days	100%	90%	90%
Enhance Attorney staff efficiency in technology	Attorney registration and participation in technology training courses	100%	100%	100%
Educate city employees on applicable legal issues	Post a blog entry of legal interests on city SharePoint site or website	Not posted	Quarterly	Quarterly

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	-	-	1.00	1.00	-
Administrative Officer III	1.00	1.00	1.00	1.00	-
Assistant City Attorney I	-	-	1.00	5.00	4.00
Assistant City Attorney II	4.00	5.00	10.00	7.00	-3.00
Assistant City Attorney Lead	2.00	2.00	2.00	5.00	3.00
Assistant City Attorney Senior I	-	-	-	2.00	2.00
Assistant City Attorney Senior II	-	-	-	9.00	9.00
Assistant City Attorney Supervisor	-	-	-	3.00	3.00
City Attorney	1.00	1.00	1.00	1.00	-
Deputy City Attorney	1.00	1.00	2.00	1.00	-1.00
Legal Secretary	2.00	2.00	2.00	2.00	-
Paralegal	5.00	5.00	5.00	5.00	-
Senior Assistant City Attorney	13.00	12.00	14.00	-	-14.00
Senior Deputy City Attorney	1.00	1.00	-	-	-
Department Total FTE	30.00	30.00	39.00¹	42.00	3.00

¹FY 2021 included the centralization of 8.00 FTEs from Police.

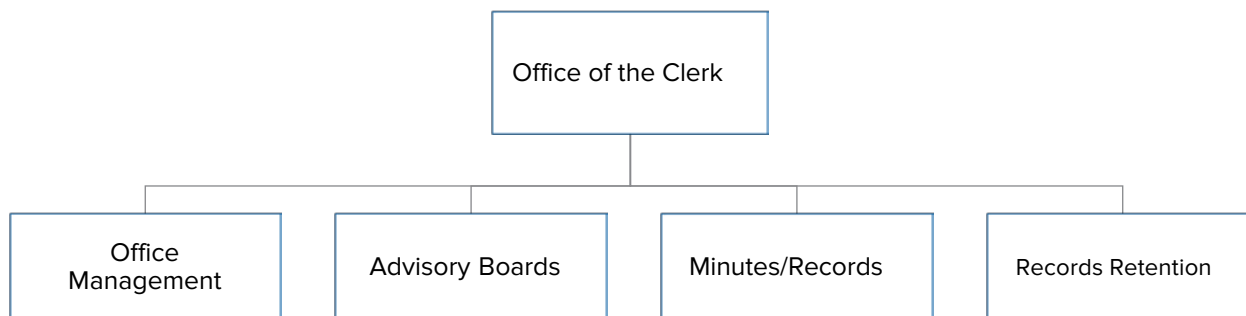
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Licenses, Fees, Fines	\$47,273	\$45,357	\$45,000	\$55,000	22.2 %
Charges to Current Services	\$6,400	\$4,800	\$400	\$5,000	1,150.0 %
Total Revenues	\$53,673	\$50,157	\$45,400	\$60,000	32.2 %
Expenditures					
Personnel Services	\$620,949	\$723,864	\$805,570	\$832,536	3.3 %
Operating Expenses	\$150,850	\$143,335	\$166,862	\$194,699	16.7 %
Total Expenditures	\$771,799	\$867,199	\$972,432	\$1,027,235	5.6 %
Net Expenditures	\$718,126	\$817,042	\$927,032	\$967,235	4.3 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$14,064
Provide funds for increased advertisement expenses Provide funds for legally required advertisements based on recent and anticipated utilization. The funds will also be used to help expand bi-lingual services.	-	\$25,000
Provide funds for annual recognition event for Boards & Commissions volunteers Provide funds to conduct an annual recognition event with Boards and Commissions volunteers. This funding will help strengthen the city's relationship with volunteers and encourage greater participation.	-	\$5,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$12,902
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$2,163
Net Change	-	\$54,803

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain permanent history of government actions	Percent of meetings completed, published to web and placed on agenda for Council approval within 30 days of original meeting	91%	98%	98%
Efficiently Administer Boards and Commissions	Percent of applications, nominations, and appointments processed	100%	100%	100%
Certify, maintain and process all official documents in timely manner	Percent of official documents certified and processed within seven days of approval/ receipt	100%	100%	100%
Enhance public access to government records	Number of public records requests received and completed in 30 days; number of pages in the Open Data Portal	New Measure	594 records requests 348 of 594 completed in 30 days 10,327 pages uploaded to the Open Data portal	Timely completion of public record requests and web upload of official documents

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	-	1.00	2.00	2.00	-
Administrative Officer III	1.00	1.00	1.00	1.00	-
Administrative Officer IV	1.00	1.00	1.00	1.00	-
City Clerk	1.00	1.00	1.00	1.00	-
Deputy City Clerk	1.00	1.00	1.00	1.00	-
Office Assistant V	3.00	3.00	2.00	2.00	-
Department Total FTE	7.00	8.00	8.00	8.00	-

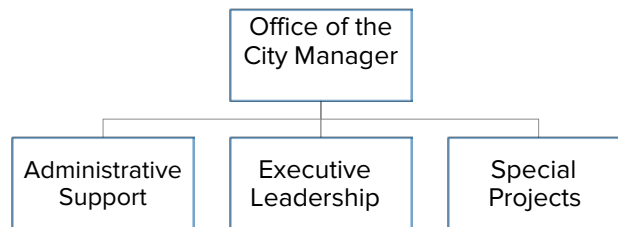
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$2,335,544	\$2,477,338	\$2,390,834	\$2,510,688	5.0 %
Operating Expenses	\$417,351	\$279,031	\$283,543	\$295,392	4.2 %
Total Expenditures	\$2,752,895	\$2,756,369	\$2,674,377	\$2,806,080	4.9 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Capture vacancy savings Align the department's personnel budget in FY 2022 to anticipated costs, including personnel attrition.	-	-\$25,063
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$10,323
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$37,219
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$91,698
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$38,172
Net Change	-	\$131,703

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022	Change FY 2021 to FY 2022
Assistant City Manager	3.00	3.00	3.00	3.00	-
Assistant to City Manager I	1.00	1.00	-	-	-
Assistant to City Manager II	2.00	2.00	3.00	3.00	-
City Manager	1.00	1.00	1.00	1.00	-
Deputy City Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to City Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to City Manager's Office	1.00	1.00	1.00	1.00	-
Intergovernmental Relations Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	11.00	11.00	11.00	11.00	-

Communications

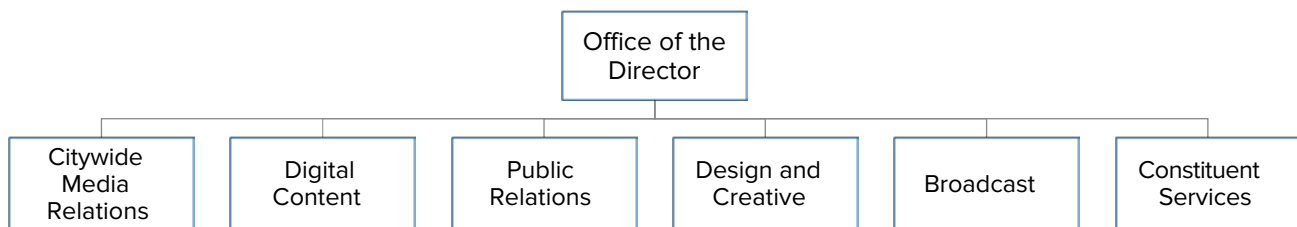
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$3,131,508	\$3,429,575	\$3,566,769	\$3,905,035	9.5 %
Operating Expenses	\$717,652	\$606,466	\$720,953	\$615,277	-14.7 %
Department Charges	-	-	-\$94,164	-\$94,164	0.0 %
Total Expenditures	\$3,849,160	\$4,036,041	\$4,193,558	\$4,426,148	5.5 %

Communications

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce funds for technology and contractual services Reduce funds for device support and contractual services by identifying opportunities to consolidate and eliminate contracts and devices.	-	-\$38,800
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$29,252
Centralize communication duties in Communications Centralize the management and administration of communication services from General Fund departments to the Department of Communications by transferring 3 positions. This action will increase efficiencies by standardizing operations and eliminating potential duplication of work. A corresponding entry is found in Transportation and Solid Waste.	3.00	\$296,720
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$59,209
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	-\$5,463
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$49,824
Net Change	3.00	\$232,590

Communications

Performance Measure Highlights

Objective	Measure	2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Increase effective citywide communication efforts	Percent increase of weekly media clips, inquiries, and records requests over prior fiscal years	10%	10%	10%
Create consistent branding for the city	Percent increase in the number of creative solutions and graphic design projects	361 (baseline)	10% increase over FY 2020	10% increase over FY 2021
Create and host hands-on ADA training opportunities for citywide website content contributors.	Percent of content contributors trained	New Measure	New Measure	80%
Improve the city's website to be more ADA compliant, including improved global search, skip navigation and text increase/decrease menu options	Score for government websites	New Measure	New Measure	85/100

Communications

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer II	1.00	1.00	1.00	1.00	-
Administrative Officer IV	1.00	1.00	1.00	1.00	-
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Administrative Services Manager	2.00	1.00	1.00	1.00	-
Chief Marketing Officer	1.00	1.00	1.00	-	-1.00
Communications Director	1.00	1.00	1.00	1.00	-
Constituent Services Division Manager	-	1.00	1.00	1.00	-
Content Webmaster	2.00	2.00	2.00	2.00	-
Content Webmaster Supervisor	1.00	1.00	-	-	-
Corporate Communication Specialist	2.00	6.00	5.00	5.00	-
Corporate Communication Specialist Senior	5.00	4.00	3.00	4.00	1.00
Creative Services Supervisor	1.00	1.00	1.00	1.00	-
Deputy Communications Director	-	-	-	1.00	1.00
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Mayor & City Council Support Specialist	4.00	3.00	4.00	4.00	-
Mayor & City Council Support Specialist Associate	1.00	1.00	1.00	1.00	-
Mayor & City Council Support Specialist Senior	1.00	1.00	1.00	1.00	-
Public Info Specialist Senior	1.00	1.00	1.00	3.00	2.00
Public Information Specialist	1.00	1.00	1.00	1.00	-
Public Service Coordinator	3.00	3.00	3.00	3.00	-
Public Services Division Manager	-	-	1.00	1.00	-
TV Station Manager	1.00	1.00	1.00	1.00	-
Video Producer/Director	1.00	1.00	1.00	1.00	-
Video Technician	3.00	-	-	-	-
Department Total FTE	35.00	34.00	33.00	36.00	3.00

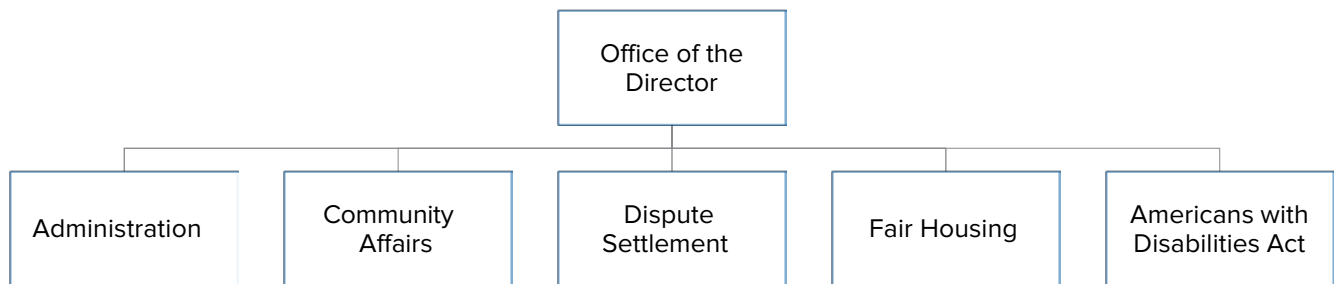
Mission Statement

To empower, collaborate, engage, and promote opportunities to create positive outcomes.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$1,469,118	\$1,767,664	\$1,634,641	\$1,700,101	4.0 %
Operating Expenses	\$138,079	\$157,414	\$72,413	\$79,967	10.4 %
Department Charges	-\$256,172	-\$388,032	-\$179,710	-\$179,710	0.0 %
Total Expenditures	\$1,351,025	\$1,537,046	\$1,527,344	\$1,600,358	4.8 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$4,104
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$21,467
Provide funds for contractual agreements Provide funds for Race Matters for Juvenile Justice (RMJJ). RMJJ plays a major role in the city by helping to address racial inequities and has been a partner with the city since 2017.	-	\$9,163
Update personnel expenditure Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$43,993
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$2,495
Net Change	-	\$73,014

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Improve human relations work process for International Community	Number of collaborations and partnerships with the international community	45	45	50
Improve service delivery to Community Relations members, volunteers, customers, and partners	Average rating on Community Relations survey of members, volunteers, customers, and partners regarding service delivery on a 5.0 scale	4.3	4.3	4.3
Investigate housing discrimination	Number of housing discrimination cases investigated	7	30	25
	Percent of fair housing discrimination cases closed within 100 days	100%	60%	60%
Prevent housing discrimination	Number of fair housing conciliation attempts	49	85	85
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	73%	87%	87%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	1.00	1.00	-	-	-
Administrative Officer IV	-	-	1.00	1.00	-
Community Affairs Manager	-	1.00	-	-	-
Community Programs Coordinator	1.00	1.00	1.00	1.00	-
Community Relations Administrator	-	1.00	1.00	1.00	-
Community Relations Manager	1.00	1.00	1.00	1.00	-
Community Relations Division Manager	-	-	1.00	1.00	-
Community Relations Specialist	5.00	5.00	5.00	5.00	-
Deputy Community Relations Director	1.00	1.00	1.00	1.00	-
Director of Community Relations	1.00	1.00	1.00	1.00	-
Department Total FTE	10.00	12.00	12.00	12.00	-

Economic Development

Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$2,122,165	\$2,082,397	\$2,563,798	\$2,717,697	6.0 %
Operating Expenses	\$4,177,887	\$3,125,008	\$3,783,169	\$3,764,090	-0.5 %
Department Charges	-\$80,807	-\$80,807	-\$80,807	-\$80,807	0.0 %
Total Expenditures	\$6,219,245	\$5,126,598	\$6,266,160	\$6,400,980	2.2 %

Economic Development

FY 2022 Adjustments

Budget Action	FTE	Amount
Capture vacancy savings Align the department's personnel budget in FY 2022 to anticipated costs, including personnel attrition.	-	-\$54,256
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$17,530
Update contractual funds for STIG and BIG payments Adjust required funds used to reimburse companies who have qualified for tax reimbursement through the Business Investment Grant (BIG) program or Synthetic Tax Increment Grant (STIG) program. These funds are offset by additional property tax revenue that the city receives. The FY 2022 reduction includes the expiration of previously approved STIG projects, resulting in an overall reduction.	-	-\$168,483
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$45,505
Increase contractual support for economic development initiatives Support economic development and job strategies by providing funds for utilization of contractual and consultant services.	-	\$150,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$162,650
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$16,934
Net Change	-	\$134,820

Economic Development

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Increase business relocations and expansions	Dollar amount of private investment in the city	\$300,000,000	\$300,000,000	\$300,000,000
	Develop a strategic employment plan that maximizes the effectiveness and efficiency of Charlotte's employment ecosystem to create jobs, fill jobs and build a more inclusive and resilient employment market	New Measure	New Measure	Finalize strategic employment growth framework before end of FY 2022
	The number of company announcements	7	≥8	≥8
	Build out Open for Business platform and integrate with Charlotte Business Resources	New Measure	New Measure	Launch merged site by end of FY 2022
Leverage private investment in major redevelopment projects through public improvements	Leverage ratio of public to private investment (overall projects)	New Measure	New Measure	≥10:1
	Leverage ratio of public to private investment (Corridors of Opportunity)	New Measure	New Measure	≥3:1
Support minority small businesses	The number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the airport and other anchor institutions	32	≥30	≥30

Economic Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	1.00	1.00	1.00	1.00	-
Administrative Officer II	1.00	1.00	1.00	1.00	-
Administrative Officer III	3.00	2.00	2.00	2.00	-
Assistant City Manager	1.00	1.00	1.00	1.00	-
Assistant Economic Development Director	-	3.00	3.00	3.00	-
Deputy Economic Development Director	1.00	1.00	1.00	1.00	-
Economic Development Operations Manager Senior	3.00	1.00	1.00	1.00	-
Economic Development Program Manager	4.00	7.00	7.00	7.00	-
Economic Development Program Manager Senior	-	-	1.00	1.00	-
Economic Development Specialist Senior	4.00	4.00	3.00	3.00	-
Services Division Manager	1.00	-	-	-	-
Department Total FTE	19.00	21.00	21.00	21.00	-

Economic Development

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Support Economic Development and Jobs in Corridors of Opportunity	\$7,000,000	PAYGO	263
Enhance Economic Development Programs	\$1,000,000	PAYGO	263
Revitalize Business Corridors	\$500,000	PAYGO	264
Build Minority, Women, Small Business Enterprise (MWSBE) Capacity	\$250,000	PAYGO	264
Total	\$8,750,000		

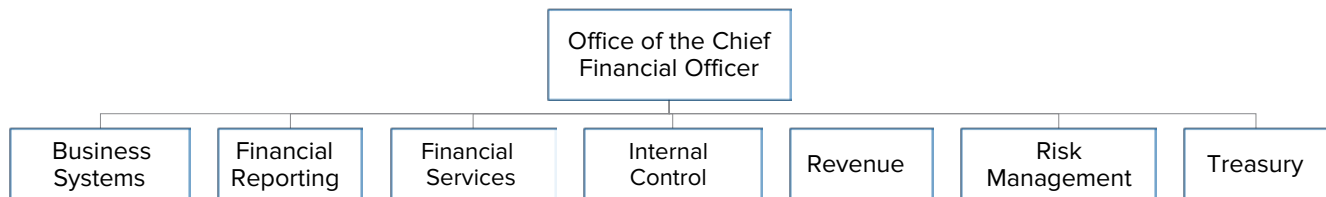
Mission Statement

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

Department Overview

- Maintain the city's official accounting records including the preparation of the annual financial statements, financial analyses, and reconciliations
- Process citywide accounts payable and accounts receivables, including utility payments and housing loans
- Serve as the city's official revenue collection unit by providing billing, collection, and depositing services
- Provide insurance, claims, and loss control services
- Manage the city's debt portfolio and long-term investment of city funds

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$10,893,010	\$8,260,128	\$8,392,038	\$8,564,413	2.1 %
Operating Expenses	\$5,231,211	\$4,079,271	\$4,168,623	\$4,154,989	-0.3 %
Capital Outlay	\$9,571	-	-	-	0.0 %
Department Charges	-\$86,866	-\$362,334	-\$482,903	-\$134,706	72.1 %
Interfund Activity Support	\$70,081	\$72,671	\$61,481	\$61,481	0.0 %
Total Expenditures	\$16,117,007	\$12,049,736	\$12,139,239	\$12,646,177	4.2 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Eliminate vacant Customer/Revenue Service Assistant Eliminate a vacant Customer/Revenue Service Assistant position in an effort to right-size the department's workforce. The duties of the position will be absorbed by existing staff to minimize service level impacts.	-1.00	-\$53,244
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$44,728
Transition position to support invoice processing duties Transition vacant position to support water invoice processing duties. This position will be reimbursed by Charlotte Water.	-	-\$107,187
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$99,350
Provide funds for strategic software Provide funds for the creation of digital workflow for invoices by removing manual paper mail processes and maintaining access to archived contracts.	-	\$77,509
Transition financial accounting positions to the city's Cost Allocation Plan Technical adjustment to transition three existing positions into the city's Cost Allocation Plan. This accounting action results in an increase in expenditure costs that will be primarily offset by revenue from the city's Cost Allocation Plan and does not result in a change to service levels.	-	\$336,248
Support software maintenance Technical adjustment to provide funds for contractual increases to software maintenance for efficient collection services, payment processing, and utility bill management.	-	\$40,328
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$140,405

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$18,257
Net Change	-1.00	\$506,938

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Follow Generally Accepted Accounting Principles to create an accurate Annual Financial Report	External auditor's opinion	Achieved an unmodified opinion	Achieve an unmodified opinion	Achieve an unmodified opinion
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Provide timely payment to city vendors	Percent of invoices paid within 30 days	72%	70%	70%
Improve diversity, equity, and inclusion (DEI) within the Finance Department and for external customers by improving the design and implementation of policies or processes in order to eliminate barriers, address unintended impacts, and increase DEI awareness	Updated policy and process documentation	New Measure	New Measure	Implement a minimum of two policy or process updates

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Accountant I	1.00	1.00	1.00	1.00	-
Accountant II	4.00	6.00	5.00	5.00	-
Accountant III	2.00	2.00	2.00	2.00	-
Accountant IV	4.00	5.00	5.00	5.00	-
Accounting Specialist Senior	9.00	7.00	7.00	7.00	-
Accounting Technician	10.00	11.00	11.00	11.00	-
Administrative Officer I	4.00	1.00	1.00	1.00	-
Administrative Officer II	2.00	3.00	3.00	3.00	-
Administrative Officer III	3.00	1.00	1.00	-	-1.00
Administrative Officer IV	1.00	1.00	1.00	1.00	-
Administrative Officer V	1.00	1.00	1.00	1.00	-
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Assistant Chief Accountant	1.00	1.00	1.00	1.00	-
Assistant Finance Director	1.00	1.00	-	-	-
Assistant Financial Services Manager	2.00	2.00	2.00	2.00	-
Business Systems Manager	1.00	1.00	1.00	1.00	-
Business Systems Specialist	-	-	2.00	2.00	-
Business System Specialist Associate	1.00	1.00	1.00	1.00	-
Business System Specialist Intermediate	5.00	5.00	-	-	-
Business Systems Specialist Lead	1.00	1.00	2.00	2.00	-
Business System Specialist Senior	1.00	1.00	3.00	3.00	-
Central Cashier	1.00	1.00	1.00	1.00	-
Chief Accountant	1.00	1.00	1.00	1.00	-
Chief Financial Officer	1.00	1.00	1.00	1.00	-
City Treasurer	1.00	1.00	-	-	-
Construction Contracts Admin Coordinator Lead	1.00	-	-	-	-
Contracts Admin Coordinator	7.00	-	-	-	-
Contracts Admin Specialist	3.00	-	-	-	-
Contracts Admin Specialist Lead	1.00	-	-	-	-
Customer/Revenue Service Assistant Senior	4.00	4.00	4.00	4.00	-
Customer/Revenue Service Assistant	4.00	4.00	4.00	3.00	-1.00
Customer/Revenue Service Specialist	3.00	3.00	3.00	3.00	-
Debt Manager	1.00	1.00	1.00	1.00	-
Deputy Director II	-	-	1.00	1.00	-
Division Manager	-	-	-	1.00	1.00
Economic Development Program Manager	2.00	-	-	-	-
Finance Director	1.00	1.00	-	-	-
Financial Accountant I	2.00	2.00	2.00	2.00	-
Financial Accountant II	3.00	3.00	4.00	4.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Financial Accountant III	5.00	5.00	5.00	5.00	-
Financial Accountant IV	-	-	1.00	1.00	-
Financial Services Manager	2.00	2.00	2.00	2.00	-
Investment Manager	1.00	1.00	1.00	1.00	-
Management Analyst	1.00	-	-	-	-
Office Assistant V	1.00	1.00	-	-	-
Operations Supervisor	1.00	-	-	-	-
Procurement Services Assistant Division Manager	1.00	-	-	-	-
Procurement Services Division Manager	1.00	-	-	-	-
Purchasing Agent	3.00	-	-	-	-
Revenue Collections Agent	3.00	3.00	3.00	3.00	-
Senior Technical Writer	1.00	1.00	-	-	-
Small Business Program Manager	1.00	-	-	-	-
Small Business Program Special	6.00	-	-	-	-
Stores Supervisor	1.00	-	-	-	-
Department Total FTE	119.00	88.00	85.00	84.00	-1.00

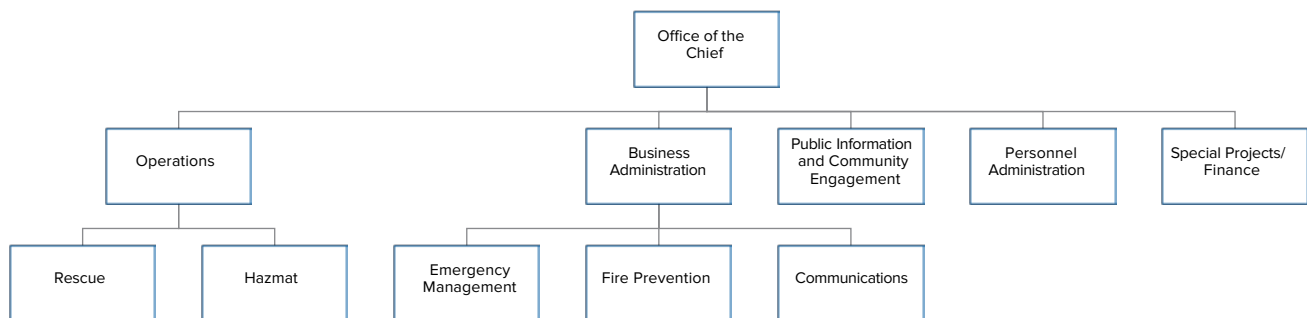
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

Percent Change

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2021 FY 2022
Revenues					
Intergovernmental	\$1,026,258	\$1,733,900	\$1,953,792	\$1,953,898	0.0 %
Licenses, fees, fines	\$2,062,997	\$1,676,294	\$2,444,495	\$2,066,047	-15.5 %
Charges for current services	\$2,002,104	\$1,935,300	\$1,949,804	\$2,002,000	2.7 %
Miscellaneous	\$33,264	\$33,866	\$33,000	\$33,000	0.0 %
Interfund Fire charges	\$6,372,062	\$6,652,287	\$7,147,022	\$7,677,114	7.4 %
Other	\$117,814	\$71,143	-	\$25,000	100.0 %
Private contribution	\$68,991	\$76,090	-	-	0.0 %
Total Revenues	\$11,683,490	\$12,178,880	\$13,528,113	\$13,757,059	1.7 %
Expenditures					
Personnel Services	\$118,109,423	\$113,066,013	\$122,320,352	\$128,633,017	5.2 %
Operating Expenses	\$14,769,959	\$14,409,265	\$15,706,415	\$16,227,442	3.3 %
Capital Outlay	\$210,200	-	-	-	0.0 %
Department Charges	-\$262,676	-\$165,468	-\$284,793	-\$284,793	0.0 %
Total Expenditures	\$132,826,906	\$127,309,810	\$137,741,974	\$144,575,666	5.0 %
Net Expenditures	\$121,143,416	\$115,130,930	\$124,213,861	\$130,818,607	5.3 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$280,307
Reimburse lease costs with available grant funding Eliminate funding provided in FY 2021 for the annual lease of the Urban Search and Rescue warehouse. Funding was provided in FY 2021 due to the expiration of the Urban Area Security Initiative (UASI) grant. In FY 2022 the city will once again receive UASI funds.	-	-\$115,000
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$2,914,838
Provide funds for enhanced compensation Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2022 actions will become effective in November 2021 and include: 2.5 percent adjustments to top pay for Firefighter II and Fire Engineer; a 3.75% adjustment to top pay for Fire Captains; and consolidation of two steps to one in both the Firefighter II and Fire Engineer pay plans.	-	\$995,229
Provide additional employer contribution to deferred compensation plan Increase employer contribution to 401/457 plans by one percent for all firefighters. This action equalizes the city's 401/457 retirement contribution for all first responders at five percent and will be effective January 2022.	-	\$426,623
Provide funds for retiree health investment account program Provide funds for retiree health investment account program for sworn public safety employees based on an increase in the number of eligible employees. The program provides \$1,040 annually to all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.	-	\$9,008
Provide funds for strategic software Provide funds to support software that assists computer aided dispatch and mapping capabilities to improve response and recovery from emergency events.	-	\$162,815
Support third-party vendor for promotional process Technical adjustment to provide funds for contractual increases to the promotional process for Firefighters, Firefighter Engineers, Fire Captains, Battalion Chiefs, and Division Chiefs. This process is maintained by a third-party vendor.	-	\$75,829

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Support maintenance for Secondary Public Safety Answering Point system Provide funds to support annual maintenance costs for Fire's secondary public safety answering point system that was previously funded by the state's 911 Fund.	-	\$68,959
Support software maintenance Technical adjustment to provide funds for contractual increases for records management software, emergency pre-planning software and patient care reporting software.	-	\$37,797
Increase city contribution to Charlotte Firefighters' Retirement System (CFRS) Increase employer contribution to CFRS from 14 percent to 16 percent. This results in an employer contribution rate 3.65 percent higher than statutorily required and improves the financial outlook of the retirement system.	-	\$1,649,003
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2021, a five percent reduction to employer healthcare costs, and an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent. This action also includes the addition of a previously approved Administrative Officer I that is reimbursed by user fee revenue.	1.00	\$331,399
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$557,499
Net Change	1.00	\$6,833,692

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Timely response to calls for service: first-due total response time, all calls for service	Percent of calls responded to within six minutes	83%	90%	90%
Timely response to calls for service	Percent of calls responded to with an effective firefighting force (four companies) within 10 minutes 20 seconds	89%	90%	90%
Provide public education instruction to increase safety and health of families	Percent of CMS 3 rd graders receiving fire prevention education in 111 schools	100%	100%	100%
	Number of senior citizens receiving fall prevention education	877	750	750
Timely response to calls to 911: Receipt of call to phone pick-up	Percent of 911 calls answered within 10 seconds	99%	90%	90%
Efficient dispatch of companies: phone pick-up to dispatch	Percent of 911 calls dispatched within 60 seconds	98%	90%	90%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Provide training and development for emergency operations members	Conduct Emergency Operations Center (EOC) exercise	Completed	Conduct an annual EOC exercise that demonstrates full activation of the EOC	Conduct an annual EOC exercise that demonstrates full activation of the EOC
Maintain diversity	Percent of women and persons of color involved in the firefighter applicant pool	40%	≥ 37%	≥ 37%

Full-Time Equivalent (FTE) Position Summary

Public Safety	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Battalion Fire Chief	37.00	37.00	37.00	38.00	1.00
Deputy Fire Chief	3.00	3.00	3.00	3.00	-
Division Fire Chief	6.00	7.00	7.00	7.00	-
Fire Captain	248.00	252.00	253.00	252.00	-1.00
Fire Captain - Special Assignment	5.00	5.00	7.00	7.00	-
Fire Chief	1.00	1.00	1.00	1.00	-
Fire Fighter Engineer	198.00	201.00	201.00	201.00	-
Fire Fighter I	201.00	242.00	211.00	224.00	13.00
Fire Fighter II	373.00	353.00	384.00	371.00	-13.00
Public Safety Total FTE	1,072.00	1,101.00	1,104.00	1,104.00	-

General Employees	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	2.00	4.00	3.00	4.00	1.00
Administrative Officer II	4.00	3.00	2.00	3.00	1.00
Administrative Officer III	1.00	2.00	3.00	4.00	1.00
Administrative Officer IV	1.00	1.00	1.00	1.00	-
Administrative Officer V	3.00	3.00	2.00	1.00	-1.00
Administrative Secretary I	1.00	1.00	1.00	-	-1.00
Applications Administrator	1.00	1.00	-	-	-
Building Maintenance Assistant	1.00	1.00	1.00	1.00	-
Business Systems Specialist Intermediate	3.00	3.00	-	-	-
Business Systems Specialist Lead	-	1.00	-	-	-
Business Systems Specialist Senior	-	1.00	-	-	-
Business Systems Manager	1.00	1.00	-	-	-
Business Systems Program Manager	1.00	1.00	-	-	-
Chief Fire Inspector	1.00	1.00	1.00	1.00	-
Chief Fire Investigator	1.00	1.00	1.00	1.00	-
Emergency Management Planner	3.00	3.00	5.00	5.00	-
Emergency Management Planning Coordinator	-	-	1.00	1.00	-
Facilities Services Coordinator	4.00	4.00	4.00	4.00	-
Fire Communication Services Supervisor	1.00	1.00	1.00	1.00	-
Fire EMS Instructor Coordinator	1.00	1.00	1.00	1.00	-
Fire Equipment Technician	3.00	3.00	3.00	3.00	-
Fire Inspector	12.00	11.00	7.00	10.00	3.00
Fire Inspector Certified	21.00	23.00	27.00	24.00	-3.00
Fire Inspector Senior	6.00	6.00	6.00	6.00	-
Fire Investigator Certified	6.00	6.00	6.00	6.00	-
Fire Investigator Senior	3.00	3.00	3.00	3.00	-
Fire Marshal	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Fire Telecommunicator I	24.00	24.00	24.00	24.00	-
Fire Telecommunicator I Lead	7.00	7.00	7.00	7.00	-
Fire Telecommunicator II	6.00	6.00	6.00	6.00	-
Fire Telecommunicator III	2.00	2.00	2.00	2.00	-
GIS Analyst	2.00	1.00	1.00	1.00	-
GIS Supervisor	1.00	-	-	-	-
Management Analyst	-	-	1.00	1.00	-
Management Analyst Senior	1.00	1.00	1.00	1.00	-
Office Assistant V	5.00	3.00	3.00	3.00	-
Software Developer Intermediate	1.00	1.00	-	-	-
Software Developer Senior	1.00	1.00	-	-	-
Storekeeper	2.00	2.00	2.00	2.00	-
Stores Supervisor	1.00	1.00	1.00	1.00	-
General Employee Total FTE	135.00	136.00	128.00	129.00	1.00
Department Total FTE	1,207.00	1,237.00	1,232.00	1,233.00	1.00

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Support Firefighter Lifecycle Management	\$1,000,000	PAYGO	268
Construct Fire Facilities	\$2,700,000	Other Sources	305
Total	\$3,700,000		

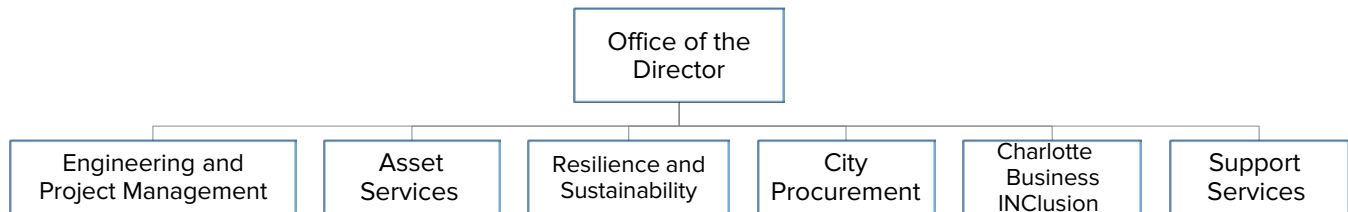
Mission Statement

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

Department Overview

- Design, construct, and maintain capital infrastructure projects, public facilities, and grounds
- Manage the acquisition of real estate, goods, and services through competitive processes
- Administer the city's Minority, Women, and Small Business Enterprises (MWSBEs) program and policies
- Provide enterprise-wide fleet and operational equipment management and maintenance to the city and county
- Lead the city's resiliency and sustainability efforts

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Licenses, Fees, and Fines	\$4,271,768	\$3,028,761	\$2,895,880	\$1,113,500	-61.5 %
Intergovernmental-Federal	\$6,192	-	-	-	0.0 %
Intergovernmental-Local	\$2,263,076	\$3,184,646	\$3,054,357	\$3,240,223	6.1 %
Charges for Current Services	\$712,116	\$669,051	\$829,000	\$862,255	4.0 %
Miscellaneous	\$781,706	\$744,476	\$1,024,000	\$1,024,000	0.0 %
Administrative charges	\$23,119	\$695,917	\$700,000	\$750,000	7.1 %
Other	-	-	\$15,000	\$15,000	0.0 %
Private Contributions	-	\$5,000	-	-	0.0 %
Sales of assets	\$358,885	\$960,503	\$920,000	\$930,000	1.1 %
Total Revenues	\$8,416,862	\$9,288,354	\$9,438,237	\$7,934,978	-15.9 %
Expenditures					
Personal Services	\$38,383,324	\$42,319,189	\$44,580,767	\$44,998,629	0.9 %
Operating Expenses	\$20,714,957	\$26,530,270	\$27,401,715	\$27,872,256	1.7 %
Capital Outlay	\$54,423	\$82,751	\$174,000	\$100,000	-42.5 %
Departmental Charges	-\$40,842,928	-\$44,444,164	-\$48,122,466	-\$48,298,282	-0.4 %
Total Expenditures	\$18,309,776	\$24,488,046	\$24,034,016	\$24,672,603	2.7 %
Net Expenditures	\$9,892,914	\$15,199,692	\$14,595,779	\$16,737,625	14.7 %

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

FY 2022 Adjustments

Budget Action	FTE	Amount
Eliminate vacant positions Eliminate vacant Equipment Operator II, Equipment Parts Manager, and Public Service Coordinator to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.	-3.00	-\$244,201
Reduce non-essential department expenditures Adjust non-essential department expenditures based on identified efficiencies in landscape management on city-owned property.	-	-\$156,500
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$668,523
Provide funds to open the Northeast Fleet Maintenance Facility Provide funds for the Northeast Fleet Maintenance Facility which is anticipated to open in the first quarter of FY 2022. This facility will concentrate on supporting and maintaining Transportation and Charlotte Water equipment housed near the facility. This new facility will enable departments to continue delivering quality services to residents by ensuring vehicles and equipment remain operational.	9.00	\$1,022,571
Add Construction Inspectors to enhance oversight of capital projects Hire an additional three construction inspectors to enhance the city's capacity to monitor capital projects and ensure projects adhere to planned specifications.	3.00	\$203,096
Provide funds for the city-wide Automatic Vehicle Locator System Continue to support the Strategic Energy Action Plan and encourage safe driving behaviors by providing funds for subscription and maintenance charges for Automatic Vehicle Locator devices (AVLs). AVLs provide data on fleet usage patterns that can be used to right-size the city's fleet; manage idling; examine the suitability of alternative fuels and electric vehicles and charging station locations; and inform employee driver training and preventative maintenance schedules.	-	\$157,171
Provide funds for contractual increases Technical adjustment to provide funds for custodial services, median and general ground maintenance, security services in the Government Center and Old City Hall, the lease for the Asset and Recovery Disposal facility, and the city's fleet parts supply and management contract.	-	\$149,188

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Centralize land development duties in Storm Water Services Centralize and transfer the management and administration of land development services related to storm water infrastructure and regulation from the Department of General Services to Storm Water Services. This action is offset by a loss in General Fund revenue of the same amount. A corresponding entry can be found in Storm Water Services.	-15.00	-\$2,009,279
Adjust department charges Technical adjustment for department charges to enable General Services to be reimbursed for the cost of positions that provide services directly to specific departments, and other internal services such as building maintenance and landscape management. This adjustment reflects an anticipated increase in costs and is a routine action at the beginning of each budget cycle.	-	-\$144,165
Transfer GIS Technician to Transportation Transfer GIS Technician position to Transportation to consolidate duties and responsibilities related to the city's Powell Bill-funded street maintenance activities. A corresponding entry can be found in Transportation.	-1.00	-\$79,979
Reconcile funds from Innovation and Technology according to service needs Realign funding from Innovation and Technology in accordance with the Innovation and Technology and General Services Service Agreement, which was produced as part of the technology centralization that began in FY 2021. This action reconciles the total funding transfer based on General Services's current service level needs. A corresponding entry can be found in Innovation and Technology.	-	\$68,384
Update Personnel Expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$868,716
Update Allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$135,062
Net Change	-7.00	\$638,587

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, Upward Mobility)				
Increase participation of Minority, Women, and Small Business Enterprises (MWSBE) in city solicitations	Percent of formal, City Council-approved solicitations that meet or exceed established MWSBE utilization goals	95%	96%	96%
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Protect a healthy tree canopy	Average number of days to remove extreme priority hazardous street trees after notification	3.8 days	2 days	2 days
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects delivered within established budget	New Measure	New Measure	90%
Effectively maintain vehicles and large equipment to ensure availability so departments can deliver services to residents	Percent of vehicles that are available for use in normal operations	New Measure	New Measure	95%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	12.00	14.00	13.00	13.00	-
Administrative Officer II	11.00	13.00	14.00	14.00	-
Administrative Officer III	7.00	9.00	10.00	9.00	-1.00
Administrative Officer IV	3.00	5.00	5.00	5.00	-
Administrative Officer V	3.00	3.00	3.00	2.00	-1.00
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Administrative Services Manager	-	-	-	1.00	1.00
Arborist	2.00	2.00	2.00	3.00	1.00
Assistant Arborist	-	-	-	1.00	1.00
Assistant City Engineer	1.00	1.00	-	-	-
Assistant Director	1.00	1.00	-	-	-
Associate Urban Forestry Specialist	1.00	1.00	1.00	-	-1.00
Assistant Field Operations Supervisor	7.00	7.00	7.00	7.00	-
Building Maintenance Superintendent	1.00	1.00	1.00	1.00	-
Building Services Manager	1.00	1.00	1.00	1.00	-
Business Development Program Manager	-	-	1.00	1.00	-
Business Systems Specialist Associate	1.00	1.00	1.00	1.00	-
Business Systems Specialist Intermediate	2.00	2.00	-	-	-
Business Systems Specialist Lead	1.00	1.00	-	-	-
Business Systems Specialist Senior	6.00	6.00	-	-	-
Business Systems Specialist	-	-	1.00	1.00	-
Carpenter	1.00	1.00	1.00	1.00	-
Carpenter Senior	3.00	3.00	3.00	3.00	-
Chief Airport Construction Inspector	1.00	1.00	1.00	1.00	-
Chief Arborist	1.00	1.00	1.00	1.00	-
Chief Maintenance Mechanic	6.00	6.00	6.00	6.00	-
Chief Procurement Officer	-	1.00	1.00	1.00	-
City Engineer	-	1.00	1.00	1.00	-
Construction Contracts Admin Coordinator Lead	1.00	2.00	5.00	5.00	-
Construction Inspector	24.00	23.00	23.00	26.00	3.00
Construction Inspector Senior	6.00	6.00	6.00	6.00	-
Construction Manager	2.00	2.00	2.00	2.00	-
Construction Supervisor	7.00	7.00	7.00	6.00	-1.00
Contract Technician	2.00	2.00	2.00	2.00	-
Contracts Admin Coordinator	5.00	13.00	16.00	18.00	2.00
Contracts Admin Specialist	-	3.00	4.00	2.00	-2.00
Contracts Admin Specialist Lead	-	1.00	1.00	1.00	-
Courier	2.00	2.00	2.00	2.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Courier Lead	1.00	1.00	1.00	1.00	-
Data Analytics Manager	1.00	-	-	-	-
Data Analytics Specialist Lead	1.00	-	-	-	-
Deputy Director I	-	-	2.00	2.00	-
Drafting Technician	5.00	5.00	5.00	5.00	-
Economic Development Program Manager	-	2.00	2.00	2.00	-
Electrician Lead	-	-	-	1.00	1.00
Electrician Senior	-	-	-	4.00	4.00
Energy Manager	1.00	1.00	1.00	1.00	-
Energy Management Specialist	2.00	2.00	2.00	2.00	-
Energy Sustainability Coordinator	1.00	2.00	2.00	3.00	1.00
Engineering Business Services Manager	1.00	1.00	-	-	-
Engineering Contracts Manager	1.00	1.00	2.00	2.00	-
Engineering Contracts Specialist	8.00	8.00	8.00	8.00	-
Engineering Division Manager	3.00	3.00	3.00	2.00	-1.00
Engineering Program Manager	11.00	11.00	10.00	8.00	-2.00
Engineering Project Coordinator	5.00	5.00	5.00	5.00	-
Engineering Project Manager	26.00	26.00	24.00	24.00	-
Engineering Project Manager Senior	-	-	-	15.00	15.00
Environmental Compliance Specialist	1.00	1.00	1.00	1.00	-
Equipment Management Division Manager	1.00	1.00	1.00	-	-1.00
Equipment Operator I	2.00	2.00	1.00	1.00	-
Equipment Operator II	7.00	7.00	7.00	6.00	-1.00
Equipment Operator III	2.00	2.00	2.00	2.00	-
Equipment Parts Manager	1.00	1.00	1.00	-	-1.00
Equipment Parts Team Leader	3.00	3.00	2.00	2.00	-
Equipment Parts Technician	7.00	7.00	-	-	-
Equipment Shop Manager	4.00	4.00	4.00	5.00	1.00
Equipment Shop Supervisor	9.00	9.00	9.00	11.00	2.00
Erosion Control Coordinator	6.00	6.00	6.00	-	-6.00
Facilities Services Coordinator	1.00	1.00	1.00	1.00	-
Facilities and Property Supervisor	-	-	-	2.00	2.00
Field Operations Supervisor	3.00	3.00	3.00	3.00	-
Fleet Specification Analyst	3.00	3.00	3.00	3.00	-
General Services Director	1.00	1.00	1.00	1.00	-
General Services Division Manager	-	-	-	3.00	3.00
GIS Analyst	1.00	1.00	-	-	-
GIS Coordinator	1.00	1.00	-	-	-
GIS Technician	1.00	1.00	1.00	-	-1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Government Plaza Property Manager	1.00	1.00	1.00	1.00	-
Government Plaza Security Coordinator	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Evt	4.00	4.00	4.00	4.00	-
Heavy Equipment Service Evt Lead	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Associate	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Lead	4.00	4.00	4.00	6.00	2.00
Heavy Equipment Service Technician Master	11.00	12.00	12.00	14.00	2.00
Heavy Equipment Service Technician Senior	26.00	26.00	26.00	26.00	-
Horticulturist	1.00	1.00	1.00	1.00	-
HVAC Technician Senior	9.00	9.00	9.00	9.00	-
Labor Crew Chief II	8.00	8.00	7.00	6.00	-1.00
Laborer	2.00	2.00	2.00	2.00	-
Landscape Architect	1.00	1.00	1.00	1.00	-
Landscape Crew Member	2.00	2.00	2.00	2.00	-
Landscape Division Manager	1.00	1.00	1.00	1.00	-
Landscape Supervisor	2.00	2.00	2.00	2.00	-
Light Equipment Service Technician Associate	2.00	2.00	2.00	2.00	-
Light Equipment Service Technician Lead	3.00	3.00	3.00	3.00	-
Light Equipment Service Technician Master	13.00	13.00	13.00	13.00	-
Light Equipment Service Technician Senior	13.00	12.00	12.00	12.00	-
Locksmith	1.00	1.00	1.00	1.00	-
Management Analyst	1.00	4.00	3.00	3.00	-
Office Assistant IV	2.00	2.00	1.00	1.00	-
Office Assistant V	1.00	1.00	1.00	1.00	-
Operations Manager Senior	-	1.00	-	-	-
Operations Supervisor	4.00	5.00	6.00	6.00	-
Pesticide Applicator	2.00	2.00	1.00	1.00	-
Plan Review Engineer	3.00	3.00	3.00	-	-3.00
Planning/Design Engineer	3.00	3.00	3.00	3.00	-
Procurement Services Assistant Division Manager	-	1.00	1.00	1.00	-
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	1.00	1.00	1.00	-	-1.00
Purchasing Agent	-	3.00	3.00	3.00	-
Real Estate Agent II	9.00	9.00	9.00	9.00	-
Real Estate Agent II Lead	1.00	1.00	-	-	-
Real Estate Agent III	1.00	1.00	1.00	1.00	-
Real Estate Division Manager	1.00	1.00	1.00	1.00	-
Real Estate Program Manager	3.00	3.00	3.00	2.00	-1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Resilience & Sustainability Officer	-	-	1.00	1.00	-
Safety Coordinator	-	1.00	1.00	1.00	-
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Engineer	6.00	6.00	6.00	2.00	-4.00
Senior Engineering Project Manager	14.00	14.00	15.00	-	-15.00
Service Order Specialist	8.00	8.00	8.00	10.00	2.00
Small Business Program Manager	-	1.00	-	-	-
Small Business Program Specialist	-	6.00	6.00	6.00	-
Software Developer Senior	1.00	1.00	-	-	-
Stores Supervisor	-	1.00	1.00	1.00	-
Survey and Mapping Supervisor	1.00	1.00	-	-	-
Survey Mapping Manager	-	-	1.00	1.00	-
Survey Party Chief	9.00	9.00	9.00	9.00	-
Survey Supervisor	2.00	2.00	2.00	2.00	-
Survey Technician	6.00	6.00	6.00	6.00	-
Systems Maintenance Mechanic Senior	8.00	9.00	9.00	5.00	-4.00
Systems Maintenance Mechanic	1.00	-	-	-	-
Tree Trimmer	7.00	7.00	7.00	7.00	-
Urban Forestry Specialist	1.00	1.00	1.00	-	-1.00
Water Quality Program Admin	1.00	1.00	1.00	-	-1.00
Department Total FTE	450.00	491.00	473.00	466.00 ¹	-7.00

¹FY 2022 includes the centralization of 15.00 FTE to Storm Water Services. A corresponding entry can be found in Storm Water Services.

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Complete Minority, Women, Small Business Enterprises (MWSBE) Study	\$250,000	PAYGO	264
Renovate Median Landscapes	\$250,000	PAYGO	267
Trim and Remove Trees	\$1,625,000	PAYGO	268
Support Environmental Services Program	\$1,000,000	PAYGO	270
Replace Trees	\$900,000	PAYGO	270
Improve Energy Efficiency in Buildings	\$750,000	PAYGO	271
Maintain City-Owned Facilities	\$4,178,150	PAYGO	274
Repair City-Owned Parking Lots/Decks	\$700,000	PAYGO	275
Maintain Government Center Parking Deck	\$200,000	PAYGO	275
Increase Building Sustainability	\$4,000,000	Other Sources	319
Replace Government Center HVAC	\$5,800,000	Other Sources	347
Construct Capital Building Improvements	\$2,000,000	Other Sources	348
Total	\$21,653,150		

Housing and Neighborhood Services

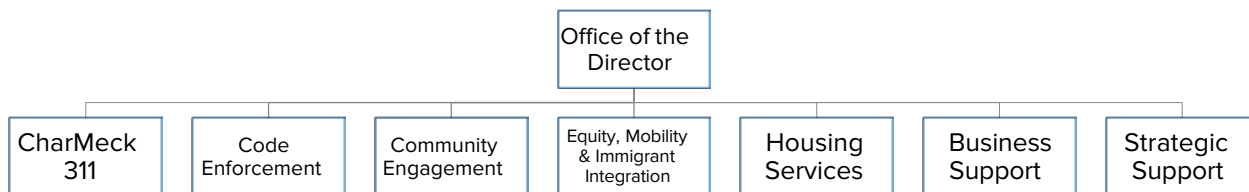
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Intergovernmental-Local	\$1,287,932	\$1,335,207	\$1,277,684	\$1,267,903	-0.8 %
Licenses, Fees, and Fines	\$367,523	\$407,365	\$366,000	\$410,000	12.0 %
Charges for Current Services	\$930,821	\$712,827	\$920,000	\$790,000	-14.1 %
Total Revenues	\$2,586,276	\$2,455,399	\$2,563,684	\$2,467,903	-3.7 %
Expenditures					
Personnel Services	\$17,047,296	\$17,635,696	\$18,709,129	\$19,251,563	2.9 %
Operating Expenses	\$3,924,051	\$3,703,800	\$4,029,415	\$4,201,196	4.3 %
Department Charges	-\$2,149,580	-\$2,013,828	-\$2,796,449	-\$2,926,402	-4.6 %
Total Expenditures	\$18,821,767	\$19,325,668	\$19,942,095	\$20,526,357	2.9 %
Net Expenditures	\$16,235,491	\$16,870,269	\$17,378,411	\$18,058,454	3.9 %

Housing and Neighborhood Services

FY 2022 Adjustments

Budget Action	FTE	Amount
Capture savings in non-personnel expenditures and federal grant reimbursement Capture savings from nuisance abatement operations, lower utilization of interactive voice response technology due to increased utilization of self-pay options, and transferring eligible costs from local tax dollars to federal grants.	-	-\$274,953
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$73,770
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$325,268
Provide funds for the lease of the 311 call center Technical adjustment to fully fund the new lease for the 311 call center. The new lease, which began on January 1, 2021, included a free six-month term and resulted in one-time savings for Housing and Neighborhood Services in FY 2021.	-	\$376,395
Provide funds for implementation of the Legacy Commission recommendations Support Legacy Commission recommendations including changing street names and reimagining civic spaces to create a landscape that is both representative of the dynamic and diverse city Charlotte has become and reflective of the inclusive vision it strives to achieve. There is a corresponding entry in Transportation.	-	\$40,000
Centralize technology duties in Innovation and Technology Continue the multi-year plan to centralize the management and administration of technology services from departments to the Department of Innovation and Technology. This action continues efforts started in FY 2021 to increase efficiencies by standardizing operations and eliminating potential duplication of work. A corresponding entry can be found in Innovation and Technology.	-	-\$54,672
Update Personnel Expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$217,166

Housing and Neighborhood Services

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Update Allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$28,828
Net Change	-	\$584,262

Housing and Neighborhood Services

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Increase economic mobility, social capital, and career opportunities for youth	Number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences	159	220	80
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	90%	90%
Preserve and increase affordable housing	Number of new affordable housing units funded	1,349	900	900
	Number of units acquired and/or rehabilitated and restricted for low to moderate income residents	168	265	225
	Number of down payment assistance loans provided	285	325	300
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to economically disadvantaged communities	New Measure	New Measure	60

Housing and Neighborhood Services

Performance Measure Highlights (continued)

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Provide excellent customer service to residents	Percent of 311 calls answered within 30 seconds	60%	70%	70%
	Percent of all calls abandoned by the caller	11.0%	≤5%	≤5%
	Percent of 311 customers surveyed that are satisfied with their service	N/A ¹	≥85%	≥85%

¹Survey not completed due to COVID-19.

Housing and Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
311 Contact Center Representative	39.00	41.00	38.00	38.75	0.75
311 Contact Center Representative Lead	7.00	5.00	5.00	5.00	-
311 Contact Center Representative Senior	25.75	23.75	25.75	25.00	-0.75
311 Contact Center Supervisor	7.00	7.00	7.00	7.00	-
311 Contact Center Program Analyst	7.00	9.00	9.00	9.00	-
311 Program Administrator	3.00	3.00	3.00	3.00	-
311 Program Manager	3.00	3.00	3.00	3.00	-
Administrative Officer I	4.00	4.00	3.00	3.00	-
Administrative Officer II	4.00	3.00	4.00	4.00	-
Administrative Officer III	6.00	6.00	6.00	6.00	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer V	3.00	3.00	2.00	2.00	-
Assistant Director	4.00	5.00	3.00	3.00	-
Business Systems Specialist Intermediate	2.00	2.00	-	-	-
Business Systems Specialist Lead	1.00	1.00	-	-	-
Business System Specialist Senior	1.00	1.00	-	-	-
Business Systems Program Manager	1.00	1.00	-	-	-
Code Enforcement Coordinator	3.00	3.00	4.00	4.00	-
Code Enforcement Inspector	33.00	33.00	34.00	35.00	1.00
Code Enforcement Inspector Lead	11.00	11.00	11.00	11.00	-
Code Enforcement Supervisor	-	-	-	5.00	5.00
Code Process Specialist	1.00	1.00	1.00	-	-1.00
Community & Commerce Specialist	12.00	13.00	10.00	1.00	-9.00
Community Engagement Specialist	-	-	-	8.00	8.00
Community Engagement Specialist Lead	-	-	-	5.00	5.00
Community Relations Manager	1.00	1.00	1.00	1.00	-
Community Relations Specialist	-	-	1.00	1.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Customer/Revenue Service Specialist	5.00	5.00	5.00	5.00	-
Deputy Director I	1.00	1.00	1.00	1.00	-
Division Training Specialist	2.00	1.00	-	-	-
Economic Development Program Manager	4.00	5.00	4.00	4.00	-
Economic Development Specialist	1.00	1.00	-	-	-
Housing Area Supervisor	10.00	10.00	10.00	1.00	-9.00
Housing and Neighborhood Services Director	-	-	1.00	1.00	-
Housing Services Division Manager	3.00	3.00	5.00	5.00	-
Housing Services Supervisor	1.00	1.00	1.00	1.00	-
Operations Manager	1.00	1.00	2.00	2.00	-

Housing and Neighborhood Services

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Operations Manager Senior	1.00	1.00	1.00	1.00	-
Program Coordinator	3.00	3.00	6.00	6.00	-
Management Analyst	1.00	1.00	-	-	-
Neighborhood Development Specialist	3.00	3.00	3.00	3.00	-
Office Assistant IV	10.00	10.00	9.00	9.00	-
Office Assistant V	4.00	4.00	4.00	4.00	-
Public Information Specialist Senior	1.00	1.00	1.00	1.00	-
Public Service Coordinator	1.00	1.00	-	-	-
Training Specialist	3.00	3.00	2.00	2.00	-
Department Total FTE	235.75	236.75	226.75	226.75	-

Housing and Neighborhood Services

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Support Housing and Neighborhood Stabilization in Corridors of Opportunity	\$7,000,000	PAYGO	266
Support Innovative Housing	\$3,200,000	PAYGO	266
Support Neighborhood Grants	\$400,000	PAYGO	266
Offer In Rem Remedy - Residential	\$600,000	PAYGO	269
Total	\$11,200,000		

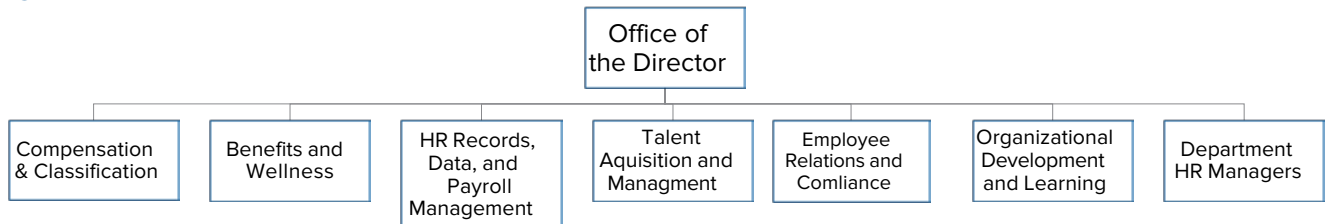
Mission Statement

Help employees thrive by integrating the City of Charlotte's Diversity, Equity, and Inclusion (DE&I) strategy of upward mobility and inclusiveness and provide equitable access to learning and development opportunities, comprehensive benefits plans, and competitive compensation, that meet the unique and changing needs of the workforce throughout the stages of their career life cycle.

Department Overview

- Support the organization by managing change; designing, and implementing organizational development efforts; and fostering a positive and inclusive work environment through increased DE&I awareness and education
- Lead workforce development programs to provide career academy, apprenticeship, and internship opportunities to increase upward mobility
- Provide a comprehensive portfolio of compensation and benefits designed to promote economic mobility, health, and financial well-being for employees, retirees, and their eligible dependents
- Provide a dynamic learning and education environment that aligns with the city's vision and values
- Develop, deploy, and ensure compliance with Human Resources-related city policies and practices, while continuously reviewing policies and practices through a DE&I lens
- Manage applicant and employment data, records, and oversee payroll administration
- Establish a One Charlotte HR model that recognizes the uniqueness of each city department while also providing uniform best practices across departments

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$5,421,085	\$5,751,508	\$6,178,909	\$6,328,629	2.4 %
Operating Expenses	\$1,652,185	\$962,418	\$935,888	\$953,234	1.9 %
Department Charges	-\$938,276	-\$904,475	-\$1,003,911	-\$953,911	5.0 %
Total Expenditures	\$6,134,994	\$5,809,451	\$6,110,886	\$6,327,952	3.6 %

FY 2022 Funding Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$11,254
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$144,331
Provide funds for OnBase Licensing Agreement Provide funds for the annual OnBase licensing agreement which provides citywide records management.	-	\$40,409
Reconcile funds from Innovation and Technology according to service needs Realign funding from Innovation and Technology in accordance with the Innovation and Technology and Human Resources Service Agreement, which was produced as part of the technology centralization that begin in FY 2021. This action reconciles the total funding transfer based on Human Resources' current service level needs.	-	\$35,327
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$5,388
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$2,865
Net Change	-	\$217,066

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Support the city's economic development goals through the Apprenticeship Program	Number of people in the apprenticeship program	8	10	12
Support the city's economic development goals through the Internal Talent Mobility Program	Number of employees in the Internal Talent Mobility program	New Measure	New Measure	15
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	80%	80%	80%
Promote Employee Wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	90%	80%	85%
Review administrative policies with the goal of breaking down barriers to employment through a focus on diversity, equity and inclusion	Number of policies reviewed with a Diversity, Equity & Inclusion lens	3	5	3

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2019	FY 2020	FY 2021	Proposed FY 2022	Change FY 2021 to FY 2022
Accountant II	1.00	1.00	1.00	1.00	-
Administrative Officer I	4.00	5.00	6.00	6.00	-
Administrative Officer II	1.00	1.00	1.00	1.00	-
Administrative Officer III	1.00	1.00	1.00	1.00	-
Administrative Officer IV	2.00	2.00	2.00	2.00	-
Administrative Officer V	3.00	3.00	10.00	10.00	-
Business Systems Specialist	2.00	2.00	1.00	1.00	-
Deputy Director I	1.00	1.00	1.00	1.00	-
Director of Human Resources	1.00	1.00	1.00	1.00	-
Human Resources Analyst	19.00	18.00	15.00	15.00	-
Human Resources Analyst Associate	1.00	2.00	2.00	2.00	-
Human Resources Division Manager	5.00	6.00	5.00	5.00	-
Human Resources Management System Analyst	-	-	1.00	1.00	-
Office Assistant IV	1.00	-	-	-	-
Office Assistant V	1.00	1.00	1.00	1.00	-
Payroll Manager	1.00	1.00	1.00	1.00	-
Payroll Specialist	2.00	2.00	2.00	2.00	-
Department Total FTE	46.00	47.00	51.00	51.00	-

Innovation and Technology

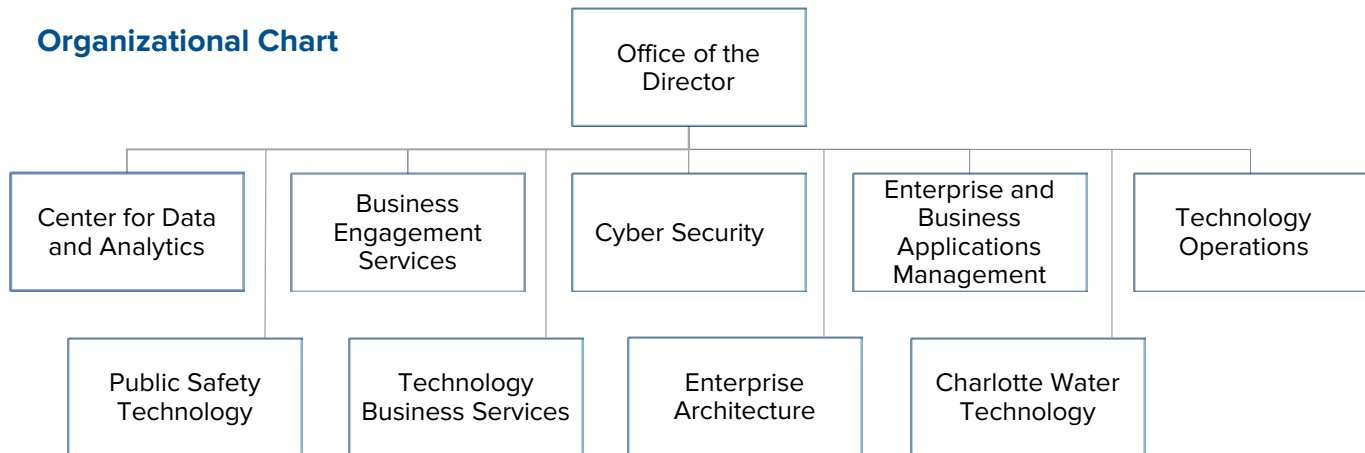
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Radio Services	\$3,662,836	\$3,856,729	\$3,563,385	\$3,647,219	2.4 %
Total Revenues	\$3,662,836	\$3,856,729	\$3,563,385	\$3,647,219	2.4 %
Expenditures					
Personnel Services	\$16,497,092	\$25,286,412	\$28,397,696	\$29,302,801	3.2 %
Operating Expenses	\$18,617,630	\$21,481,679	\$22,445,899	\$24,088,785	7.3 %
Capital Outlay	-	\$58,919	-	-	0.0 %
Department Charges	-\$6,237,126	-\$4,912,630	-\$6,607,992	-\$6,453,250	2.3 %
Total Expenditures	\$28,877,596	\$41,914,380	\$44,235,603	\$46,938,336	6.1 %
Net Expenditures	\$25,214,760	\$38,057,651	\$40,672,218	\$43,291,117	6.4 %

Innovation and Technology

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce contractual and license costs Reduce planned expenditures based on identified efficiencies including: consolidations of licenses; transitions to less expensive platforms; and utilization of fewer contractors.	-	-\$416,186
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$117,960
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$424,961
Transition one position and software costs to the city's Cost Allocation Plan Technical adjustment to transition a Supervisory Control and Data Acquisition position previously funded by CATS and software costs previously funded by the Enterprise Funds into the city's Cost Allocation Plan. This action results in an increase in expenditures that will be primarily offset by revenue from the city's Cost Allocation Plan.	-	\$159,421
Support enhanced customer service for the CLT Development Center Provide funds for CityGov, ePermit Hub, and Accela contractual increases. These software programs expedite the flow of communication through the land development process and increase the CLT Development Center's efficiency. These costs will be reimbursed by user fee revenue.	-	\$107,631
Provide funds for software licensing and support Provide funds for software licensing and support for various city services including: Granicus, which is used to produce the City Council Meeting Agenda; DocuSign for the City Clerk's Office; and Navex, which is used for the city's Ethics Hotline.	-	\$85,837
Provide funds to support employees Support employees by providing funds to ensure all city employees have a City of Charlotte email address and can access all features available on Office 365 web, My Success, and LinkedIn Learning.	-	\$85,764
Add Senior Data Analytics Specialist Add a Senior Data Analytics Specialist position to expand the city's analytics support for high-priority initiatives such as: violence prevention; SAFE Charlotte; sustainability; and the Transformational Mobility Network. The costs of the position are offset by a reduction in contractual spending.	1.00	-

Innovation and Technology

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Support regional public safety radio network Technical adjustment to provide funds to support the regional public safety radio network managed by Innovation and Technology. Changing technology standards require additional funds for contractual services to support the network. A portion of the costs are reimbursed by regional partners.	-	\$685,939
Provide funds for ongoing costs from CARES Act technology initiatives Technical adjustment to provide funds for the ongoing costs associated with CARES Act technology projects including: replacing and increasing the number of staff laptops; enhancing remote desktop services; adding video conferencing licenses and support; and boosting network security and firewall maintenance.	-	\$509,249
Adjust department charges Technical adjustment to department charges for the cost of positions that provide services directly to specific departments and capital projects. This action is a routine action at the beginning of each budget cycle.	-	\$244,083
Support network security initiatives Technical adjustment to provide funds for security-related initiatives, including: additional cloud backup storage; third-party monitoring of firewalls for attacks; and a rent increase at one of the city's off-site data centers.	-	\$243,823
Provide funds for contractual increases Technical adjustment to provide funds for annual contractual increases for financial management software and ArcGIS mapping software.	-	\$102,000
Adjust department charge for radio services Technical adjustment to update the department charge for providing radio services and support to city departments and outside agencies.	-	-\$224,301
Centralize technology duties in Innovation and Technology Continue the multi-year plan to centralize the management and administration of technology services from departments to the department of Innovation and Technology. This action continues efforts started in FY 2021 to increase efficiencies by standardizing operations and eliminating potential duplication of work. There are corresponding entries in General Services, Housing and Neighborhood Services, Human Resources, and Transportation.	-	\$137,450
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$563,237

Innovation and Technology

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$111,785
Net Change	1.00	\$2,702,733

Innovation and Technology

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Educate customers, promote transparency, and enhance accountability to customers	Review service agreements with each department annually for compliance and needed adjustments to support changes in work	Achieved	Review with all departments	Review with all departments
Improve effectiveness, efficiency, and equity through process improvement	Identify and implement citywide technology processes	New Measure	Implement at least two processes each fiscal year around equity; one internally-focused and one resident-focused	Implement at least two processes each fiscal year around equity; one internally-focused and one resident-focused
Secure the city	Continue the "Secure your Systems" marketing campaign to educate and test employees on common security techniques	Achieved	Require refresher training for 100% of staff and conduct testing annually	Require refresher training for 100% of staff and conduct testing annually
Achieve operational excellence	Maintain high availability of critical emergency radio communications network	99.999% Achieved	99.999% Availability	99.999% Availability
	Track the percent of PC issues causing user downtime that are repaired or replaced by the IT Service Desk within four hours	97%	95%	95%
Enable access to data, technology, and digital services to empower the community	Increase the community's use of city mobile apps including CLT+	New Measure	New Measure	Increase city app usage by 10%

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Accountant IV	1.00	1.00	-	-	-
Active Directory Administrator	1.00	2.00	2.00	1.00	-1.00
Active Directory Specialist	1.00	1.00	1.00	-	-1.00
Administrative Officer I	3.00	3.00	1.00	-	-1.00
Administrative Officer II	1.00	1.00	-	2.00	2.00
Administrative Officer III	-	-	4.00	4.00	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Administrative Secretary I	-	-	1.00	1.00	-1.00
Administrative Services Manager	1.00	1.00	-	-	-
Application Administrator	-	-	1.00	7.00	6.00
Application Administrator Associate	-	-	-	1.00	1.00
Application Administrator Lead	-	-	-	3.00	3.00
Application Administrator Senior	-	-	-	17.00	17.00
Application Development Support Manager	-	-	-	3.00	3.00
Application Development Support Supervisor	-	-	-	7.00	7.00
Application Development Manager	3.00	3.00	2.00	-	-2.00
Application Services Manager	2.00	2.00	2.00	-	-2.00
Business Systems Analyst	-	-	-	3.00	3.00
Business Systems Analyst Senior	-	-	-	5.00	5.00
Business Systems Associate	-	-	-	1.00	1.00
Business Systems Coordinator	-	-	-	11.00	11.00
Business Systems Manager	1.00	1.00	4.00	3.00	-1.00
Business Systems Manager Senior	-	-	1.00	1.00	0.00
Business Systems Program Manager	-	-	2.00	1.00	-1.00
Business Systems Specialist	-	-	16.00	-	-16.00
Business Systems Specialist Lead	6.00	6.00	14.00	-	-14.00
Business Systems Specialist Senior	-	-	16.00	-	-16.00
Business Systems Supervisor	-	-	1.00	3.00	2.00
Chief Information Officer	1.00	1.00	1.00	1.00	-1.00
Communications Technician	-	-	-	1.00	1.00
Content Webmaster	-	-	1.00	1.00	-1.00
Contracts Admin Specialist	1.00	1.00	-	-	-
Corporate Project Management Office Mgr	1.00	1.00	1.00	-	-
Corporate Technology Program Manager	-	-	1.00	-	-
Cyber Security Analyst	-	-	-	1.00	1.00
Cyber Security Analyst Lead	-	-	-	2.00	2.00

Innovation and Technology

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Cyber Security Analyst Senior	-	-	-	5.00	5.00
Cyber Security Manager	-	-	-	2.00	2.00
Data Analytics Manager	-	1.00	1.00	-	-1.00
Data Analytics Specialist	-	-	-	2.00	2.00
Data Analytics Specialist Lead	-	1.00	-	-	-
Data Analytics Specialist Senior	-	-	-	1.00	1.00
Data Center Coordinator	-	-	-	1.00	1.00
Data Center Services Manager	1.00	1.00	1.00	-	-1.00
Data Center Specialist	1.00	1.00	1.00	-	-1.00
Data Services Manager	2.00	2.00	3.00	-	-3.00
Data Storage Administrator	1.00	1.00	1.00	-	-1.00
Data Storage Coordinator	-	-	-	2.00	2.00
Database Administration Manager	-	-	-	1.00	1.00
Database Administrator	2.00	2.00	4.00	7.00	3.00
Database Administrator Senior	4.00	4.00	4.00	4.00	-
Data Warehouse Analyst	1.00	-	-	-	-
Deputy Chief Information Officer	1.00	1.00	1.00	1.00	1.00
Electronics Technician II	9.00	9.00	4.00	-	-4.00
Equipment Parts Manager	1.00	1.00	1.00	-	-1.00
GIS Analyst	-	-	3.00	5.00	2.00
GIS Coordinator	-	-	1.00	1.00	-
GIS Supervisor	-	-	1.00	-	-1.00
GIS Technician	-	-	1.00	-	-1.00
Information Security Administrator	4.00	5.00	5.00	-	-5.00
Information Security Analyst	1.00	1.00	1.00	-	-1.00
Information Security Officer	1.00	1.00	1.00	1.00	-
Information Security Supervisor	2.00	2.00	4.00	-	-4.00
Information Tech Administrator	20.00	22.00	26.00	-	-26.00
Information Tech Supervisor	3.00	3.00	2.00	-	-2.00
Information Tech Team Lead	1.00	1.00	1.00	-	-1.00
IT Asset Administrator	-	-	-	2.00	2.00
IT Asset Analyst	-	-	-	1.00	1.00
IT Business Process Manager	1.00	-	-	-	-
IT Business Relationship Manager	1.00	-	-	-	-
IT Change Process Coordinator	-	-	-	1.00	1.00
IT Client Services Manager	1.00	1.00	1.00	-	-1.00
IT Client Support Manager	3.00	3.00	3.00	-	-3.00
IT Communications Technician	1.00	1.00	1.00	-	-1.00

Innovation and Technology

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
IT Communications Service Manager	1.00	1.00	1.00	-	-1.00
IT Data Analytics Manager	-	-	-	1.00	1.00
IT Data Services Administrator	-	-	-	2.00	2.00
IT Data Services Analyst	-	-	-	1.00	1.00
IT Data Services Manager	-	-	-	1.00	1.00
IT Division Manager	-	-	2.00	-	-2.00
IT Enterprise Architect	1.00	1.00	1.00	1.00	-
IT EPMO Manager	-	-	-	1.00	1.00
IT Incident Response Coordinator	-	-	-	1.00	1.00
IT Infrastructure Manager	-	-	-	4.00	4.00
IT Portfolio Manager	-	-	-	1.00	1.00
IT Process Manager	2.00	2.00	4.00	-	-4.00
IT Program Manager	-	-	-	1.00	1.00
IT Project Coordinator Senior	-	-	-	1.00	1.00
IT Project Manager Associate	-	-	1.00	-	-1.00
IT Project Manager	3.00	3.00	3.00	2.00	-1.00
IT Project Manager Senior	4.00	4.00	4.00	3.00	-1.00
IT Quality Assurance Analyst	-	-	-	1.00	1.00
IT Quality Assurance Analyst Senior	-	-	-	1.00	1.00
IT Services Portfolio Manager	1.00	2.00	1.00	-	-1.00
IT Systems Architect	-	-	-	4.00	4.00
Management Analyst	1.00	1.00	1.00	1.00	-
Middleware Specialist	1.00	1.00	1.00	1.00	-
Network Administrator	-	-	-	2.00	2.00
Network Architect Senior	3.00	3.00	3.00	-	-3.00
Network Communications Integrator Associate	5.00	4.00	5.00	-	-5.00
Network Communications Integrator	11.00	13.00	12.00	-	-12.00
Network Communications Integrator Senior	2.00	2.00	2.00	-	-2.00
Network Engineer	-	-	-	6.00	6.00
Network Operations Supervisor	2.00	2.00	2.00	-	-2.00
Network Technician	-	-	-	2.00	2.00
Planning Program Manager	-	-	1.00	-	-1.00
Radio System Specialist	-	-	-	3.00	3.00
Radio System Specialist, Senior	-	-	-	7.00	7.00
Radio System Supervisor	-	-	-	2.00	2.00
Radio System Technician	-	-	-	3.00	3.00
Senior Tech Service Specialist	3.00	3.00	3.00	-	-3.00

Innovation and Technology

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Server Administrator	4.00	4.00	3.00	2.00	-1.00
Server Engineer	-	-	-	5.00	5.00
Sharepoint Administrator	2.00	2.00	2.00	-	-2.00
Software Developer	-	-	5.00	5.00	-
Software Developer Intermediate	2.00	1.00	-	-	-
Software Developer Lead	-	-	-	4.00	4.00
Software Developer Senior	4.00	3.00	6.00	6.00	-
Technical Support Coordinator	-	-	1.00	5.00	4.00
Technical Systems Specialist	2.00	2.00	5.00	5.00	-
Technology Services Officer	2.00	2.00	4.00	5.00	1.00
Technology Support Specialist	-	-	-	9.00	9.00
Technology Support Specialist Senior	-	-	-	3.00	3.00
Training Specialist	1.00	1.00	1.00	-	-1.00
Wireless Communications Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	145.00	148.00	219.00 ¹	220.00	1.00

¹ FY 2021 included the centralization of 74.00 FTEs from departments and 2.00 FTEs to the Department of Human Resources. Aside from this change, the FY 2021 position total was 146.00, a change of -2.00 FTEs from FY 2020.

Innovation and Technology

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Upgrade Business System Software	\$1,978,286	PAYGO	274
Enhance Innovation and Technology Assets	\$1,000,000	PAYGO	275
Total	\$2,978,286		

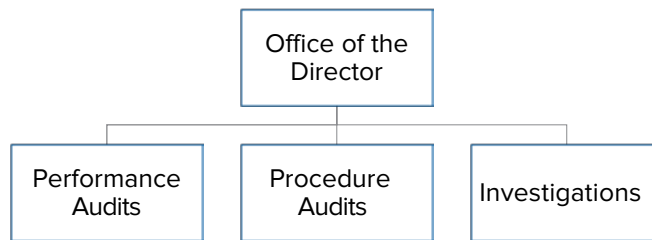
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$1,112,353	\$1,130,246	\$1,358,435	\$1,458,185	7.3 %
Operating Expenses	\$235,752	\$218,637	\$118,637	\$116,889	-1.5 %
Total Expenditures	\$1,348,105	\$1,348,883	\$1,477,072	\$1,575,074	6.6 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce contractual funds based on anticipated utilization Adjust discretionary non-personnel budget based on anticipated contractual utilization. The departments miscellaneous contracts budget will be reduced.	-	-\$32,982
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$23,467
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$76,283
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$31,234
Net Change	-	\$98,002

Internal Audit

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Percent of recommendations implemented	Percent of recommendations implemented within 6 months	62%	75%	75%
Completion of a Two-Year Strategic Audit Plan	Percent of Two-Year Strategic Audit Plan completed by August 31, 2021	New Measure	New Measure	100%
Percent of employees receiving Equity Training	Percent of staff participation in equity training exercises	New Measure	New Measure	95%
Deliver competitive audit services to facilitate a well-managed government	Number of audits issued	7	12	12

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Deputy Internal Audit Manager	1.00	1.00	1.00	1.00	-
Internal Audit Manager	1.00	1.00	1.00	1.00	-
Internal Audit Supervisor	1.00	1.00	1.00	1.00	-
Internal Audit Supervisor IT	1.00	1.00	1.00	1.00	-
Internal Auditor	2.00	2.00	2.00	2.00	-
Internal Auditor Senior	4.00	5.00	5.00	5.00	-
Department Total FTE	10.00	11.00	11.00	11.00	-

Mission Statement

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

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

Department Overview

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

Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY2022
Expenditures					
Personal Services	\$555,494	\$557,229	\$581,466	\$780,353	34.2 %
Operating Expenses	\$237,209	\$125,594	\$178,065	\$178,065	0.0 %
Total Expenditures	\$792,703	\$682,823	\$759,531	\$958,418	26.2 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Support Citizen Advise Committee on Governance recommendation to increase Mayor and City Council compensation to align with Mecklenburg County Provide funds for an increase for the City of Charlotte's Mayor and City Council members based on the Citizen Advisory Committee on Governance recommendations. The increase will be effective in July 2021 and will align the compensation and expense payments for the City of Charlotte Mayor to the Mecklenburg County Board Chair and Charlotte City Council members to Mecklenburg County Board members.	-	\$217,235
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	-\$18,348
Net Change	-	\$198,887

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Council Member	11.00	11.00	11.00	11.00	-
Mayor	1.00	1.00	1.00	1.00	-
Department Total FTE	12.00	12.00	12.00	12.00	-

Planning, Design, and Development

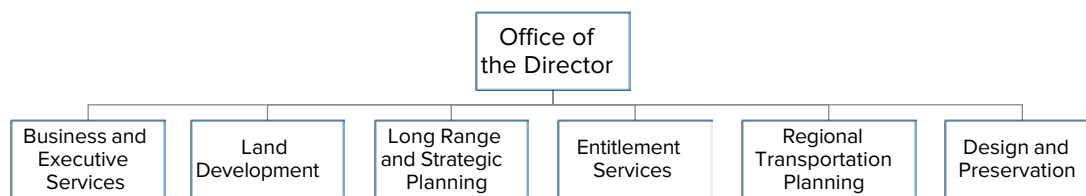
Mission Statement

Shape a resilient and equitable city for all by connecting, and designing great places to preserve our built and natural spaces, plan for growth, and guide development of our thriving communities.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Licenses, Fees, and Fines	\$1,518,960	\$884,765	\$1,664,363	\$1,403,545	-15.7 %
Charges for Current Services	\$3,897,973	\$6,052,163	\$5,082,420	\$6,177,195	21.5 %
Total Revenues	\$5,416,933	\$6,936,928	\$6,746,783	\$7,580,740	12.4 %
Expenditures					
Personnel Services	\$9,029,396	\$9,941,914	\$10,475,570	\$11,653,265	11.2 %
Operating Expenses	\$1,867,767	\$1,113,704	\$1,363,071	\$1,316,455	-3.4 %
Department Charges	-\$733,748	-\$966,844	-\$1,228,492	-\$1,523,519	-24.0 %
Total Expenditures	\$10,163,415	\$10,088,774	\$10,610,149	\$11,446,201	7.9 %
Net Expenditures	\$4,746,482	\$3,151,846	\$3,863,366	\$3,865,461	0.1 %

Planning, Design, and Development

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures	-	-\$62,474
Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.		
Provide funds for a citywide compensation increase	-	\$170,108
Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.		
Provide additional support for construction inspections	1.00	\$79,067
Provide an additional Construction Inspector position. The inspector will provide inspections for ADA accessibility and building code compliance in residential and commercial neighborhoods. The position will be reimbursed with user fee revenue.		
Provide increase for custodial service	-	\$9,167
Technical adjustment to support a custodial service contract increase at the Charlotte Urban Design Center, located at the Trolley Powerhouse Studio.		
Add grant funded positions	3.00	-
Provide additional support under the Charlotte Regional Transportation Planning Organization (CRTPO) grant by providing a Planner Associate, Administrative Officer IV, and Planning Project Coordinator. The positions will support senior staff persons in community outreach and communications, develop and implement long-range plans, and support performance-based planning requirements. The positions will be reimbursed by CRTPO grant funding.		
Update Personnel Expenditures	1.00	\$649,492
Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent. This action also includes recognizing a previously approved Administrative Officer I position.		
Update Allocations for Internal Service Providers (ISPs)	-	-\$9,308
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	5.00	\$836,052

Planning, Design, and Development

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community	Percent of Land Development Reviews and Inspections completed by targeted timeframe within compliance	82%	90%	90%
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Charlotte Placemaking Program	Percent completion of Neighborhood Matching Grant and Placemaking Projects	70%	75%	50%
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Ensure Equitable Community Outreach and Engagement	Percent of zip codes that participate in the Place Type Mapping located within the City of Charlotte's Arc, as defined by the Charlotte Future 2040 Comprehensive Plan	New Measure	New Measure	35%
2050 Metropolitan Transportation Plan & Policy Development	Complete development of the 2050 Metropolitan Transportation Plan	New Measure	New Measure	100%

Planning, Design, and Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	3.00	4.00	4.00	5.00	1.00
Administrative Officer II	2.00	2.00	2.00	2.00	-
Administrative Officer III	2.00	2.00	2.00	2.00	-
Administrative Officer IV	1.00	-	-	1.00	1.00
Administrative Officer V	-	1.00	1.00	1.00	-
Administrative Services Manager	-	1.00	1.00	1.00	-
Area Supervisor	1.00	1.00	-	-	-
Assistant Planner	1.00	1.00	-	-	-
Assistant Planning Director	5.00	5.00	-	-	-
Associate Planner	5.00	10.00	-	-	-
Business Systems Specialist Intermediate	1.00	1.00	-	-	-
Business System Specialist Senior	1.00	1.00	-	-	-
Chief Urban Forester	-	-	-	1.00	1.00
Code Enforcement Inspector	4.00	4.00	4.00	4.00	-
Code Enforcement Inspector Lead	2.00	2.00	2.00	2.00	-
Code Process Specialist	3.00	2.00	2.00	2.00	-
Construction Inspector	4.00	4.00	4.00	5.00	1.00
Construction Inspector Senior	1.00	1.00	1.00	1.00	-
Construction Supervisor	1.00	1.00	1.00	1.00	-
Deputy Planning Director	1.00	1.00	1.00	1.00	-
Engineering Services Investigator	2.00	2.00	2.00	2.00	-
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
Office Assistant V	1.00	1.00	2.00	2.00	-
Planner Associate	-	-	11.00	12.00	1.00
Planner	-	-	15.00	15.00	-
Planner Senior	-	-	11.00	-	-11.00
Planning Coordinator	11.00	10.00	-	-	-
Planning Director	1.00	1.00	1.00	1.00	-
Planning Division Manager	-	-	5.00	5.00	-
Planning Program Manager	7.00	10.00	8.00	7.00	-1.00
Planning Project Coordinator	-	-	-	13.00	13.00
Planning Project Manager	-	-	8.00	8.00	-
Planning Project Manager Senior	-	-	7.00	7.00	-
Plan Review Engineer	1.00	1.00	-	-	-
Plans Reviewer	3.00	2.00	1.00	-	-1.00
Principal Planner	13.00	15.00	-	-	-
Public Information Specialist	1.00	-	-	-	-

Planning, Design, and Development

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Senior Planning Coordinator	5.00	4.00	-	-	-
Senior Principal Planner	6.00	9.00	-	-	-
Urban Forestry Specialist	6.00	6.00	6.00	6.00	-
Urban Forestry Supervisor	1.00	2.00	1.00	1.00	-
Department Total FTE	97.00	108.00	104.00	109.00	5.00

Planning, Design, and Development

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Enhance Placemaking Citywide	\$250,000	PAYGO	269
Total	\$250,000		

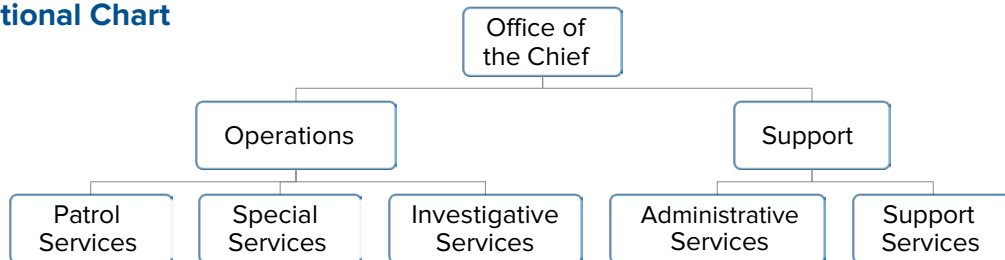
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Law Enforcement Services	\$20,113,341	\$21,813,610	\$22,494,957	\$23,256,937	3.4 %
Interfund Police Charges	\$9,306,018	\$9,546,902	\$10,076,572	\$10,818,195	7.4 %
Licenses, Fees, and Fines	\$1,912,584	\$1,748,275	\$1,887,000	\$1,907,500	1.1 %
Convention Center Traffic	-	\$250,000	\$500,000	\$250,000	-50.0 %
Charges for Services	\$114,783	\$66,995	\$132,500	\$60,000	-54.7 %
Other	\$179,545	\$187,193	\$140,000	\$95,000	-32.1 %
Total Revenues	\$31,626,271	\$33,612,975	\$35,231,029	\$36,387,632	3.3 %
Expenditures					
Personnel Services	\$232,481,643	\$240,083,897	\$247,347,250	\$256,892,432	3.9 %
Operating Expenses	\$39,941,680	\$38,598,658	\$43,464,294	\$44,614,436	2.6 %
Capital Outlay	\$2,259,493	\$2,010,970	\$10,000	-	-100.0 %
Department Charges	-\$411,126	-\$366,393	-\$618,324	-\$629,409	1.8 %
Total Expenditures	\$274,271,690	\$280,327,132	\$290,203,220	\$300,877,459	3.7 %
Net Expenditures	\$242,645,419	\$246,714,157	\$254,972,191	\$264,489,827	3.7 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Eliminate vacant position Eliminate vacant Administrative Officer V position in an effort to right-size the department's workforce. The duties of the position will be absorbed by existing staff to minimize service level impacts.	-1.00	-\$129,322
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$94,004
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$7,236,557
Support SAFE Charlotte recommendation to enhance mental health response Support CMPD's Community Policing Crisis Response Team (CPCRT) by providing an increased number of mental health clinicians to partner with officers to respond to mental health crises. This expansion was a SAFE Charlotte recommendation.	-	\$739,810
Support SAFE Charlotte recommendation to civilianize functions Support civilianization of three vacant sworn positions to relieve officers from completing clerical and administrative functions. These conversions will provide CMPD with additional administrative support staff while allowing officers to return to response duty. This conversion is an ongoing process and is a SAFE Charlotte recommendation.	-	-
Support CMPD's officer wellness initiative Support CMPD's officer wellness initiative by providing an in-house Psychologist. This will foster an overall resilient CMPD force while mitigating stress and increasing positive growth after critical incidents. The cost of this position will be offset by reduced contractual costs.	1.00	-
Support separation allowance for Law Enforcement Officers Technical adjustment to provide additional funds for the state mandated separation allowance for law enforcement officers from retirement until age 62.	-	\$833,603
Provide increase for custodial service Technical adjustment to provide funds for a custodial service contract increase at police stations throughout the city.	-	\$240,511

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for retiree health investment account program Provide funds for retiree health investment account program for sworn public safety employees based on an increase in the number of eligible employees. The program provides \$1,040 annually to all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.	-	\$101,992
Provide increase for rent and leases Technical adjustment to support rent and lease increases at the North Division Station and the Charlotte Douglas International Airport.	-	\$77,785
Provide increase for alarm monitoring and enforcement Technical adjustment to support alarm ordinance contract increases for monitoring and enforcement services in the city of Charlotte.	-	\$20,081
Provide increase for court support Technical adjustment to continue support for the District Attorney's Office. This action updates contractual costs that support two Assistant District Attorneys and three Legal Assistants from the North Carolina Administrative Office of the Courts to help address the backlog of property crime and drug cases in Mecklenburg County.	-	\$12,420
Update Personnel Expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$1,296,380
Update Allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$338,426
Net Change	-	\$10,674,239

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Reduce Victimization	Percent reduction in crime rates per 100,000 population	11.5% Decrease	>3%	>3%
Build trust and confidence with community	Percent of 911 calls answered within 10 seconds or less	91%	90%	90%
	Partner with the community and other stakeholders in the implementation of SAFE Charlotte initiatives	New Measure	New Measure	Provide report outs on progress
Provide alternative response options for police calls	Percent of all CMPD cases responded to through the Crisis Intervention Team (CIT)	New Measure	New Measure	15%
Timely response to calls for service	Percent of priority 1 emergency calls for police service responded to within seven minutes	New Measure	New Measure	100%
Provide alternatives to incarceration	Percent increase in the number of diversions (Adult and Juvenile)	New Measure	New Measure	10%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain a diverse workforce	Percent of applicant base that are minorities and/or females	63%	60%	60%

Full-Time Equivalent (FTE) Position Summary

Law Enforcement Officers	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Police Chief	1.00	1.00	1.00	1.00	-
Deputy Police Chief	5.00	5.00	5.00	5.00	-
Police Major	14.00	14.00	14.00	14.00	-
Police Captain	35.00	35.00	35.00	35.00	-
Police Lieutenant	45.00	45.00	45.00	45.00	-
Police Sergeant	157.00	157.00	157.00	157.00	-
Police Officer	1,725.00	1,725.00	1,725.00	1,722.00	-3.00
Sworn Total	1,982.00	1,982.00	1,982.00	1,979.00	-3.00

General Employees	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
311 Contact CTE Program Analyst	-	-	2.00	2.00	-
911 Program Analyst	2.00	2.00	-	-	-
Administrative Officer I	19.00	21.00	18.00	18.00	-
Administrative Officer II	12.00	12.00	13.00	12.00	-1.00
Administrative Officer III	6.00	6.00	6.00	7.00	1.00
Administrative Officer IV	6.00	6.00	5.00	5.00	-
Administrative Officer V	2.00	2.00	2.00	1.00	-1.00
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Animal Control Bureau Manager	1.00	1.00	1.00	1.00	-
Animal Control Officer	21.00	21.00	21.00	20.00	-1.00
Animal Control Officer-Lead	11.00	11.00	11.00	11.00	-
Animal Control Officer-Senior	6.00	6.00	6.00	6.00	-
Animal Control Officer-Supervisor	8.00	8.00	8.00	7.00	-1.00
Animal Health Technician	5.00	5.00	5.00	5.00	-
Animal Services Officer	-	-	-	1.00	1.00
Animal Shelter Manager	1.00	1.00	1.00	1.00	-
Animal Trainer	1.00	1.00	1.00	1.00	-
Assistant City Attorney II	2.00	3.00	-	-	-
Business Services Manager	-	-	1.00	1.00	-
Business Systems Specialist	-	-	1.00	1.00	-
Business Systems Specialist Intermediate	8.00	8.00	-	-	-
Business Systems Specialist Lead	3.00	3.00	-	-	-
Business System Specialist Senior	4.00	4.00	-	-	-
Business Systems Program Manager	1.00	1.00	-	-	-
Business Systems Supervisor	1.00	1.00	-	-	-
Chief Criminalist	3.00	3.00	3.00	3.00	-
Community Relations Manager	2.00	2.00	2.00	2.00	-

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

General Employees	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Community Relations Specialist	2.00	2.00	2.00	2.00	-
Construction Contracts Admin Coordinator Lead	-	-	1.00	1.00	-
Content Webmaster	1.00	1.00	-	-	-
Contract Technician	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	1.00	1.00	-	-	-
Crime Lab Technician	1.00	1.00	1.00	1.00	-
Crime Laboratory Director	1.00	1.00	1.00	1.00	-
Crime Scene Technician	28.00	28.00	28.00	28.00	-
Crime Scene Technician Senior	6.00	6.00	6.00	6.00	-
Criminalist DNA Analyst	4.00	4.00	4.00	4.00	-
Criminalist Drug Chemistry	3.00	3.00	3.00	3.00	-
Criminalist Firearms Toolmarks	1.00	1.00	2.00	2.00	-
Criminalist Questioned Document Specialist	-	-	1.00	1.00	-
Criminalist Serology	1.00	1.00	1.00	1.00	-
Criminalist Trainee	1.00	1.00	-	-	-
Customer/Revenue Service Assistant	7.00	7.00	7.00	7.00	-
Data Analytics Manager	1.00	1.00	1.00	1.00	-
Data Analytics Specialist	9.00	9.00	9.00	9.00	-
Data Analytics Specialist Lead	3.00	3.00	3.00	3.00	-
Data Analytics Specialist Senior	2.00	2.00	2.00	2.00	-
Data Analytics Supervisor	1.00	1.00	1.00	1.00	-
Database Administrator	2.00	2.00	-	-	-
Deputy City Attorney	1.00	1.00	-	-	-
DNA Analysis Team Leader	2.00	2.00	2.00	2.00	-
Domestic Violence Counselor	10.00	4.00	4.00	4.00	-
Engineering Business Services Manager	1.00	1.00	-	-	-
Field Operations Supervisor	-	-	-	1.00	1.00
Fleet Specification Analyst	1.00	1.00	1.00	1.00	-
GIS Analyst	1.00	1.00	-	-	-
H&NS Program Coordinator	2.00	2.00	2.00	2.00	-
Information Technology Administrator	1.00	1.00	-	-	-
Information Technology Supervisor	1.00	1.00	-	-	-
IT Project Manager Associate	1.00	1.00	-	-	-
Kennel Attendant	9.00	9.00	9.00	9.00	-
Kennel Supervisor	2.00	2.00	2.00	2.00	-
Latent Fingerprint Examiner	3.00	3.00	3.00	3.00	-
Latent Fingerprint Supervisor	1.00	1.00	1.00	1.00	-
Management Analyst	5.00	5.00	5.00	8.00	3.00
Management Analyst Senior	2.00	2.00	2.00	2.00	-

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

General Employees	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Network Communications Integrator	1.00	1.00	-	-	-
Non-Emergency Police Services Manager	1.00	1.00	1.00	1.00	-
Office Assistant IV	12.00	12.00	10.00	10.00	-
Office Assistant V	6.00	6.00	6.00	6.00	-
Operations Supervisor	1.00	1.00	1.00	1.00	-
Paralegal	1.00	1.00	-	-	-
Police Aircraft Mechanic	1.00	1.00	1.00	1.00	-
Police Communications Services Supervisor	1.00	1.00	1.00	1.00	-
Police Customer Service Supervisor	-	-	5.00	5.00	-
Police Customer Service Team Lead	5.00	5.00	-	-	-
Police Investigation Technician	46.00	44.00	44.00	44.00	-
Police Property Control Supervisor	3.00	3.00	3.00	3.00	-
Police Property Control Technician	15.00	14.00	14.00	14.00	-
Police Property Manager	1.00	1.00	1.00	1.00	-
Police Records Supervisor	1.00	1.00	1.00	1.00	-
Police Records Technician	5.00	5.00	5.00	5.00	-
Police Support Technician	16.00	16.00	16.00	16.00	-
Police Telecommunicator Supervisor	14.00	14.00	14.00	14.00	-
Police Telecommunicator	125.50	125.50	125.50	125.50	-
Polygraph Examiner	1.00	1.00	1.00	1.00	-
Program Coordinator	2.00	2.00	-	-	-
Public Info Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Public Services Division Manager	1.00	1.00	1.00	1.00	-
Psychologist	-	-	-	1.00	1.00
Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Questioned Documents Specialist	1.00	1.00	-	-	-
Recreation Specialist	1.00	1.00	1.00	1.00	-
Safety Coordinator	-	1.00	1.00	1.00	-
Senior Assistant City Attorney	3.00	2.00	-	-	-
Software Developer Intermediate	3.00	3.00	-	-	-
Software Developer Senior	1.00	1.00	-	-	-
Senior Business Systems Manager	1.00	1.00	-	-	-
Technical Systems Specialist	3.00	3.00	-	-	-
Training Specialist	1.00	1.00	2.00	2.00	-
Veterinary Technician	1.00	1.00	1.00	1.00	-
Non-LEO Total FTE	522.50	516.50	473.50	476.50	3.00
Department Total FTE	2,504.50	2,498.50	2,455.50	2,455.50	-

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Purchase Police Technology	\$2,000,000	PAYGO	268
Renovate Animal Care and Control Facility	\$5,000,000	Other Sources	303
Complete the Northwest Police Station	\$2,570,000	Reappropriation of Prior Authorization	304
Total	\$9,570,000		

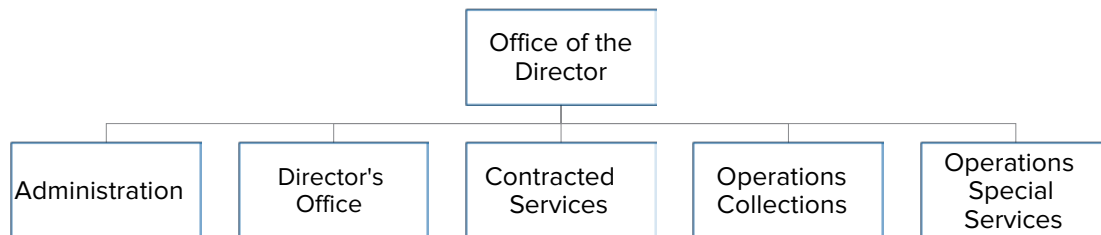
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Intergovernmental-state	\$733,357	\$667,679	\$585,000	\$615,000	5.1 %
Licenses, fees, fines	\$16,112,935	\$20,892,695	\$24,385,230	\$27,458,887	12.6 %
Miscellaneous	\$150,569	\$40,296	\$120,000	\$40,000	-66.7 %
Total Revenues	\$16,996,861	\$21,600,670	\$25,090,230	\$28,113,887	12.1 %
Expenditures					
Personnel Services	\$22,398,083	\$23,546,185	\$23,668,752	\$24,354,474	2.9 %
Operating Expenses	\$41,116,879	\$41,703,182	\$44,978,543	\$47,342,018	5.3 %
Capital Outlay	\$27,848	-	-	-	0.0 %
Department Charges	-\$1,530,754	-\$1,663,496	-\$972,839	-\$948,378	2.5 %
Total Expenditures	\$62,012,056	\$63,585,871	\$67,674,456	\$70,748,114	4.5 %
Net Expenditures	\$45,015,195	\$41,985,201	\$42,584,226	\$42,634,227	0.1 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce fuel expenditures Reduce fuel expenditures to reflect savings from both the federal alternative fuel tax credit, and reduced market pricing for diesel fuel and gasoline.	-	-\$215,000
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$309,645
Provide funds for tipping fee increases Technical adjustment to provide funds for tipping fee increases for garbage and yard waste disposal costs.	-	\$1,295,240
Provide funds for multi-family collection contract fee increases Technical adjustment to provide funds for contractual increases to dumpster/compactor collection costs.	-	\$876,977
Provide funds for curbside recycling collection contract fee increases Technical adjustment to provide funds for contractual increases to curbside recycling collection costs.	-	\$257,247
Provide funds for annual maintenance of vehicle tablets Technical adjustment to provide funds for the annual maintenance of tablets that assist collections employees with vehicle diagnostics, navigation, and work orders.	-	\$39,480
Centralize communications duties in Communications Centralize the management and administration of communication services by transferring one position to Communications. This action will increase efficiencies by standardizing operations and eliminating potential duplication of work. A corresponding entry can be found in Communications.	-1.00	-\$99,212
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$499,750

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$109,531
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	-1.00	\$3,073,658

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Facilitate upward mobility for employees	Number of employees participating in upward mobility initiatives, such as professional licensing, degree programs, continuing education courses, etc.	New Measure	>62 Solid Waste employees participate	>20% of Solid Waste employees participate
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.81	≤2.0	≤2.0
Provide equitable residential curbside services	Geographic distribution of yard waste collections and bulky item collection requests	New Measure	Evaluate baseline of where collections occur	Determine equity of collections between neighborhoods
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	35	>35	>35
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	\$153 (FY19 North Carolina statewide average \$263)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$92 (FY19 North Carolina statewide average \$108)	< North Carolina statewide average	< North Carolina statewide average
Operate efficient weekly curbside refuse collection	Average number of curbside garbage cart collections per hour	130	≥ 125	≥ 125

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	6.00	4.00	3.00	4.00	1.00
Administrative Officer II	1.00	2.00	2.00	2.00	-
Administrative Officer III	6.00	6.00	6.00	6.00	-
Administrative Officer IV	2.00	2.00	2.00	2.00	-
Administrative Officer V	2.00	2.00	2.00	2.00	-
Business System Specialist Senior	2.00	2.00	-	-	-
Business Systems Manager	1.00	1.00	-	-	-
Community Programs Coordinator	1.00	1.00	1.00	1.00	-
Community Relations Specialist	-	-	-	1.00	1.00
Contract Technician	8.00	8.00	8.00	8.00	-
Contracts Admin Coordinator	-	-	-	1.00	1.00
Contracts Admin Specialist	-	1.00	1.00	1.00	-
Deputy Solid Waste Services Director	2.00	2.00	2.00	2.00	-
Equipment Operator III	15.00	15.00	15.00	15.00	-
Facilities/Property Supervisor	1.00	-	-	-	-
Field Operations Supervisor	4.00	4.00	4.00	4.00	-
GIS Analyst	-	1.00	-	-	-
GIS Supervisor	1.00	1.00	-	-	-
GIS Technician	1.00	1.00	-	-	-
Labor Crew Chief II	15.00	15.00	16.00	16.00	-
Laborer	58.00	-	-	-	-
Laborer Senior	21.00	-	-	-	-
Management Analyst	1.00	1.00	1.00	-	-1.00
Management Analyst Senior	1.00	1.00	1.00	1.00	-
Office Assistant IV	2.00	2.00	2.00	2.00	-
Office Assistant V	4.00	4.00	4.00	3.00	-1.00
Operations Supervisor	5.00	5.00	5.00	3.00	-2.00
Public Information Specialist Senior	1.00	1.00	1.00	-	-1.00
Public Service Coordinator	1.00	1.00	1.00	-	-1.00
Safety Coordinator	1.00	-	-	1.00	1.00
Sanitation Equipment Operator Senior	68.00	70.00	70.00	70.00	-
Sanitation Equipment Operator	69.00	69.00	69.00	69.00	-
Sanitation Team Leader	5.00	5.00	5.00	5.00	-
Sanitation Technician	-	58.00	57.00	56.00	-1.00
Sanitation Technician Senior	7.00	28.00	29.00	29.00	-
Solid Waste Services Director	1.00	1.00	1.00	1.00	-
Solid Waste Services Operations Manager	-	-	-	1.00	1.00
Storekeeper	-	-	-	1.00	1.00
Storekeeper Senior	1.00	1.00	-	-	-

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Training Specialist	-	1.00	1.00	1.00	-
Department Total FTE	314.00	316.00	309.00	308.00	-1.00

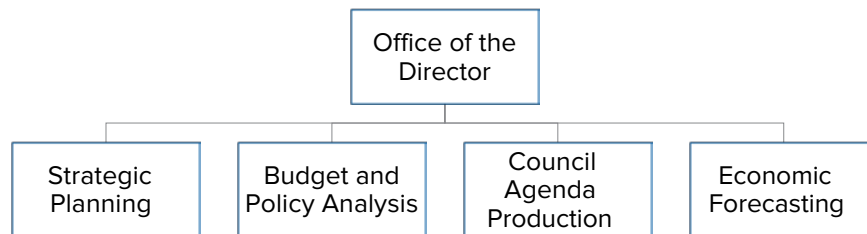
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$2,204,674	\$1,957,162	\$2,113,873	\$2,143,963	1.4 %
Operating Expenses	\$195,534	\$117,901	\$191,227	\$178,977	-6.4 %
Department Charges	-\$108,190	-	-\$110,384	-\$110,384	0.0 %
Total Expenditures	\$2,292,018	\$2,075,063	\$2,194,716	\$2,212,556	0.8 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.	-	-\$44,138
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$34,890
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$30,202
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$3,114
Net Change	-	\$17,840

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Prepare high quality budget documents that follow best practices	GFOA Distinguished Budget award	Received	Receive	Receive
Promote strong financial management	Percent of variance between forecasted and actual revenue received	0.8%	≤ 3%	≤ 3%
Provide for sustainable delivery of services	Propose a structurally balanced budget in which ongoing revenues meet ongoing expenditures	Achieved	Achieve	Achieve
Expand budget community outreach and engagement to ensure all members of the community have an opportunity to share their voice	Collect and analyze budget engagement participants' demographic data to better target and reach underrepresented community groups	New Measure	New Measure	Develop at least one new engagement initiative

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer II	-	-	1.00	1.00	-
Administrative Officer III	1.00	1.00	-	-	-
Administrative Services Manager	1.00	-	-	-	-
Business Systems Supervisor	-	1.00	-	-	-
Business Systems Specialist Lead	1.00	-	-	-	-
Deputy Strategy & Budget Director	1.00	1.00	1.00	1.00	-
Economist	1.00	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	-	-	-
Financial Process Manager	-	-	1.00	1.00	-
Special Assistant To City Manager	1.00	-	-	-	-
Strategy and Budget Director	1.00	1.00	1.00	1.00	-
Strategy and Budget Analyst	7.00	4.00	2.00	2.00	-
Strategy and Budget Analyst Associate	-	3.00	4.00	4.00	-
Strategy and Budget Analyst Lead	-	-	-	2.00	2.00
Strategy and Budget Analyst Senior	-	2.00	4.00	3.00	-1.00
Strategy and Budget Manager	3.00	2.00	1.00	-	-1.00
Department Total FTE	18.00	17.00	16.00	16.00	-

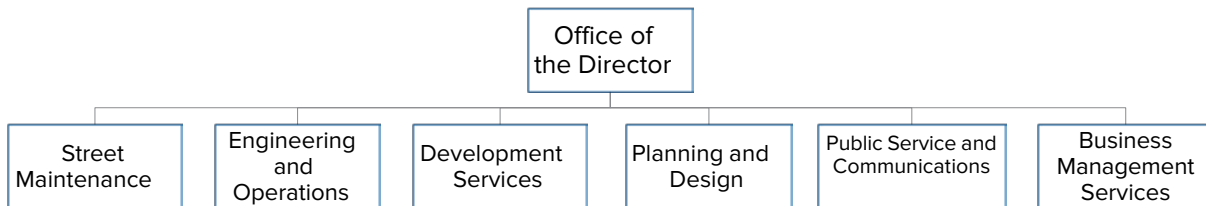
Mission Statement

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

Department Overview

- Maintain and preserve a multi-modal transportation system of 308 square miles including more than 5,400 lane miles of streets, 799 traffic signals, 2,250 miles of sidewalks, 184 miles of bicycle facilities, and 145,000 traffic signs
- Keep pace with growth and foster economic vitality by providing transportation choices through transportation planning and capital investment, land development, right-of-way management, special events, neighborhood services, and curb lane management
- Provide safer streets for all using Vision Zero principles to eliminate traffic-related fatalities and serious injuries by focusing on engineering, education, and enforcement efforts

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Intergovernmental - State	\$514,343	\$452,955	\$875,000	\$875,000	0.0 %
Licenses, Fees, Fines	\$3,538,943	\$3,605,553	\$3,297,475	\$3,387,395	2.7 %
Charges for Current Services	\$2,174,652	\$2,423,164	\$2,709,040	\$2,566,645	-5.3 %
Miscellaneous	\$4,600	\$2,950	\$6,000	\$3,000	-50.0 %
Other	\$131,989	\$51,286	\$22,750	\$16,200	-28.8 %
Total Revenues	\$6,364,527	\$6,535,908	\$6,910,265	\$6,848,240	-0.9 %
Expenditures					
Personnel Services	\$31,096,609	\$32,920,166	\$33,519,843	\$34,662,549	3.4 %
Operating Expenses	\$10,483,735	\$10,445,656	\$10,758,732	\$10,653,661	-1.0 %
Capital Outlay	\$26	-	-	-	0.0 %
Department Charges	-\$16,820,080	-\$17,756,027	-\$16,747,600	-\$16,747,600	0.0 %
Total Expenditures	\$24,760,290	\$25,609,795	\$27,530,975	\$28,568,610	3.8 %
Net Expenditures	\$18,395,763	\$19,073,887	\$20,620,710	\$21,720,370	5.3 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced.	-	-\$186,597
Provide funds for implementation of the Legacy Commission recommendations Support Legacy Commission recommendations including changing street names and reimagining civic spaces to create landscape that is both representative of the dynamic and diverse city Charlotte has become and reflective of the inclusive vision it strives to achieve.	-	\$40,000
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$439,644
Centralize communication duties in Communications Centralize the management and administration of communication services by transferring two positions to Communications. This action will increase efficiencies by standardizing operations and eliminating potential duplication of work. A corresponding entry can be found in Communications.	-2.00	-\$197,508
Reconcile funds from Innovation and Technology according to service needs Realign funding from Innovation and Technology in accordance with the Innovation and Technology and Transportation Service Agreement, which was produced as part of the technology centralization that began in FY 2021. This action reconciles the total funding transfer based on Transportation's current service level needs.	-	-\$186,489
Transfer GIS Technician from General Services Transfer GIS Technician position from General Services to consolidate duties and responsibilities related to the city's Powell Bill-funded street maintenance activities. A corresponding entry can be found in General Services	1.00	\$79,979
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$820,591
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$228,015
Net Change	-1.00	\$1,037,635

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Identify barriers to Americans with Disabilities Act (ADA) compliance in public right-of-way	Number of improvements made in implementing ADA transition plan	87	90	90
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Number of high injury network corridors that received street lighting	2 Corridors	3 Corridors	3 Corridors
	Miles of new sidewalks	4.83	≥ 10	≥ 10
	Miles of new bikeways	2.12	≥ 10	≥ 10
	Number of new pedestrian safety projects	87	≥ 25	≥ 25
	Number of new and upgraded signals	35 New 57 Upgraded	New ≥ 2 Upgraded ≥ 10	New ≥ 2 Upgraded ≥ 10
Maintain existing infrastructure	Percent of emergency signal service requests responded to within 1 hour during regular shift; and percent of service requests responded to within 2 hours during on-call shift	1 hour - 95.8% 2 hour - 100%	95%; 95%	95%; 95%
	Annual Pavement Condition Rating	81.16%	≥ 85%	≥ 85%
	Percent of pothole service requests responded to within 5 business days	85%	95%	95%
	Percent of emergency pothole service requests responded to within 4 hours	No pothole emergency requests	100%	100%
	Number of service requests completed within the six Corridors of Opportunity	New Measure	New Measure	Report on the number of service requests investigated in each area.

Performance Measure Highlights (continued)

		FY 2020	FY 2021	FY 2022
Objective	Measure	Actual	Target	Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Encourage a safety conscious culture for employees	Implement a new safety program by June 2022	New Measure	New Measure	Evaluate current safety culture and implement a safety program that encourages and support a safety conscious culture for all employees.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	7.00	7.00	8.00	9.00	1.00
Administrative Officer II	2.00	2.00	3.00	3.00	-
Administrative Officer III	4.00	4.00	4.00	4.00	-
Administrative Officer IV	3.00	3.00	3.00	3.00	-
Administrative Officer V	2.00	2.00	1.00	1.00	-
Administrative Secretary I	1.00	1.00	-	-	-
Assistant Transportation Director	1.00	-	-	-	-
Business Systems Specialist Intermediate	2.00	2.00	-	-	-
Business Systems Specialist Lead	1.00	1.00	-	-	-
Business Services Manager	-	-	1.00	1.00	-
Business Systems Specialist	-	-	1.00	1.00	-
Chief Construction Inspector	-	-	1.00	1.00	-
Code Enforcement Coordinator	-	1.00	1.00	1.00	-
Construction Inspector	11.00	11.00	8.00	8.00	-
Construction Inspector Senior	5.00	5.00	6.00	6.00	-
Construction Supervisor	3.00	2.00	2.00	2.00	-
Contract Administration Coordinator	-	-	2.00	2.00	-
Contract Estimator	3.00	3.00	2.00	2.00	-
Contract Estimator Supervisor	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	1.00	2.00	-	-	-
Deputy Transportation Director	2.00	2.00	2.00	2.00	-
Director of Transportation	1.00	1.00	1.00	1.00	-
Drafting Technician	1.00	1.00	-	-	-
Drafting Technician Senior	2.00	2.00	2.00	2.00	-
Electronics Technician II	-	-	-	1.00	1.00
Engineer Senior	7.00	7.00	7.00	7.00	-
Engineering Assistant	4.00	5.00	4.00	4.00	-
Engineering Business Services Manager	1.00	1.00	-	-	-
Engineering Program Manager	7.00	7.00	6.00	6.00	-
Engineering Project Coordinator	9.00	9.00	9.00	9.00	-
Engineering Project Manager	13.00	13.00	13.00	12.00	-1.00
Engineering Project Manager Senior	10.00	10.00	10.00	10.00	-
Engineering Services Investigator	4.00	3.00	3.00	3.00	-
Engineering Services Supervisor	3.00	3.00	4.00	4.00	-
Equipment Operator II	45.00	45.00	45.00	45.00	-
Equipment Operator III	25.00	25.00	25.00	25.00	-
Field Operations Supervisor	10.00	10.00	10.00	10.00	-
GIS Analyst	1.00	1.00	1.00	1.00	-
GIS Supervisor	1.00	1.00	1.00	1.00	-
GIS Technician	-	-	-	1.00	1.00
ITS Program Coordinator	2.00	2.00	2.00	2.00	-
Labor Crew Chief I	17.00	17.00	17.00	17.00	-
Labor Crew Chief II	43.00	43.00	43.00	42.00	-1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Management Analyst	-	-	1.00	1.00	-
Mason	31.00	31.00	31.00	31.00	-
Office Assistant IV	6.00	6.00	3.00	3.00	-
Office Assistant V	1.00	1.00	1.00	-	-1.00
Operations Supervisor	6.00	6.00	6.00	7.00	1.00
Public Information Specialist Senior	2.00	2.00	2.00	-	-2.00
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Public Services Division Manager	1.00	-	-	-	-
Safety Coordinator Senior	2.00	2.00	2.00	2.00	-
Service Dispatcher	2.00	2.00	2.00	2.00	-
Sign and Marking Technician	3.00	3.00	3.00	3.00	-
Sign Fabrication Supervisor	1.00	1.00	1.00	1.00	-
Sign Fabricator	3.00	3.00	3.00	3.00	-
Signal Systems Specialist	2.00	2.00	2.00	2.00	-
Special Events Coordinator	1.00	1.00	1.00	1.00	-
Special Events Coordinator Senior	1.00	1.00	1.00	1.00	-
Special Events Supervisor	1.00	1.00	1.00	1.00	-
Storekeeper Senior	3.00	3.00	3.00	3.00	-
Stores Supervisor	1.00	1.00	1.00	1.00	-
Street Crew Member	52.00	52.00	52.00	52.00	-
Street Maintenance Operations Manager	2.00	2.00	2.00	2.00	-
Technology Support Coordinator	1.00	1.00	-	-	-
Traffic Counter II	0.75	0.75	0.75	0.75	-
Traffic Electronics Supervisor	1.00	1.00	-	-	-
Traffic Electronics Technician I	3.00	3.00	3.00	3.00	-
Traffic Signal Electrician	8.00	8.00	7.00	7.00	-
Traffic Signal Electrician Lead	4.00	4.00	3.00	3.00	-
Training Specialist	1.00	1.00	1.00	1.00	-
Transportation Analyst	2.00	2.00	2.00	2.00	-
Transportation Electronics Technician II	5.00	5.00	5.00	5.00	-
Transportation Electronics Technician II Lead	2.00	2.00	2.00	2.00	-
Transportation Electronics Supervisor	-	-	1.00	-	-1.00
Transportation Engineering Manager	4.00	4.00	4.00	4.00	-
Transportation Planner I	1.00	1.00	1.00	1.00	-
Transportation Planner II	5.00	5.00	5.00	5.00	-
Transportation Planner III	3.00	3.00	3.00	3.00	-
Transportation Planning Division Manager	-	1.00	1.00	1.00	-
Transportation Planning Program Manager	2.00	2.00	2.00	3.00	1.00
Travel Demand Modeler	2.00	2.00	1.00	1.00	-
Travel Demand Modeler Senior	1.00	2.00	2.00	2.00	-
Travel Demand Modeling Program Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	423.75	424.75	412.75	411.75	-1.00

FY 2022 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

FY 2022 Capital Investment Plan Projects			
Project/Program	FY 2022 Budget	Funding Type	Page Number
Resurface Streets	\$1,261,000	PAYGO	270
Complete Traffic Studies	\$400,000	PAYGO	271
Purchase Transportation Equipment	\$200,000	PAYGO	271
Complete the Cross Charlotte Trail	\$1,700,000	Other Sources	321
Total	\$3,561,000		

This page intentionally left blank.



DEPARTMENT BUDGETS **NON-DEPARTMENTAL** **ACCOUNTS**

This page intentionally left blank.

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

COMMUNITY INVESTMENTS	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Alliance Center for Education (formerly The Bethlehem Center)	-	-	\$90,000
The Alliance Center for Education, formerly known as The Bethlehem Center, provides out of school time services to low income children and youth and serves grades K-12 year-round. For FY 2022 these funds were transferred from the Community Development Block Grant.			
Arts and Science Council	\$3,190,826	\$3,190,823	-
Supports cultural and arts agencies throughout the city by providing cultural education programs, cultural planning, grant making, public art, and workshops for the cultural community. In FY 2022 the Arts and Science Council is anticipated to receive \$800,000 in support indirectly from the city's Arts and Culture Contribution.			
Arts and Culture Contribution	-	-	\$4,000,000
Funds added in FY 2022 to support cultural and arts agencies throughout the city and expand cultural art programs and education. These funds are expected to be matched with \$2 million in American Rescue Plan Act Funds and \$6 million in private-sector support to provide a total of \$12 million in support of arts and culture initiatives.			
Cable Access Television Support	\$580,058	\$557,206	\$538,672
The city receives sales tax revenue from the state, some of which is required to support the Charlotte Mecklenburg Public Access Corporation, as well as public, educational, or governmental access channels provided by CPCC, UNCC, and the city.			
Charlotte-Mecklenburg Historic Landmarks Commission	-	\$35,000	-
One-time contribution in FY 2021 to the Charlotte-Mecklenburg Historic Landmarks Commission's revolving fund.			
Charlotte Regional Visitors Authority (CRVA)	\$6,278,723	\$5,035,596	\$4,152,692 ¹
Funds the city's general tourism marketing services contract with CRVA. The annual amount is based on a portion of projected collections of the occupancy tax and a \$35,000 city contribution for special events.			

¹ Reduction attributed to projected decrease in occupancy tax collections. Additional money from the Convention Center fund balance will be utilized.

COMMUNITY INVESTMENTS (continued)	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Charlotte Regional Business Alliance Supports business and economic development as well as regional marketing. FY 2022 increase is based on a \$0.30 per capita formula.	\$161,526	\$164,085	\$166,553
CIAA Men's Basketball Tournament Funds previously used to host the CIAA Men's Basketball Tournament.	\$300,000	-	-
Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.	\$112,717	\$80,000	\$80,000
City Burials Funds burials in city-owned cemeteries for indigent citizens.	-	\$3,400	-
City Participation in Regional Grants and Organizations Supports organizations such as the Charlotte Regional Transportation Planning Organization and provides a match for the Unified Planning Work Program grants for regional transportation planning.	\$322,181	\$348,000	\$451,000
Community Building Initiative Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity.	\$50,000	\$50,000	\$50,000
Digital Divide One-time funding in FY 2021 to assist with the creation of a pilot program related to the digital divide.	-	\$35,000	-
Elections Office Provides the city's share of the normal expenses of the County Elections Office, per the cost-sharing formula in the City-County Interlocal Agreement.	\$2,679,329	\$2,245,229	\$2,596,892
Greater Enrichment of Charlotte The Greater Enrichment Program provides out of school time programming for low- income K-6th grade students and their parents and has multiple sites across Charlotte through partnerships within the community and Charlotte-Mecklenburg Schools. For FY 2022 these funds were transferred from the Community Development Block Grant.	-	-	\$200,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.	\$2,500	\$2,500	\$2,500

COMMUNITY INVESTMENTS (continued)	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Mecklenburg Towns' Tourism Subsidy Distributes a portion of the occupancy and prepared food and beverage taxes to Mecklenburg County's six towns. The annual amount and distribution are determined per North Carolina General Statute.	\$4,299,843	\$3,430,417	\$3,319,906
My Brother's Keeper Charlotte-Mecklenburg My Brother's Keeper CLT-Meck program was launched to address persistent opportunity gaps faced by boys and young men of color and to help ensure all young people can reach their full potential.	\$25,000 ²	\$50,000	\$50,000
Safe Alliance Provides counseling and guidance for crime victims and their families.	\$492,676	\$397,038	\$397,038
SAFE Charlotte Civilian Response Support alternative civilian response model based on recommendations from the City Council adopted SAFE Charlotte Plan. This pilot program is intended to divert low-risk, low-priority calls for service, and mental health and homelessness dispatches toward civilian response teams.	-	-	\$1,150,000
SAFE Charlotte Grant Supplement Provide local funds to complement \$879,960 in Community Development Block Grant funding for a total \$1,000,000 in funding to Charlotte-based nonprofits addressing violence in the community.	-	-	\$120,040
TreesCharlotte Public / private nonprofit collaboration aimed at achieving 50 percent tree canopy coverage throughout the city. For FY 2022 these funds were moved from PAYGO.	-	-	\$100,000
UNC Charlotte Urban Institute for Social Capital One-time funding to support data infrastructure improvements to assist with data analysis for SAFE Charlotte and other city initiatives.	-	-	\$250,000
Women's Business Center of Charlotte Provides substantive training for women interested in starting businesses or managing current business through impactful educational training opportunities that stimulate growth.	\$50,000	\$50,000	\$50,000
Total Community Investments	\$18,545,379	\$15,674,294	\$17,765,293

² In FY 2020, \$50,000 was appropriated, however \$25,000 of the \$50,000 was not received by the organization until the following fiscal year and will be reflected next year in FY 2021 actuals.

INFRASTRUCTURE INVESTMENTS	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Capital Support (Pay-As-You-Go Sales Tax)³ Transfers a portion of sales tax revenues to the Pay-As-You-Go (PAYGO) Fund to support capital and other one-time programs. Since FY 2021, sales tax revenues have been directly appropriated to the Pay-As-You-Go Fund, eliminating the necessity of a transfer.	\$30,605,720	- ³	-
Other Transfers to Capital Funds Miscellaneous transfers made to other capital funds to support infrastructure needs.	\$1,492,639	-	-
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$195,751	\$199,264	\$214,383
Street Lighting Represents electrical operating costs for the city's street lighting program.	\$9,284,953	\$9,478,023	\$9,478,023
Street Resurfacing⁴ Supplemental funding to the Powell Bill street maintenance fund for street resurfacing. Since FY 2021 supplemental funding have been provided by the city's Pay-As-You-Go Fund and Capital Investment Plan.	\$4,261,000	- ⁴	-
Total Infrastructure Investments	\$45,840,063	\$9,677,287	\$9,692,406

³ In FY 2021 Sales Tax was directly appropriated to the PAYGO Fund.

⁴ In FY 2021 Street Resurfacing funding was provided directly by the PAYGO Fund and Capital Investment Plan.

ORGANIZATIONAL INVESTMENTS	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Annual Audit Represents the pro rata amount charged to the General Fund for the city's annual financial audit.	\$48,762	\$74,283	\$74,283
Charlotte-Mecklenburg Government Center Rent Funds used for building rent in unoccupied areas.	\$34,079	\$31,740	-
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	\$109,712	\$110,197	\$117,027
NC League of Municipalities	\$109,799	\$113,100	\$115,178
Alliance for Innovation	\$9,000	\$8,498	\$9,000
US Conference of Mayors	\$26,216	\$27,002	\$26,216
National League of Cities	\$26,255	\$26,255	\$27,254
NC Metropolitan Coalition	-	\$21,448	\$20,425
Centralina Council of Governments	\$202,856	\$208,943	\$207,356
City Storm Water Fee Supports a portion of the annual impervious area payment for storm water services. Impervious areas include city roads, buildings, parking lots, and sidewalks.	\$4,648,886	\$4,539,291	\$4,539,291
Citywide Attrition Rate Attrition rate based on additional projected savings from staff turnover held centrally for all General Fund departments.	-	-\$1,100,000	-\$1,100,000
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions received during the year.	\$5,963	\$150,000	\$150,000
County Storm Water Supports the city's payment of its County storm water fees based on the impervious area of streets dedicated to the City of Charlotte.	\$2,019,705	\$2,019,705	\$2,464,128
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	\$298,904	\$299,259	\$299,259
Intergovernmental Support Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.	\$127,756	\$123,840	\$126,504
Municipal Equipment Contribution for annual purchase of capital equipment such as police cars, fire trucks, and solid waste trucks.	\$19,065,411	\$19,065,411	\$19,665,411
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$241,441	\$200,000	\$200,000
Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs.	\$361,921	\$1,000,000	\$1,000,000

ORGANIZATIONAL INVESTMENTS (continued)	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from public/private investment to support the Levine Center for the Arts which includes the Mint Museum of Art, the Bechtler Museum of Modern Art, the Knight Theater, and the Harvey B. Gantt Center for African-American Art + Culture.	\$1,291,024	\$1,291,024	\$1,291,024
Undesignated Balance Operating contingency funds used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.	-	\$1,270	\$150,000
Total Organizational Investments	\$28,627,690	\$28,211,266	\$29,382,356
EMPLOYEE INVESTMENTS	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Enhanced General Employee Compensation Funds to support an increase in the full-time regular salary to \$38,090, and for the Career Training Academy, a six-month training program that prepares participants for entry-level positions.	-	\$107,526	\$450,000
Charlotte-Mecklenburg Government Center (CMGC) Parking Supports operations, utilities, and maintenance of the CMGC parking deck. This is a shared cost between the city and Mecklenburg County.	\$485,869	\$417,617	\$419,503
Health Care Premium Relief Program Funds for a rebate incentive for city employees if their family income is below \$55,000 and they are not able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.83 percent of their weekly salary.	\$100,000	\$100,000	\$100,000
Transit Passes for City Employees Provide all access transit passes to all city employees for an employee contribution of \$33 per employee.	\$374,484	\$374,484	\$378,246
Total Employee Investments	\$960,353	\$999,627	\$1,347,749
Total Non-Departmental	\$93,973,485	\$54,562,474	\$58,187,804



NONGENERAL FUNDS

This page intentionally left blank.



NONGENERAL FUNDS

ENTERPRISE FUNDS

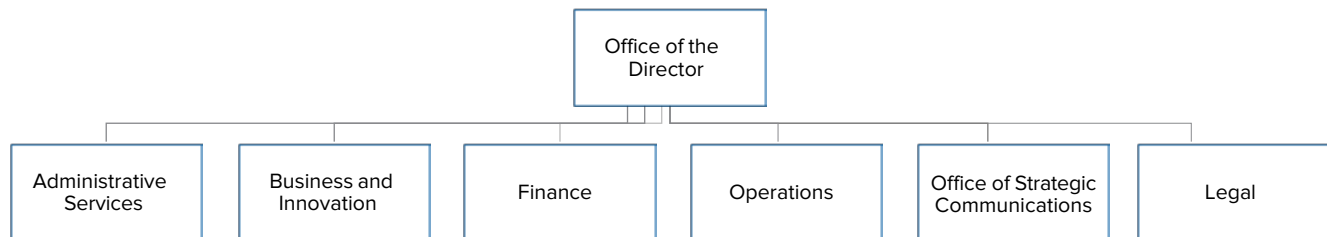
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Terminal Area	\$65,298,032	\$64,000,181	\$70,431,822	\$72,781,537	3.3 %
Airfield	\$30,969,112	\$31,323,359	\$31,103,344	\$29,856,059	-4.0 %
Concessions	\$56,115,986	\$41,140,534	\$43,994,694	\$46,988,014	6.8 %
Rental Car	\$16,817,311	\$13,220,128	\$13,117,503	\$13,750,000	4.8 %
Parking	\$62,162,942	\$47,560,465	\$47,305,999	\$50,000,000	5.7 %
Fixed Base Operator	\$22,733,480	\$18,816,008	\$18,623,059	\$26,710,356	43.4 %
Other	\$13,221,462	\$11,947,523	\$5,574,459	\$6,074,461	9.0 %
Total Operating Revenues	\$267,318,325	\$228,008,198	\$230,150,880	\$246,160,427	7.0 %
Passenger Facility Charge Fund	\$63,160,877	\$53,436,723	\$53,862,221	\$60,928,070	13.1 %
Contract Facility Charge Fund	\$13,569,508	\$10,577,124	\$11,075,680	\$10,365,100	-6.4 %
Discretionary Fund	\$84,909,663	\$71,307,122	\$58,460,498	\$63,836,267	9.2 %
Total Revenues	\$428,958,373	\$363,329,167	\$353,549,279	\$381,289,864	7.8 %

Budget Overview (continued)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures					
Personnel Services	\$48,809,023	\$57,814,053	\$63,065,213	\$66,361,826	5.2 %
Operating Expenses	\$88,161,065	\$92,414,561	\$100,240,815	\$100,286,015	0.0 %
Capital Outlay	\$1,800,860	\$1,553,289	\$2,097,500	\$699,000	-66.7 %
Grants, Contributions, and Other	\$20,574,327	\$21,363,973	\$23,226,062	\$24,323,754	4.7 %
Department Charges	-\$1,493,124	-\$3,598,697	-\$4,575,173	-\$4,575,173	0.0 %
Operating Expenditures	\$157,852,151	\$169,547,179	\$184,054,417	\$187,095,422	1.7 %
Discretionary and Debt Support¹	\$157,236,947	\$111,585,162	\$141,521,581	\$122,901,272	-13.2 %
Total Expenditures	\$315,089,098	\$281,132,341	\$325,575,998	\$309,996,694	-4.8 %
Reserved for Future Years	\$113,869,277	\$82,196,826	\$27,973,281	\$71,293,170	154.9 %

¹Passenger Facility Charge and Customer Facility Charge are included.

FY 2022 Adjustments

Budget Action	FTE	Amount
Adjust transfers for capital projects Technical adjustment to update the cash transfer to capital projects based on Aviation's financial planning and capital project schedule. This is a routine action that occurs at the beginning of the budget cycle.	-	-\$18,620,309
Reduce fuel purchases for fixed base operations Reduce funding for the purchase of fuel for fixed base operations based upon anticipated usage. This adjustment is offset by revenue as fuel costs are reimbursed by fixed base operators.	-	-\$1,827,480
Adjust capital equipment funding Technical adjustment to reduce rolling stock replacements based upon projected needs. Aviation owns and maintains a large fleet of vehicles and other equipment for airport operations.	-	-\$1,721,000
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$952,334
Restore funding for activity-based contracts Restore funding for service contracts that were reduced in FY 2021 due to the impact COVID-19 had on passenger operations. This restores funding for those contracts to reflect the anticipated return of passengers.	-	\$2,155,050
Fund six positions for Career Academy Graduates Provide funding for six Aviation Career Academy graduates to transition into full-time permanent positions. These positions will support current and future graduates in the Career Academy Program.	6.00	\$298,108
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund. This action also adjusts funding for the critical life safety and law enforcement operations provided at the airport by Charlotte-Mecklenburg Police Department and Charlotte Fire Department.	-	\$821,326
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$2,046,171

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$316,496
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	6.00	-\$15,579,304

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Provide access to job training and employment opportunities for youth and adults	Number of apprentices in Aviation's Apprenticeship Program	6	≥ 6	≥ 6
	Number of students in summer and/or year-long internship opportunities	7	≥ 8	≥ 6
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Engage with and support the community	Meetings with Aviation Neighborhood Committee	Achieved	Meet quarterly with the Aviation Neighborhood Committee	Meet quarterly with the Aviation Neighborhood Committee
	Translate important documents on the CLT Airport website into Spanish	New measure	New measure	10
	Number of residents completing the Aviation Academy (8-month program)	27	≥25	≥25
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Infrastructure growth that provides access to the Charlotte Douglas International Airport	Progress on studies and land acquisitions	Studies finalized. Acquisition of land complete.	Continue implementation of the Central area of the Destination District. Begin procurement process to select a development partner.	Continue implementation of the Central area of the Destination District. Begin procurement process to select a development partner.
Maintain and support Charlotte's transportation assets	Progress to provide fully operational electric transit fleet services	Buses delivered and infrastructure complete	Increase use of electric transit fleet at Airport	Convert 10% of transit fleet to electric

Performance Measure Highlights (continued)

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain Airport's Ratings	Debt service coverage ratio	3.0	Generate debt service coverage ratio of 1.25 or greater	Generate debt service coverage ratio of 1.25 or greater
Expand tax base and revenues	Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration	\$2.26	≤ \$10.65	≤ \$10.93

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Accountant II	4.00	3.00	3.00	3.00	-
Accountant III	1.00	2.00	2.00	2.00	-
Accountant IV	1.00	1.00	1.00	1.00	-
Accounting Technician	3.00	3.00	3.00	3.00	-
Administrative Officer I	10.00	10.00	11.00	11.00	-
Administrative Officer II	15.00	18.00	19.00	18.00	-1.00
Administrative Officer III	11.00	14.00	15.00	14.00	-1.00
Administrative Officer IV	4.00	4.00	7.00	7.00	-
Administrative Officer V	4.00	4.00	4.00	4.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Airfield Maintenance Crew Chief	6.00	6.00	6.00	6.00	-
Airfield Maintenance Technician I	13.00	13.00	11.00	11.00	-
Airfield Maintenance Technician II	9.00	9.00	9.00	9.00	-
Airfield Maintenance Technician III	9.00	9.00	13.00	13.00	-
Airport Business Revenue Manager	2.00	2.00	2.00	2.00	-
Airport Development Manager	2.00	2.00	2.00	2.00	-
Airport Division Manager	-	-	-	1.00	1.00
Airport Electronics Technician Lead	3.00	2.00	1.00	-	-1.00
Airport Electronics Technician Senior	9.00	9.00	10.00	-	-10.00
Airport Engineer	2.00	2.00	2.00	2.00	-
Airport Financial Services Manager	1.00	1.00	-	-	-
Airport Manager I	-	-	-	15.00	15.00
Airport Manager III	-	-	-	1.00	1.00
Airport Operations Manager I	15.00	15.00	17.00	2.00	-15.00
Airport Operations Manager II	7.00	8.00	8.00	8.00	-
Airport Operations Manager III	1.00	2.00	2.00	2.00	-
Airport Operations Officer I	18.00	23.00	23.00	23.00	-
Airport Operations Officer II	38.00	41.00	41.00	41.00	-
Airport Operations Officer III	33.00	38.00	39.00	39.00	-
Airport Operations Supervisor I	15.00	16.00	15.00	15.00	-
Airport Operations Supervisor II	15.00	17.00	18.00	18.00	-
Airport Shuttlebus Dispatcher	6.00	6.00	7.00	7.00	-
Airport Shuttlebus Driver	105.00	104.00	104.00	103.00	-1.00
Airport Technology Manager	1.00	1.00	1.00	-	-1.00
Airports Services Representative	30.00	35.00	32.00	32.00	-
Application Administrator Senior	-	-	-	2.00	2.00
Application Development Support Supervisor	-	-	-	1.00	1.00
Assistant Field Operations Supervisor	-	-	-	1.00	1.00
Assistant Maintenance Mechanic	12.00	12.00	10.00	9.00	-1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Aviation Director	1.00	1.00	1.00	1.00	-
Building Maintenance Assistant	2.00	2.00	-	-	-
Business Analyst	-	-	-	1.00	1.00
Business System Specialist Associate	5.00	6.00	6.00	2.00	-4.00
Business System Specialist Intermediate	1.00	1.00	-	-	-
Business Systems Analyst	-	-	-	1.00	1.00
Business Systems Coordinator	-	-	-	4.00	4.00
Business Systems Specialist	-	-	1.00	-	-1.00
Business Systems Specialist Lead	2.00	2.00	2.00	-	-2.00
Business Systems Manager Senior	1.00	1.00	1.00	1.00	-
Business Systems Program Manager	1.00	1.00	1.00	-	-1.00
Business Systems Supervisor	5.00	5.00	5.00	-	-5.00
Carpenter Senior	4.00	5.00	5.00	5.00	-
Chief Airport Construction Inspector	3.00	3.00	3.00	3.00	-
Chief Locksmith	1.00	1.00	1.00	1.00	-
Chief Maintenance Mechanic	14.00	15.00	16.00	16.00	-
Community Programs Coordinator	1.00	1.00	1.00	1.00	-
Construction Inspector	2.00	3.00	3.00	3.00	-
Construction Inspector Senior	1.00	1.00	1.00	1.00	-
Content Webmaster	1.00	1.00	-	-	-
Contract Technician	1.00	1.00	-	-	-
Contracts Admin Coordinator	5.00	5.00	5.00	5.00	-
Contracts Admin Specialist	4.00	4.00	5.00	5.00	-
Contracts Admin Specialist Lead	1.00	1.00	1.00	1.00	-
Conveyor Load Bridge Technician	12.00	12.00	12.00	12.00	-
Conveyor Load Bridge Technician Lead	2.00	3.00	3.00	3.00	-
Conveyor Load Bridge Technician Senior	10.00	11.00	11.00	11.00	-
Data Storage Administrator	1.00	1.00	1.00	-	-1.00
Data Storage Coordinator	-	-	-	1.00	1.00
Deputy Aviation Director Business Innovation	1.00	1.00	1.00	1.00	-
Deputy Aviation Director Operations	1.00	1.00	1.00	1.00	-
Deputy Aviation Director	-	-	1.00	1.00	-
Drafting Technician Senior	1.00	1.00	1.00	-	-1.00
Electrician	-	-	-	9.00	9.00
Electrician Lead	-	-	-	2.00	2.00
Electrician Senior	-	-	-	13.00	13.00
Electronics Technician II	2.00	2.00	1.00	-	-1.00
Energy Sustainability Coordinator	1.00	1.00	1.00	1.00	-
Engineer Planning & Design	-	-	3.00	3.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Engineering Assistant	1.00	4.00	1.00	1.00	-
Engineering Program Manager	3.00	3.00	3.00	3.00	-
Engineering Project Coordinator	6.00	6.00	7.00	7.00	-
Engineering Project Manager	5.00	6.00	6.00	6.00	-
Environmental Compliance Specialist	1.00	1.00	1.00	1.00	-
Environmental Program Coordinator	1.00	1.00	1.00	1.00	-
Equipment Operator I	1.00	1.00	1.00	1.00	-
Equipment Operator II	2.00	2.00	2.00	2.00	-
Equipment Parts Technician	-	-	1.00	1.00	-
Equipment Shop Supervisor	1.00	1.00	1.00	1.00	-
Facilities/Property Supervisor	1.00	1.00	1.00	1.00	-
Field Operations Supervisor	3.00	3.00	3.00	3.00	-
GIS Analyst	1.00	1.00	1.00	1.00	-
GIS Coordinator	-	-	-	1.00	1.00
GIS Supervisor	-	-	-	1.00	1.00
GIS Technician	2.00	2.00	2.00	3.00	1.00
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Associate	-	-	-	7.00	7.00
Heavy Equipment Service Technician Lead	2.00	2.00	2.00	2.00	-
Heavy Equipment Service Technician Master	2.00	2.00	2.00	2.00	-
Heavy Equipment Service Technician Senior	8.00	10.00	10.00	10.00	-
HVAC Technician	1.00	1.00	1.00	7.00	6.00
HVAC Technician Lead	-	-	-	3.00	3.00
HVAC Technician Senior	10.00	11.00	12.00	12.00	-
Information Technology Administrator	9.00	9.00	9.00	1.00	-8.00
IT Asset Analyst	-	-	-	1.00	1.00
IT Communications Technician	1.00	1.00	1.00	1.00	-
IT Infrastructure Supervisor	-	-	-	1.00	1.00
IT Portfolio Manager	-	-	-	1.00	1.00
IT Project Manager	1.00	1.00	1.00	1.00	-
Labor Crew Chief I	1.00	1.00	1.00	1.00	-
Labor Crew Chief II	2.00	3.00	3.00	2.00	-1.00
Laborer	2.00	2.00	-	-	-
Landscape Supervisor	1.00	1.00	1.00	-	-1.00
Light Equipment Service Technician	9.00	9.00	9.00	1.00	-8.00
Locksmith	3.00	3.00	3.00	3.00	-
Management Analyst	-	2.00	2.00	2.00	-
Management Analyst Senior	-	-	-	1.00	1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Mobility and Access Manager	-	-	-	1.00	1.00
Network Administrator	-	-	-	3.00	3.00
Network Communications Integrator	3.00	2.00	2.00	-	-2.00
Network Communications Integrator Senior	1.00	1.00	1.00	-	-1.00
Network Engineer	-	-	-	1.00	1.00
Network Technician	-	-	-	1.00	1.00
Office Assistant III	2.00	3.00	3.00	2.00	-1.00
Office Assistant IV	6.00	6.00	5.00	9.00	4.00
Office Assistant V	2.00	2.00	1.00	2.00	1.00
Operations Supervisor	5.00	5.00	5.00	6.00	1.00
Planner Associate	1.00	1.00	1.00	1.00	-
Planning Coordinator Senior	1.00	1.00	-	-	-
Planning Project Manager Senior	-	-	1.00	1.00	-
Principal Planner	3.00	3.00	3.00	3.00	-
Process Improvement Manager	-	-	1.00	1.00	-
Public Info Specialist Senior	4.00	4.00	3.00	3.00	-
Public Information Specialist	4.00	5.00	3.00	3.00	-
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Real Estate Agent II	2.00	2.00	2.00	2.00	-
Real Estate Agent III	-	1.00	1.00	1.00	-
Safety Coordinator	-	1.00	1.00	1.00	-
Safety Coordinator Senior	1.00	-	-	-	-
Safety Supervisor	1.00	2.00	1.00	1.00	-
Server Engineer	-	-	-	2.00	2.00
Service Order Specialist	1.00	1.00	1.00	1.00	-
Small Business Program Administrator	1.00	1.00	1.00	-	-1.00
Software Developer Associate	1.00	1.00	1.00	1.00	-
Storekeeper	3.00	3.00	3.00	4.00	1.00
Storekeeper Senior	3.00	3.00	3.00	3.00	-
Stores Supervisor	-	1.00	1.00	1.00	-
Superintendent of Airport Facilities	1.00	1.00	1.00	1.00	-
Superintendent of Airport Operations	1.00	1.00	1.00	1.00	-
Systems Maintenance Mechanic Senior	10.00	12.00	12.00	5.00	-7.00
Systems Maintenance Mechanic	23.00	23.00	24.00	8.00	-16.00
Systems Maintenance Mechanic Lead	-	-	-	1.00	1.00
Technical Systems Specialist	1.00	1.00	1.00	-	-1.00
Technology Services Officer	-	-	-	1.00	1.00
Technology Support Specialist	-	-	-	4.00	4.00
Technology Support Supervisor	-	-	-	1.00	1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Training Specialist	1.00	1.00	-	1.00	1.00
Transit Maintenance Assistant	-	-	-	2.00	2.00
Transportation Planning Division Manager	1.00	1.00	1.00	1.00	-
Web Content Administrator	1.00	1.00	1.00	1.00	-
Department Total FTE	659.00	708.00	708.00	714.00	6.00

Consolidated Aviation Debt Service Funds

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2021
Revenues					
Contribution from Aviation Operating	\$51,046,861	\$54,801,866	\$61,189,790	\$73,943,414	20.8%
Contribution from Rental Car Facilities	\$4,444,324	\$4,473,994	\$4,475,944	\$4,469,879	-0.1%
Proceeds from Sale of Debt	\$10,434,594	\$77,574,805	\$1,236,000	\$342,000	-72.3%
Premium from Sale of Debt	\$19,655,520	-	-	-	0.0%
Transfer from Capital	\$89,956,042	-	-	-	0.0%
Interest on Investments	\$1,878,711	\$1,162,670	-	-	0.0%
Fund Balance	-	\$2,716,064	-	-	0.0%
Total Revenues	\$177,416,052	\$140,729,399	\$66,901,734	\$78,755,293	17.7%
Expenditures					
Retirement of Debt	\$14,780,000	\$19,975,000	\$24,415,000	\$26,265,000	7.6%
Interest on Debt	\$35,869,558	\$42,247,566	\$41,044,834	\$52,043,893	26.8%
Cost of Bond Sale	\$2,031,282	\$370,013	\$1,236,000	-	-100.0%
Fees and Other Charges	\$319,842	\$98,929	\$205,900	\$446,400	116.8%
Payment to Refunding Escrow Agent	\$101,265,388	\$76,953,004	-	-	0.0%
Transfers to Operating Fund	\$594,213	\$1,084,887	-	-	0.0%
Total Expenditures	\$154,860,283	\$140,729,399	\$66,901,734	\$78,755,293	17.7%
Reserved for Future Years	\$22,555,769	-	-	-	0.0%

Charlotte Area Transit System

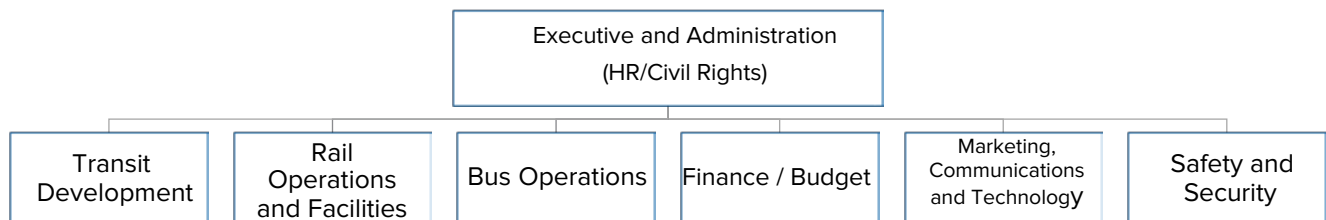
Mission Statement

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

Department Overview

- Provide core transportation services via bus, vanpool, light rail, streetcar and Americans with Disabilities Act (ADA) paratransit service.
- Provide regional transit service covering the cities of Concord and Gastonia, as well as Union County in North Carolina and York County in South Carolina. CATS services the community with a fleet of buses, which includes hybrid buses, ADA equipped buses, Vanpool vans, and light rail cars.
- Build-out the 2030 Transit Corridor System Plan, including the opening of the CityLYNX Gold Line Phase 2, planning and design of the LYNX Silver Line, MetroRAPID BRT and the Charlotte Gateway Station

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues¹					
Article 43 Sales Tax	\$107,535,197	\$107,778,981	\$105,980,101	\$108,235,200	2.1 %
Federal Grants	\$14,937,942	\$19,238,185	\$17,581,481	\$27,760,747	57.9 %
Interlocal Agreements	\$211,508	\$211,508	\$211,508	\$211,508	0.0 %
State Grants	\$8,041,566	\$9,736,656	\$11,284,406	\$11,288,452	0.0 %
Advertising	\$2,101,150	\$2,846,062	\$2,672,971	\$2,469,160	-7.6 %
Other Charges	\$1,506,515	\$1,879,588	\$1,715,299	\$1,797,315	4.8 %
Passenger Fares	\$26,687,287	\$20,294,403	\$23,552,867	\$22,011,110	-6.5 %
Interest Earnings	\$4,350,202	\$1,234,108	\$1,463,595	\$3,302,194	125.6 %
Miscellaneous Revenue	\$713,010	\$478,454	\$2,171,931	\$1,036,978	-52.3 %
Private Contribution	-	\$15,000	-	\$10,000	100.0 %
Sale of Assets	\$262,303	\$25,653	\$400	\$400	0.0 %
Transit Pay-Go Transfer	\$23,360,492	\$24,101,575	\$26,719,155	\$27,687,083	3.6 %
CATS Control Account	\$992,121	-	-	-	0.0 %
Total Revenues	\$190,699,293	\$187,840,173	\$193,353,714	\$205,810,147	6.4 %

Charlotte Area Transit System

Budget Overview (continued)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Expenditures¹					
Personnel Services	\$98,875,437	\$102,650,877	\$110,422,650	\$112,044,469	1.5 %
Operating Expenses	\$52,837,773	\$51,460,919	\$59,521,160	\$65,405,273	9.9 %
Capital Outlay	\$272	-	-	-	0.0 %
City Administrative Costs	\$4,880,357	\$5,924,749	\$5,761,271	\$8,387,205	45.6 %
Department Charges	-\$2,816,593	-\$1,139,477	-\$106,057	-	100.0 %
Transfer to CIP	\$294,705	\$981,600	-	-	0.0 %
Subtotal Operating	\$154,071,951	\$159,878,668	\$175,599,024	\$185,836,947	5.8 %
Transfer to Debt Service	\$18,224,238	\$17,410,943	\$16,975,589	\$16,939,110	-0.2 %
Transfer to Control Account	\$18,403,104	\$10,550,562	\$779,101	\$3,034,090	289.4 %
Total Expenditures	\$190,699,293	\$187,840,173	\$193,353,714	\$205,810,147	6.4 %

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

Charlotte Area Transit System

FY 2022 Adjustments

Budget Action	FTE	Amount
Adjust funds for fuel Technical adjustment to adjust funds for fuel based on anticipated utilization. CATS purchases fuel futures through a hedging program that locks in the price of diesel and provides budget stability.	-	-\$230,734
Adjust debt service transfer Technical adjustment to adjust the annual debt service transfer. CATS pays debt service from federal, state, and local revenue sources to support its capital investment plan.	-	-\$36,479
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$1,072,050
Provide funds for bus, special transportation services (STS), and rail maintenance costs Provides support for the cost of maintenance and service on tracks, buses, STS vehicles, and S70 Light Rail vehicles.	-	\$2,342,562
Adjust transfer to Debt Service Reserve Fund Technical adjustment to adjust transfer to Debt Service Reserve Fund. This control account is used for stabilizing revenue fluctuations and future capital needs. This is a routine action that occurs at the beginning of each budget cycle.	-	\$2,254,989
Provide funds for bus & light rail operations safety Provide additional funds for safety expenses such as cleaning, personal protective equipment, shields, and barriers on the fleet	-	\$2,168,200
Provide funds for the opening of Gold Line Phase II Provide additional funds for the operation of Gold Line Phase II.	-	\$838,722
Provide funds for bus & light rail operations Provide additional funds for: contractual agreements for tires; telecommunications; modems; and software.	-	\$303,758
Adjust anticipated utilities expenses Technical adjustment to adjust funds for utilities based on anticipated utilization.	-	\$126,738

Charlotte Area Transit System

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Add one grant funded Geographic Information System (GIS) position Add GIS position to support functions for Marketing and Communications, Administration, Development and Planning and Human Resources divisions.	1.00	\$87,987
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund. This action also adjusts funding for the critical life safety and law enforcement operations provided for CATS by Charlotte-Mecklenburg Police Department.	-	\$2,625,934
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$461,786
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration	-	\$440,920
Net Change	1.00	\$12,456,433

Charlotte Area Transit System

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Financial Stability	Percentage of total operating cost subsidized by taxpayers	83%	≤80%	≤80%
	Net debt service coverage ratio	1.49	≥1.15	≥1.15
Provide Transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool and STS)	18,118,756	22,195,669	15,302,493
	On-time Performance (Bus)	85%	≥89%	≥89%
Service Effectiveness	Passengers per revenue hour (bus)	13.37	15.10	12.59
	Passengers per revenue hour (light rail)	110.66	103.90	82.55
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Customer Focused	Overall customer satisfaction	83%	≥85%	≥85%
	Net Promoter Score ¹	57%	≥58%	≥58%
Provide riders with frequent access to key destinations including major employment centers, hospitals, and grocery stores	Percentage of riders with 15-minute or better service frequency	New Measure	New Measure	24%

¹The percentage of customers who promote service compared to those who do not promote.

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Accountant II	7.00	7.00	7.00	7.00	-
Accountant III	2.00	2.00	3.00	3.00	-
Accountant IV	1.00	2.00	2.00	2.00	-
Administrative Officer I	7.00	7.00	7.00	7.00	-
Administrative Officer II	7.00	8.00	11.00	10.00	-1.00
Administrative Officer III	3.00	9.00	3.00	4.00	1.00
Administrative Officer IV	4.00	4.00	4.00	4.00	-
Administrative Officer V	2.00	2.00	3.00	3.00	-
Administrative Services Manager Application	-	-	1.00	1.00	-
Development Support Supervisor Assistant	-	-	-	1.00	1.00
Field Operations Supervisor Building	1.00	1.00	1.00	1.00	-
Maintenance Assistant	2.00	2.00	2.00	2.00	-
Business Systems Analyst Senior	-	-	-	1.00	1.00
Business Systems Coordinator	-	-	-	1.00	1.00
Business Systems Manager Senior	1.00	1.00	2.00	1.00	-1.00
Business Systems Program Manager	1.00	1.00	1.00	1.00	-
Business Systems Specialist Associate	-	-	2.00	2.00	-
Business Systems Specialist Intermediate	-	-	2.00	2.00	-
Business Systems Specialist Lead	3.00	3.00	3.00	-	-3.00
Business Systems Specialist Senior Business	4.00	4.00	5.00	1.00	-4.00
Systems Supervisor	1.00	1.00	1.00	-	-1.00
Construction Contracts Admin Coordinator	2.00	2.00	-	-	-
Construction Manager	-	-	1.00	1.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	1.00	1.00	-	-	-
Contracts Admin Specialist	2.00	2.00	-	-	-
Customer Service Supervisor	1.00	1.00	2.00	2.00	-
Customer/Revenue Service Assistant Senior	3.00	3.00	3.00	3.00	-
Customer/Revenue Service Assistant	29.00	29.00	25.00	25.00	-
Customer/Revenue Service Specialist Deputy	6.00	6.00	5.00	5.00	-
Director I	1.00	1.00	-	1.00	1.00
Deputy Director II	-	-	2.00	2.00	-
Director Of Transit	1.00	1.00	1.00	1.00	-
Engineer Light Rail Transit Systems Engineer	-	-	1.00	1.00	-
Senior	5.00	5.00	6.00	5.00	-1.00
Engineering Projects Coordinator Equipment	2.00	2.00	3.00	3.00	-
Operator I	6.00	6.00	6.00	6.00	-
Equipment Parts Manager	1.00	1.00	1.00	1.00	-
Facilities Services Coordinator	1.00	1.00	1.00	1.00	-

Charlotte Area Transit System

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Facilities/ Property Supervisor	3.00	3.00	3.00	3.00	-
Fare Collection Manager	-	-	1.00	1.00	-
Field Operations Supervisor	18.00	19.00	19.00	19.00	-
Graphic Artist	1.00	1.00	1.00	1.00	-
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
IT Infrastructure Supervisor	-	-	-	1.00	1.00
IT Project Manager	-	-	-	1.00	1.00
Labor Crew Chief II	8.00	8.00	8.00	8.00	-
Laborer	1.00	1.00	-	-	-
Light Rail Transit System Engineer	1.00	1.00	-	-	-
Management Analyst	2.00	2.00	3.00	3.00	-
Management Analyst Senior	-	-	-	1.00	1.00
Network Engineer	-	-	-	1.00	1.00
Office Assistant III	1.00	1.00	7.00	7.00	-
Office Assistant IV	10.00	10.00	6.00	6.00	-
Office Assistant V	5.00	5.00	5.00	5.00	-
Operations Supervisor	3.00	3.00	3.00	3.00	-
Public & Community Relations Specialist	-	-	1.00	1.00	-
Public Information Specialist	2.00	2.00	2.00	2.00	-
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	2.00	2.00	2.00	2.00	-
Purchasing Agent	1.00	1.00	1.00	1.00	-
Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Rail Car Maintenance Supervisor	7.00	9.00	9.00	9.00	-
Rail Car Technician	33.00	38.00	54.00	54.00	-
Rail Car Technician Lead	2.00	3.00	3.00	3.00	-
Rail Controller	11.00	11.00	11.00	11.00	-
Rail Maintenance Assistant	12.00	12.00	12.00	-	-12.00
Rail Maintenance Of Way Supervisor	9.00	9.00	10.00	10.00	-
Rail Mow Maintainer	14.00	29.00	25.00	26.00	1.00
Rail Mow Maintainer Lead	4.00	7.00	7.00	7.00	-
Rail Operations Manager	2.00	2.00	2.00	2.00	-
Rail Operator	69.00	79.00	79.00	79.00	-
Rail Track Maintainer	12.00	13.00	15.00	14.00	-1.00
Safety Coordinator	8.00	11.00	11.00	10.00	-1.00
Safety Coordinator Senior	4.00	4.00	4.00	5.00	1.00
Safety Supervisor	3.00	3.00	3.00	3.00	-
Social Media Specialist	-	-	1.00	1.00	-
Software Developer Lead	-	-	-	1.00	1.00
Special Transportation Dispatcher	9.00	9.00	9.00	9.00	-
Special Transportation Driver	100.75	100.75	100.75	100.75	-

Charlotte Area Transit System

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Special Transportation Manager	1.00	1.00	1.00	1.00	-
Special Transportation Supervisor	1.00	1.00	1.00	1.00	-
Storekeeper	5.00	5.00	5.00	5.00	-
Storekeeper-Senior	-	-	1.00	1.00	-
Technology Support Coordinator	-	-	-	1.00	1.00
Technology Support Specialist Senior	-	-	-	1.00	1.00
Traffic Counter I	2.00	2.00	2.00	2.00	-
Traffic Counter II	1.00	1.00	1.00	1.00	-
Training Specialist	3.00	5.00	5.00	5.00	-
Transit Arts Program Manager	1.00	1.00	1.00	1.00	-
Transit Budget Manager	3.00	2.00	-	-	-
Transit Business Services Manager	1.00	1.00	1.00	-	-1.00
Transit Corridor Asst Project Manager	2.00	2.00	2.00	2.00	-
Transit Corridor Project Manager Senior	1.00	1.00	1.00	1.00	-
Transit Development Administrator	-	-	-	1.00	1.00
Transit Maintenance Assistant	-	-	-	12.00	12.00
Transit Marketing & Technology Manager	1.00	1.00	1.00	1.00	-
Transit Operations Manager	2.00	2.00	2.00	2.00	-
Transit Operations Services Manager	2.00	2.00	2.00	2.00	-
Transit Planning Manager	1.00	1.00	1.00	1.00	-
Transit Procure & eContracts Administrator	1.00	1.00	1.00	-	-1.00
Transit Project Development Manager	2.00	2.00	2.00	2.00	-
Transit Quality Assurance Manager	1.00	1.00	1.00	1.00	-
Transit Rail Operations Manager	1.00	1.00	-	1.00	1.00
Transit Safety & Security Manager	1.00	1.00	1.00	1.00	-
Transit Scheduling Analyst	1.00	1.00	1.00	1.00	-
Transit Scheduling Manager	2.00	2.00	2.00	2.00	-
Transportation Electronics Technician II	17.00	19.00	-	-	-
Transportation Electronics Technician II Lead	4.00	-	-	-	-
Transportation Planner I	2.00	2.00	2.00	2.00	-
Transportation Planner II	4.00	4.00	4.00	4.00	-
Transportation Planner III	2.00	2.00	2.00	2.00	-
Department Total FTE	534.75	582.75	582.75	583.75	1.00

Charlotte Area Transit System

Debt Service Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Transfers from CATS Operating	\$18,224,238	\$17,410,943	\$16,975,589	\$16,939,110	-0.2 %
Transfers from CATS Capital	\$100,000,000	\$15,000,000	-	-	0.0 %
Federal Grants	\$6,563,156	\$4,888,713	\$8,539,875	\$3,549,340	-58.4 %
State Grants	\$1,597,050	\$1,006,825	\$25,346,850	\$41,637,850	64.3 %
Interest on Investments	\$1,217,000	\$163,985	-	-	0.0 %
Total Revenues	\$127,601,444	\$38,470,466	\$50,862,314	\$62,126,300	22.1 %
Expenditures					
Principal Payments	\$108,806,000	\$24,148,288	\$39,455,194	\$51,214,000	29.8 %
Interest Payments	\$16,548,000	\$14,292,699	\$11,293,120	\$10,798,300	-4.4 %
Other Fees	\$39,000	\$29,479	\$114,000	\$114,000	0.0 %
Total Expenditures	\$125,393,000	\$38,470,466	\$50,862,314	\$62,126,300	22.1 %
Reserved for Future Years	\$2,208,444	-	-	-	0.0 %

CATS Debt Service Reserve Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Transfer from CATS Operating	\$18,403,104	\$10,550,562	\$779,101	\$3,034,090	289.4 %
Interest on Investments	\$1,215,010	\$1,618,608	-	-	0.0 %
Fund Balance	-	-	\$28,467,162	\$31,526,056	10.7 %
Total Revenues	\$19,618,114	\$12,169,170	\$29,246,263	\$34,560,146	18.2 %
Expenditures					
Transfer to CATS CIP	\$13,225,752	\$11,444,036	\$28,467,162	\$31,526,056	10.7 %
Reserved for Future Years	\$6,392,362	\$725,134	\$779,101	\$3,034,090	289.4 %
Total Expenditures	\$19,618,114	\$12,169,170	\$29,246,263	\$34,560,146	18.2 %

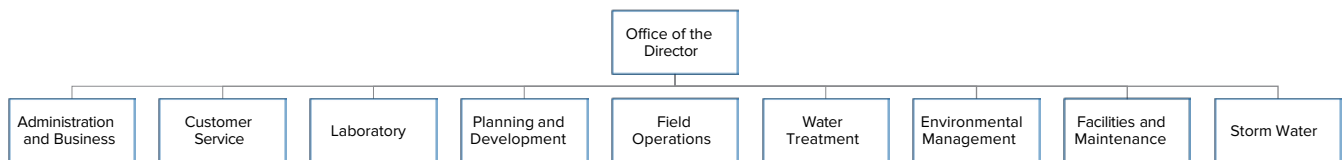
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Volumetric user charges- water	\$122,818,498	\$121,309,565	\$132,532,506	\$139,777,343	5.5 %
Volumetric user charges- sewer	\$168,294,239	\$179,522,010	\$196,635,243	\$206,993,234	5.3 %
Fixed user charges - water	\$15,234,220	\$16,477,109	\$14,863,802	\$15,203,900	2.3 %
Fixed user charges - sewer	\$13,716,508	\$14,881,869	\$13,546,149	\$13,679,535	1.0 %
Availability fee - water	\$15,959,956	\$7,415,618	\$6,960,351	\$6,914,941	-0.7 %
Availability fee - sewer	\$35,181,534	\$40,487,543	\$42,090,900	\$41,986,121	-0.2 %
Connection fees - water	\$10,167,166	\$10,302,695	\$9,000,000	\$10,000,000	11.1 %
Connection fees - sewer	\$4,379,847	\$4,984,112	\$4,000,000	\$4,000,000	0.0 %
System development fees - water	\$11,531,155	\$13,482,123	\$10,500,000	\$9,000,000	-14.3 %
System development fees - sewer	\$12,297,584	\$16,632,407	\$12,500,000	\$9,000,000	-28.0 %
BOD, SS, & IW surcharges	\$5,638,158	\$5,162,477	\$5,300,000	\$4,700,000	-11.3 %
Interest Earnings	\$7,387,366	\$3,344,544	\$3,477,578	\$659,039	-81.0 %
Specific service charges	\$5,564,181	\$4,598,458	\$5,267,000	\$3,663,500	-30.4 %
Other operating revenue	\$5,416,730	\$4,586,039	\$4,425,000	\$3,615,000	-18.3 %
Union County Operations	\$234,893	-	-	-	0.0 %
Uncollectable Revenue	-\$2,114,604	-\$1,737,591	-\$2,500,000	-\$2,000,000	20.0 %
Other non-operating revenue	\$3,588,164	\$5,173,035	\$2,897,000	\$2,962,500	2.3 %
Fund Balance	\$4,551,800	-	-	\$32,131,701	100.0 %
Total Revenues	\$439,847,396	\$446,622,014	\$461,495,529	\$502,286,814	8.8 %
Expenditures					
Personnel Services	\$64,334,967	\$73,688,692	\$83,949,586	\$88,246,167	5.1 %
Operating Expenses	\$69,262,637	\$75,021,209	\$87,034,359	\$89,580,570	2.9 %
Capital Outlay	\$1,194,798	\$1,485,389	\$588,500	\$169,000	-71.3 %
Department Charges	-\$16,013,374	-\$17,246,862	-\$18,876,899	-\$21,345,085	-13.1 %
City Administrative Support	\$15,507,990	\$17,329,237	\$19,752,742	\$21,476,687	8.7 %
Transfer to Debt Service Funds	\$149,565,066	\$149,632,468	\$149,181,136	\$139,119,475	-6.7 %
Transfer to Capital Projects Fund	\$155,995,312	\$135,034,800	\$139,500,000	\$185,040,000	32.6 %
Total Expenditures	\$439,847,396	\$434,944,934	\$461,129,424	\$502,286,814	8.9 %
Reserved for Future Years	-	\$11,677,080	\$366,105	-	-100.0 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Capture Vacancy Savings Align the department's personnel budget in FY 2022 to anticipated costs, including personnel attrition.	-	-\$1,000,000
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$1,131,706
Adjust debt service fund transfer Technical adjustment to adjust transfer that supports Charlotte Water's Capital Investment Plan. This reduction is partially due to refinancing of outstanding debt. This is a routine adjustment that occurs at the beginning of each budget cycle.	-	-\$10,011,661
Increase cash contribution to Capital Investment Plan Technical adjustment to adjust the cash transfer to capital projects based on Charlotte Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of each budget cycle.	-	\$44,687,254
Provide funds for non-personnel services Technical adjustment to update required funds for essential contractual agreement with the 2016 Water and Sewer Authority of Cabarrus County for water/sewer.	-	\$113,293
Add operations and maintenance support Add six positions, including a Utilities Operations Manager, Field Operations Supervisor, Planner, Labor Crew Chief I, Utilities Technician II and Senior Electrical Engineer. Positions will support operations and maintenance in the collections/distribution system and the treatment plants. Adequate staffing in the operations and maintenance areas contributes to a more resilient system and ensures CLT Water can continue to provide safe and reliable service to customers.	6.00	\$492,278
Add project management and administrative support Add seven positions, including a Purchasing Agent, Contracts Admin Coordinator, Engineering Division Manager, Senior Engineering Project Manager, Engineering Project Manager, Senior Engineer, and Plan Review Engineer. Positions will support the CIP and development-oriented activities which include plans review, project management, and procurement of construction services. The Purchasing Agent and Contracts Admin Coordinator will be reimbursed by the Storm Water Division; the remaining positions are funded in part by the CIP.	7.00	\$111,640

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Support environmental initiatives		
Add two positions including a Biosolids Engineering Assistant and Environmental Program Inspector in support of environmental health.	2.00	\$145,912
Enhance Charlotte Water's customer service and response time		
Add seven positions, including a Labor Crew Chief II, Customer/Revenue Service Specialist, Meter Services Supervisor, and four Water Service Technicians. The positions will provide tailored, reliable, responsive and affordable customer service and outreach to customers.	7.00	\$417,776
Update costs for General Fund	-	\$1,986,189
Technical adjustment to update the reimbursement for central support services provided by the General Fund.		
Update personnel expenditures	-	\$2,212,261
Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.		
Update allocations for Internal Service Providers (ISPs)	-	
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		\$870,742
Net Change	22.00	\$41,157,390

Performance Measure Highlights

Objective	Measure	2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Enhance existing water infrastructure	Feet of aging pipe rehabilitated or replaced	46,631	50,000	55,000
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	3.4	≤3.2	≤3.0
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Enhance customer satisfaction through responsive service	Percentage of requests for service such as turn-ons and move-ins that meet customers' desired time-frame	96.80%	≥96.75%	≥96.75%
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act	100% compliance	100% compliance	100% compliance
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Create jobs; promote upward mobility; and advance equitable employment opportunities within the department, the City, and the industry through Apprenticeship and Pipeline Academy Programs.	Number of apprentices hired	New Measure	≥15	≥15
	Number of Pipeline Academy Graduates hired	15	≥10	≥10

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Accountant II	2.00	2.00	2.00	2.00	-
Accountant III	1.00	1.00	1.00	1.00	-
Accountant IV	-	1.00	1.00	2.00	1.00
Administrative Officer I	12.00	14.00	14.00	14.00	-
Administrative Officer II	8.00	8.00	8.00	8.00	-
Administrative Officer III	9.00	10.00	10.00	10.00	-
Administrative Officer IV	1.00	2.00	2.00	2.00	-
Administrative Officer V	1.00	1.00	1.00	1.00	-
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Application Administrator	-	-	-	1.00	1.00
Application Administrator, Senior	-	-	-	2.00	2.00
Application Development/Support Supervisor	-	-	-	1.00	1.00
Building Maintenance Assistant	1.00	1.00	1.00	1.00	-
Business Analyst Coordinator	-	-	-	3.00	3.00
Business Analyst Senior	-	-	-	1.00	1.00
Business Systems Analyst	-	-	-	1.00	1.00
Business Systems Analyst Senior	-	-	-	10.00	10.00
Business Systems Coordinator	-	-	-	1.00	1.00
Business Systems Manager	-	-	-	1.00	1.00
Business Systems Manager Senior	1.00	1.00	1.00	1.00	-
Business Systems Program Manager	3.00	3.00	3.00	2.00	-1.00
Business Systems Specialist	3.00	3.00	2.00	1.00	-1.00
Business Systems Specialist Lead	6.00	7.00	10.00	-	-10.00
Business Systems Specialist Senior	16.00	18.00	16.00	-	-16.00
Business Systems Supervisor	1.00	1.00	1.00	3.00	2.00
CCTV Crew Chief	4.00	4.00	5.00	5.00	-
CCTV Technician	4.00	4.00	5.00	5.00	-
Centrifuge/Solids Operator	1.00	1.00	1.00	1.00	-
Chief Construction Inspector	5.00	6.00	6.00	6.00	-
Chief Electrical Engineer	2.00	2.00	2.00	2.00	-
Chief Engineer- Utilities	2.00	2.00	2.00	2.00	-
Construction Inspector	39.00	39.00	39.00	39.00	-
Construction Supervisor	4.00	5.00	5.00	5.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	2.00	2.00	2.00	3.00	1.00
Contracts Admin Specialist	1.00	1.00	1.00	1.00	-
Customer/Revenue Service Assistant Senior	4.00	4.00	4.00	5.00	1.00
Customer/Revenue Service Assistant	12.00	17.00	17.00	17.00	-
Customer/Revenue Service Specialist	4.00	3.00	3.00	3.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Deputy Utilities Director I	3.00	3.00	3.00	-	-3.00
Deputy Utilities Director II	-	-	-	4.00	4.00
Director of Utilities	1.00	1.00	1.00	1.00	-
Division Training Specialist	7.00	1.00	1.00	1.00	-
Drafting Technician	4.00	4.00	4.00	4.00	-
Electrical Engineer	1.00	1.00	1.00	1.00	-
Electrical Engineer Senior	3.00	3.00	3.00	4.00	1.00
Engineering Services Investigator	6.00	6.00	6.00	6.00	-
Engineer Plan Review	3.00	3.00	3.00	4.00	1.00
Engineer Planning/Design	2.00	2.00	2.00	2.00	-
Engineer Senior	10.00	12.00	12.00	13.00	1.00
Engineering Assistant	10.00	11.00	11.00	12.00	1.00
Engineering Contracts Manager	1.00	1.00	1.00	1.00	-
Engineering Division Manager	6.00	6.00	6.00	7.00	1.00
Engineering Program Manager	1.00	1.00	1.00	1.00	-
Engineering Project Coordinator	14.00	16.00	16.00	16.00	-
Engineering Project Manager	9.00	10.00	9.00	10.00	1.00
Senior Engineering Project Manager	15.00	15.00	16.00	17.00	1.00
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
Environmental Compliance Manager	3.00	4.00	3.00	3.00	-
Environmental Compliance Specialist	6.00	6.00	6.00	6.00	-
Environmental Compliance Supervisor	2.00	2.00	3.00	3.00	-
Environmental Program Inspector	11.00	11.00	11.00	12.00	1.00
Equipment Operator II	1.00	1.00	1.00	1.00	-
Equipment Operator III	12.00	12.00	12.00	12.00	-
Facilities Services Coordinator	2.00	3.00	2.00	2.00	-
Facilities/ Property Supervisor	-	-	1.00	1.00	-
Field Operations Supervisor	14.00	17.00	17.00	18.00	1.00
GIS Analyst	4.00	3.00	3.00	3.00	-
GIS Coordinator	1.00	1.00	1.00	1.00	-
GIS Manager	-	-	-	1.00	1.00
GIS Technician	2.00	2.00	2.00	2.00	-
Industrial Meter Repair Crew Chief	2.00	2.00	2.00	2.00	-
Industrial Meter Repair Technician	7.00	8.00	8.00	8.00	-
Information Security Analyst	1.00	-	-	-	-
Instrument Technician	5.00	6.00	6.00	6.00	-
Instruments & Controls Supervisor	1.00	1.00	1.00	1.00	-
IT Data Services Administrator	-	-	-	1.00	1.00
IT Data Services Analyst	-	-	-	1.00	1.00
IT Program Manager	-	-	-	1.00	1.00

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
IT Project Coordinator	-	-	-	1.00	1.00
IT Project Manager	1.00	1.00	1.00	-	-1.00
IT Project Manager Associate	1.00	1.00	1.00	-	-1.00
IT Systems Architect	-	-	-	1.00	1.00
Lab Quality Assurance Administrator	1.00	1.00	1.00	1.00	-
Lab Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Labor Crew Chief I	44.00	48.00	47.00	49.00	2.00
Labor Crew Chief II	36.00	36.00	36.00	36.00	-
Laboratory Analyst I	2.00	2.00	2.00	2.00	-
Laboratory Analyst II	17.00	16.00	16.00	16.00	-
Laboratory Analyst III	7.00	8.00	8.00	8.00	-
Laboratory Manager	1.00	1.00	1.00	1.00	-
Laboratory Supervisor	5.00	5.00	5.00	5.00	-
Laborer	4.00	5.00	5.00	5.00	-
Lift Station Technician	4.00	4.00	4.00	4.00	-
Management Analyst	2.00	2.00	2.00	2.00	-
Management Analyst Senior	3.00	3.00	3.00	3.00	-
Manhole Inspector	6.00	8.00	8.00	8.00	-
Meter Services Supervisor	1.00	1.00	1.00	2.00	1.00
Network Engineer	-	-	-	1.00	1.00
Office Assistant IV	3.00	3.00	3.00	3.00	-
Office Assistant V	9.00	9.00	9.00	8.00	-1.00
Operations Supervisor	10.00	10.00	10.00	10.00	-
Planner	-	-	-	1.00	1.00
Plans Reviewer	7.00	7.00	7.00	7.00	-
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Services Division Manager	1.00	1.00	1.00	1.00	-
Pump Station Technician	3.00	3.00	3.00	3.00	-
Pumping Station Supervisor	1.00	1.00	1.00	1.00	-
Purchasing Agent	3.00	4.00	4.00	5.00	1.00
Revenue Collection & Credit Officer	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	4.00	4.00	4.00	4.00	-
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Technician Service Specialist	1.00	1.00	1.00	-	-1.00
Service Dispatcher	5.00	-	-	-	-
Software Developer Senior	2.00	2.00	2.00	-	-2.00
Senior Water Service Technician	16.00	18.00	19.00	19.00	-
Storekeeper	2.00	2.00	2.00	2.00	-
Stores Supervisor	2.00	1.00	1.00	1.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Survey Party Chief	4.00	4.00	4.00	4.00	-
Survey Supervisor	1.00	1.00	1.00	1.00	-
Survey Technician	25.00	25.00	25.00	25.00	-
Technical Systems Specialist	1.00	3.00	3.00	1.00	-2.00
Training Specialist	1.00	7.00	7.00	7.00	-
Treatment Operations Coordinator	1.00	1.00	1.00	1.00	-
Technology Services Officer	-	-	-	1.00	1.00
Technology Support Coordinator	1.00	-	-	2.00	2.00
Technology Support Specialist	-	-	-	1.00	1.00
Technology Support Supervisor	-	-	-	1.00	1.00
Treatment Plant Electrician	4.00	4.00	4.00	4.00	-
Treatment Plant Maintenance Manager	2.00	2.00	2.00	2.00	-
Treatment Plant Maintenance Supervisor	6.00	6.00	6.00	6.00	-
Treatment Plant Mechanic Assistant	6.00	6.00	6.00	6.00	-
Treatment Plant Mechanic I	5.00	4.00	3.00	5.00	2.00
Treatment Plant Mechanic II	20.00	19.00	16.00	15.00	-1.00
Treatment Plant Mechanic III	7.00	9.00	13.00	6.00	-7.00
Treatment Plant Mechanic IV	-	-	-	6.00	6.00
Utilities Business Manager	1.00	1.00	1.00	1.00	-
Utilities Manager	6.00	6.00	6.00	6.00	-
Utilities Operations Manager	6.00	6.00	6.00	7.00	1.00
Utilities Planner Scheduler	8.00	8.00	8.00	8.00	-
Utilities Residuals Coordinator	-	-	1.00	1.00	-
Utilities Services Manager	4.00	3.00	3.00	3.00	-
Utilities Services Tech	5.00	5.00	5.00	5.00	-
Utilities Technician I	63.00	60.00	62.00	58.00	-4.00
Utilities Technician II	62.00	70.00	65.00	69.00	4.00
Utilities Technician III	-	-	2.00	2.00	-
Wastewater Chief Treatment Plant Operator	7.00	7.00	7.00	7.00	-
Wastewater Treatment Plant Operator I	3.00	3.00	3.00	3.00	-
Wastewater Treatment Plant Operator II	5.00	3.00	5.00	4.00	-1.00
Wastewater Treatment Plant Operator III	3.00	4.00	3.00	6.00	3.00
Wastewater Treatment Plant Operator IV	34.00	36.00	36.00	35.00	-1.00
Wastewater Treatment Plant Operator IV Senior	17.00	16.00	15.00	14.00	-1.00
Wastewater Treatment Plant Supervisor	6.00	6.00	6.00	6.00	-
Water Chief Treatment Plant Operator	7.00	7.00	9.00	9.00	-
Water Meter Repair Technician	9.00	9.00	9.00	9.00	-
Water Quality Program Administrator	4.00	4.00	3.00	3.00	-
Water Quality Program Specialist	5.00	6.00	6.00	6.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Water Quality Technician II	10.00	10.00	10.00	10.00	-
Water Quality Technician Lead	2.00	2.00	2.00	2.00	-
Water Service Technician	49.00	48.00	47.00	51.00	4.00
Water Treatment Plant Operator A	15.00	18.00	20.00	19.00	-1.00
Water Treatment Plant Operator B	2.00	7.00	2.00	3.00	1.00
Water Treatment Plant Operator C	5.00	2.00	3.00	3.00	-
Water Treatment Plant Supervisor	2.00	2.00	2.00	2.00	-
Water Treatment Plant Supervisor Senior	1.00	1.00	1.00	1.00	-
Department Total FTE	958.00	997.00	997.00	1,019.00	22.00

Charlotte Water

Debt Service Funds

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

	FY 2019	FY 2020	FY 2021	FY 2022	Percent Change FY 2021 FY 2022
	Actual	Actual	Adopted	Proposed	
Operating Revenues					
Transfer from CLT Water Operating	\$149,565,066	\$149,632,468	\$149,131,135	\$139,119,475	-6.7 %
Transfer from CLT Water Capital	-	\$528,016	\$301,595	\$301,595	0.0 %
Premium from Sale of Bonds	\$1,922,149	\$14,995,293	\$50,000	-	-100.0 %
Proceeds-Lease Purchases	-	\$38,000	-	-	0.0 %
Proceeds from Refunding	\$26,920,000	\$58,750,000	-	-	0.0 %
Interest on Investments	\$26,775	\$12,695	-	-	0.0 %
Other Interest	\$428,884	\$11,568	-	-	0.0 %
Fund Balance	\$4,354,493	-	-	-	0.0 %
Total Revenue	\$183,217,367	\$223,968,040	\$149,482,730	\$139,421,070	-6.7 %
Operating Expenditures					
Bond Retirement	\$82,872,873	\$77,909,097	\$76,763,305	\$70,391,007	-8.3 %
Interest on Bonds	\$66,851,548	\$63,042,808	\$62,990,003	\$58,920,699	-6.5 %
Bank Charges	\$711,721	\$676,274	\$812,920	\$836,253	2.9 %
Cost of Bond Sales	\$404,259	\$499,675	\$50,000	\$210,000	320.0 %
Equipment Lease - Purchase Principal	\$3,106,720	\$5,932,277	\$6,880,408	\$7,113,358	3.4 %
Equipment Lease - Purchase Interest	\$629,960	\$608,380	\$584,116	\$568,199	-2.7 %
State Revolving Loan Principal	\$226,365	\$226,365	\$1,270,462	\$1,270,462	0.0 %
State Revolving Loan Interest	-	-	\$131,516	\$111,092	-15.5 %
Payment to Escrow Agent	\$28,413,921	\$73,275,000	-	-	0.0 %
Total Expenditures	\$183,217,367	\$222,169,876	\$149,482,730	\$139,421,070	-6.7 %
Reserved for Future Years	-	\$1,798,164	-	-	0.0 %

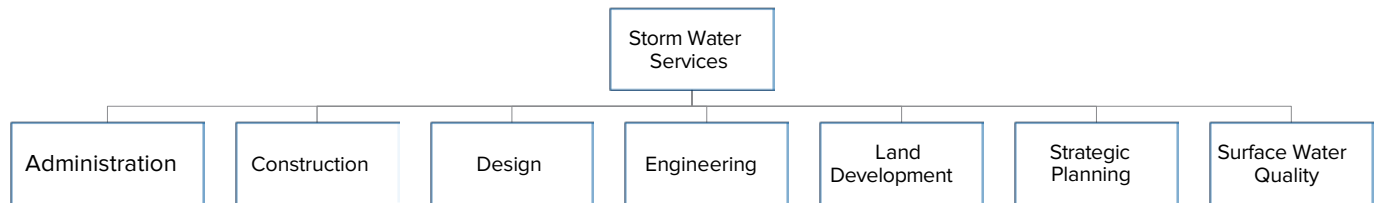
Mission Statement

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

Department Overview

- Oversee more than 100,000 storm drains and 6,200 miles of pipes and open streams
- Plan, design, construct and maintain storm water infrastructure to reduce flood risks and protect the traveling public
- Improve and protect surface waters as required by the Federal Clean Water Act
- Funded by fees based on a property's impervious surface area such as rooftops, driveways, and private walkways
- Enforce regulations that support the city's growth and mitigate stormwater impacts from new development

Organizational Chart



					Percent Change
	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed ¹	FY 2021 FY 2022
Revenues					
Charges for Storm Water Fees	\$72,045,561	\$73,281,435	\$72,475,347	\$75,256,010	3.8
Investment Earnings	\$1,317,097	\$745,699	-	-	0.0
Regulatory Services Fees	-	-	-	\$2,328,190	100.0
Expedited Plan Review	-	-	-	\$300,000	100.0
Other	\$136,308	\$62,738	-	-	0.0
Fund Balance	-	\$9,601,061	\$12,031,958	\$7,673,953	-36.2
Total Revenues	\$73,498,966	\$83,690,933	\$84,507,305	\$85,558,153	1.2
Expenditures					
Personnel Services	\$12,454,177	\$14,216,778	\$17,963,498	\$22,578,819	25.7
Operating Expenses	\$6,792,079	\$7,775,326	\$8,896,425	\$12,047,151	35.4
Department Charges	-\$10,136,616	-\$12,670,984	-\$11,560,265	-\$12,262,229	-6.1
Transfer to CIP	\$47,000,000	\$61,000,000	\$55,000,000	\$45,000,000	-18.2
Transfer to Debt Service	\$13,105,728	\$13,369,813	\$14,207,647	\$18,194,412	28.1
Total Expenditures	\$69,215,368	\$83,690,933	\$84,507,305	\$85,558,153	1.2
Reserved for Future Years	\$4,283,598	-	-	-	0.0

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

FY 2022 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$293,752
Purchase city vehicles for field staff Supply select field staff with city vehicles as they work in neighborhoods and business districts. This is the first year in a multi-year effort to provide the vehicles. This funding also supports the need for a second pipe-video truck to identify infrastructure conditions and a vactor truck for removing silt and tree roots from drainage pipes.	-	\$1,850,000
Add project management and planning support Add 16 engineering and strategic planning positions to increase the capacity of the Storm Water capital program and the effectiveness managing the drainage system assets condition and capacity that support the risk prioritization of storm water projects. The positions are funded in part by the Capital Improvement Plan.	16.00	\$518,735
Provide funds for work order/asset management data system upgrade Provide funds to support system upgrades that allow the ability to schedule and track inspections by asset, integrate the pipe video truck software to the data system, and assign inspections, cleanings, and projects based on asset scoring and risk prioritization.	-	\$500,000
Adjust overtime and temporary and part-time wages Provide funds for overtime due to an anticipated increase in the number of projects completed. This funding will also support temporary and part-time wages for interns and trainees.	-	\$230,001
Support Surface Water Quality Program Provide a Wetland Specialist and an Engineering Assistant to permit the increase in Storm Water projects to comply with the requirements of the Federal Clean Water Act and to inspect the additional storm water control measures installed to mitigate the impact of increased development across the city. These position's expenses will be charged to the Storm Water CIP.	2.00	\$168,013
Provide funds for maintenance of new city vehicles and large trucks Provide funds for routine annual maintenance for new staff vehicles and large trucks. Routine maintenance includes services such as lubrication, tire and parts replacements.	-	\$155,000

FY 2022 Adjustments (continued)

Budget Action	FTE	Amount
Increase public education and outreach Increase funding used to support public outreach, which will be primarily used for meetings and education.	-	\$35,000
Reduce contribution to Capital Investment Plan Technical adjustment to adjust the cash transfer to capital projects based on Storm Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$10,000,000
Adjust debt service expenditures Technical adjustment to adjust transfer to debt service due to expenditures for revenue bond refunding, interest on Bond Anticipation Notes, and miscellaneous debt charges such as debt issuances and debt fees.	-	\$4,186,765
Centralize land development duties in Storm Water Services Centralize and transfer the management and administration of land development services related to storm water infrastructure and regulation from the Department of General Services to Storm Water Services. This action is offset by an increase in revenue from land development permitting fees. A corresponding entry can be found in the Department of General Services.	15.00	\$2,009,279
Update costs for General Fund Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$486,318
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$563,265
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$54,720
Net Change		33.00 \$1,050,848

Performance Measure Highlights

Objective	Measure	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Safely drain surface water runoff from rain	Miles of storm water infrastructure system rehabilitated or installed	New Measure	20 miles over 3 years	20 miles over 3 years
Improve surface water quality and comply with the Clean Water Act	Number of acres treated prior to entering stream	New Measure	100 acres over 3 years	100 acres over 3 years
	Number of feet of impaired stream improvements	New Measure	15,000 feet over 3 years	15,000 feet over 3 years
Ensure equitable service delivery	Conduct a review of the capital project identification and prioritization methodology to determine potential barriers to equitable capital investments	New Measure	New Measure	Complete the review

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Administrative Officer I	-	-	1.00	1.00	-
Administrative Officer II	1.00	1.00	1.00	-	-1.00
Administrative Officer III	1.00	1.00	1.00	2.00	1.00
Administrative Officer IV	1.00	1.00	1.00	1.00	-
Administrative Officer V	1.00	1.00	1.00	1.00	-
Arborist	1.00	1.00	2.00	2.00	-
Business System Specialist Associate	1.00	1.00	1.00	1.00	-
Business System Specialist Intermediate	2.00	2.00	-	-	-
Business Systems Specialist	-	-	2.00	2.00	-
Business Systems Specialist Lead	1.00	1.00	1.00	1.00	-
Business Systems Manager	1.00	1.00	1.00	-	-1.00
CCTV Crew Chief	1.00	1.00	1.00	2.00	1.00
CCTV Technician	1.00	1.00	1.00	2.00	1.00
Contract Admin Specialist	-	-	1.00	-	-1.00
Construction Inspector	33.00	34.00	33.00	32.00	-1.00
Construction Inspector Senior	9.00	10.00	10.00	11.00	1.00
Construction Manager	2.00	4.00	4.00	5.00	1.00
Construction Supervisor	7.00	7.00	7.00	7.00	-
Deputy Director II	-	-	-	1.00	1.00
Drainage Specialist	6.00	6.00	6.00	6.00	-
Engineer Plan Review ¹	-	-	-	3.00	3.00
Engineering Contracts Specialist	-	-	-	1.00	1.00
Engineering Services Investigator	1.00	1.00	1.00	1.00	-
Engineering Assistant	4.00	4.00	4.00	5.00	1.00
Engineering Division Manager	1.00	1.00	1.00	2.00	1.00
Engineering Program Manager ¹	5.00	5.00	5.00	6.00	1.00
Engineering Project Coordinator	9.00	10.00	10.00	10.00	-
Engineering Project Manager	31.00	33.00	33.00	42.00	9.00
Erosion Coordinator ¹	-	-	-	6.00	6.00
GIS Coordinator	1.00	1.00	1.00	1.00	-
GIS Supervisor	1.00	1.00	1.00	1.00	-
GIS Technician	5.00	5.00	5.00	5.00	-
Planner	-	-	-	1.00	1.00
Public Information Specialist Senior	3.00	3.00	3.00	3.00	-
Public Service Coordinator	-	1.00	1.00	1.00	-
Real Estate Agent II	-	1.00	1.00	1.00	-
Senior Engineer ¹	1.00	7.00	7.00	12.00	5.00
Senior Engineering Project Manager	12.00	13.00	14.00	15.00	1.00
Water Quality Modeler	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Water Quality Program Administrator ¹	3.00	3.00	5.00	6.00	1.00
Water Quality Program Manager	1.00	1.00	1.00	1.00	-
Water Quality Program Specialist	3.00	5.00	3.00	3.00	-
Web Content Administrator	1.00	1.00	1.00	1.00	-
Wetland Specialist	1.00	1.00	2.00	3.00	1.00
Department Total FTE	153.00	171.00	175.00	208.00¹	33.00

¹FY 2022 includes the centralization of 15.00 FTE to Storm Water Services. A corresponding entry can be found in the Department of General Services.

Storm Water Services

Debt Service Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Contribution from Storm Water Operating	\$13,105,728	\$13,369,813	\$14,207,647	\$18,194,412	28.1%
Transfer from Storm Water Capital	-	\$112,158	-	-	0.0%
Premium on Sale of Debt	-	-	\$200,000	\$200,000	0.0%
Fund Balance	\$47,003	-	-	-	0.0%
Total Revenues	\$13,152,731	\$13,481,971	\$14,407,647	\$18,394,412	27.7%
Expenditures					
Bond Retirement	\$6,611,024	\$6,482,026	\$6,797,519	\$9,144,472	34.5%
Interest on Bonds	\$6,524,680	\$6,923,608	\$7,380,128	\$8,992,940	21.9%
Cost of Bond Sale	-	-	\$200,000	\$200,000	0.0%
Fees	\$17,027	\$17,943	\$30,000	\$57,000	90.0%
Total Expenditures	\$13,152,731	\$13,423,578	\$14,407,647	\$18,394,412	27.7%
Reserved for Future Years	-	\$58,392	-	-	0.0%



NONGENERAL FUNDS

INTERNAL SERVICE

FUNDS

This page intentionally left blank.

Mission Statement

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

Fund Overview

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

Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Operating Revenues	\$112,315,512	\$123,138,154	\$117,832,797	\$117,753,130	-0.1%
Fund Balance	-	-	\$9,427,558	\$9,521,500	1.0%
Total Revenues	\$112,315,512	\$123,138,154	\$127,260,355	\$127,274,630	0.0%
Expenditures					
Operating Expenditures	\$108,419,759	\$115,073,124	\$127,260,355	\$127,274,630	0.0%
Total Expenditures	\$108,419,759	\$115,073,124	\$127,260,355	\$127,274,630	0.0%
Reserved for Future Years	\$3,895,753	\$8,065,030	-	-	0.0%

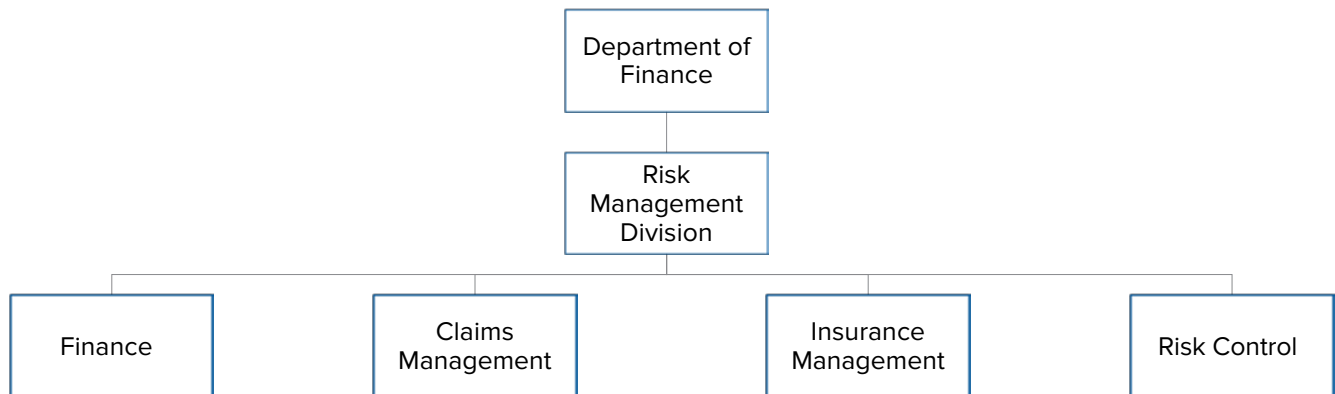
Mission Statement

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

Fund Overview

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

Organizational Chart



Budget Overview

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Operating Revenues	\$26,381,617	\$26,392,814	\$26,324,085	\$28,566,512	8.5 %
Fund Balance		\$618,466	\$3,075,007	\$3,247,000	5.6 %
Total Revenues	\$26,381,617	\$27,011,280	\$29,399,092	\$31,813,512	8.2 %
Expenditures					
Operating Expenditures	\$26,379,498	\$27,011,280	\$29,399,092	\$31,813,512	8.2 %
Total Expenditures	\$26,379,498	\$27,011,280	\$29,399,092	\$31,813,512	8.2 %
Reserved for Future Years	\$2,119	-	-	-	0.0 %

FY 2022 Adjustments

Budget Action	FTE	Amount
Reduce non-essential department expenditures Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced.	-	-\$29,812
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$33,848
Adjust funding for cost increases in insurance and projected loss claims Provide funds for increases in insurance premiums charged to the city by third-party insurance carriers, self-insured losses as projected by the city's actuary, and other administrative costs.	-	\$2,090,155
Adjust funding for office space Adjust funding to reflect the utilization of newly available space in the Government Center, instead of leasing space from a third-party.		-\$156,504
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$447,138
Update Personnel Expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$9,362
Update Allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$20,233
Net Change	-	\$2,414,420

Full-Time-Equivalent (FTE) Position Summary

Position Title	FY 2019	FY 2020	FY 2021	FY 2022 Proposed	Change FY 2021 to FY 2022
Accounting Technician	1.00	1.00	1.00	1.00	-
Administrative Officer I	1.00	1.00	1.00	1.00	-
Chief Risk Manager	1.00	1.00	1.00	1.00	-
Claims Assistant	4.00	4.00	4.00	4.00	-
Claims Manager	1.00	1.00	1.00	1.00	-
Claims Representative Senior	4.00	4.00	4.00	4.00	-
Contracts Admin Specialist	1.00	1.00	1.00	1.00	-
Insurance & Risk Coordinator	2.00	2.00	2.00	2.00	-
Risk Management Financial Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	4.00	4.00	1.00	1.00	-
Safety Supervisor	1.00	1.00	4.00	4.00	-
Workers' Compensation Claim Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	23.00	23.00	23.00	23.00	-



NONGENERAL FUNDS

SPECIAL REVENUE

FUNDS

This page intentionally left blank.

Municipal Debt Service Fund

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

	FY 2019	FY 2020	FY 2021	FY 2022	Percent Change FY 2021 FY 2022
	Actual	Actual	Adopted	Proposed	
<u>Revenues</u>					
Property Tax	\$93,985,593	\$96,817,061	\$100,741,274	\$102,242,297	1.5 %
Sales Tax	\$21,733,581	\$22,784,592	\$20,596,000	\$25,232,578	22.5 %
Interest on Investments	\$6,312,408	\$4,554,690	\$2,187,686	\$1,606,217	-26.6 %
Contribution from Other Funds					
General Fund - Equipment	\$19,529,452	\$19,065,411	\$19,065,411	\$19,665,411	3.1 %
General Fund - Public Safety	\$1,684,200	-	-	-	0.0 %
Communications					
Powell Bill Fund- Equipment	\$2,066,358	\$2,500,651	\$2,983,437	\$4,203,351	40.9 %
Pay-As-You-Go Fund	-	-	\$1,200,000	\$1,200,000	0.0 %
Proceeds from Lease Purchases	-	\$350,715,683	\$750,000	\$750,000	0.0 %
Other	\$1,953,310	\$2,159,367	\$347,000	\$1,544,000	345.0 %
Fund Balance	-	\$85,785,235	\$4,546,576	-	-100.0 %
Total Revenues	\$147,264,902	\$584,382,690	\$152,417,384	\$156,443,854	2.6 %
<u>Expenditures</u>					
Bonds					
Principal	\$47,707,182	\$52,973,877	\$54,414,175	\$64,762,852	19.0 %
Interest	\$29,384,958	\$31,415,628	\$33,058,688	\$34,446,989	4.2 %
Certificates of Participation					
Principal	\$32,247,875	\$10,515,047	\$10,220,000	\$6,610,000	-35.3 %
Interest	\$7,064,683	\$8,259,052	\$9,668,950	\$10,531,716	8.9 %
Bank Charges and Other	\$141,602	\$134,028	\$2,839,539	\$3,118,241	9.8 %
Contribution to ^{1,2}					
General Fund	\$122,859	\$122,859	\$122,859	\$122,859	0.0 %
General Equipment	\$25,021,740	\$25,086,235	\$21,979,175	\$24,261,090	10.4 %
Powell Bill Equipment	\$3,480,410	\$3,665,000	\$4,259,710	\$1,764,970	-58.6 %
Capital Projects Fund	-	\$101,951,235	-	\$1,700,000	100.0 %
Cultural Facilities Operating	\$319,564	\$319,564	\$321,288	\$321,288	0.0 %
Fund					
OPEB	-	-	\$15,533,000	-	-100.0 %
Lease Purchase Cost	-	\$349,940,165	-	-	0.0 %
Total Expenditures	\$145,490,873	\$584,382,690	\$152,417,384	\$147,640,005	-3.1 %
Reserved for Future Years	\$1,774,030	-	-	\$8,803,849	100.0 %

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

² For accuracy these numbers have been added to FY 2019-FY 2020 actuals, as well as the budgets for FY 2021 and FY 2022.

Convention Center Tax Fund

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

	FY 2019	FY 2020	FY 2021	FY 2022	Percent Change FY 2021 FY 2022
<u>Revenues</u>	Actual	Actual	Adopted	Proposed	
Taxes					
Occupancy	\$24,227,840	\$18,127,929	\$19,183,410	\$15,536,873	-19.0 %
Prepared Food & Beverage Tax	\$35,680,061	\$31,650,169	\$30,294,291	\$32,446,938	7.1 %
Total Taxes	\$59,907,901	\$49,778,098	\$49,477,701	\$47,983,811	-3.0 %
Lease of city funded Bank of America Stadium Improvements	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	0.0 %
Interest on Investments	\$1,712,238	\$1,359,249	\$669,418	\$517,370	-22.7 %
Fund Balance	-	\$11,944,474	\$5,484,109	\$9,344,803	70.4 %
Total Revenues and Fund Balance	\$62,620,139	\$64,081,821	\$56,631,228	\$58,845,984	3.9 %
<u>Expenditures</u>					
Promotion and Marketing	\$8,261,521	\$8,997,611	\$10,172,636	\$11,511,788	13.2 %
Business Development	\$2,203,967	\$2,270,086	\$2,338,189	\$2,408,334	3.0 %
Contributions for Convention Center:					
Operating Allocation	\$8,424,010	\$8,726,612	\$9,309,443	\$9,759,715	4.8 %
Capital Items	\$5,000,000	-	\$1,975,000	\$2,225,000	12.7 %
Bank of America Stadium Maintenance Contribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	0.0 %
Maintenance of City Funded Bank of America Stadium Improvements	\$900,000	\$900,000	\$900,000	\$900,000	0.0 %
2019 NBA All-Star Game	\$1,500,000	-	-	-	0.0 %
Transfer to Other Funds:					
Convention Center Debt Service	\$30,169,322	\$37,637,670	\$27,005,543	\$27,471,241	1.7 %
General Fund-General Tourism	\$4,183,129	\$4,549,843	\$3,430,417	\$3,319,906	-3.2 %
General Fund-Stadium Traffic Control ¹	-	-	\$500,000	\$250,000	-50.0 %
Total Expenditures	\$61,641,949	\$64,081,822	\$56,631,228	\$58,845,984	3.9 %
Reserved for Future Years	\$978,190	-	-	-	0.0 %

¹ FY 2019 transfer was delayed to FY 2021

Convention Center Debt Service Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$30,169,322	\$37,637,670	\$27,005,543	\$27,471,241	1.7 %
Debt Proceeds	-	-	\$250,000	-	-100.0 %
Fund Balance	\$129,701	\$47,068	-	-	0.0 %
Total Revenues	\$30,299,022	\$37,684,738	\$27,255,543	\$27,471,241	0.8 %
<u>Expenditures</u>					
Debt Retirement	\$26,133,083	\$28,892,472	\$19,435,000	\$20,055,000	3.2 %
Interest on Debt	\$4,134,422	\$8,772,258	\$7,485,793	\$7,331,491	-2.1 %
Bank Charges and Other	\$31,517	\$20,007	\$334,750	\$84,750	-74.7 %
Total Expenditures	\$30,299,022	\$37,684,738	\$27,255,543	\$27,471,241	0.8 %

Tourism Operating Fund

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

	FY 2019	FY 2020	FY 2021	FY 2022	Percent Change
	Actual	Actual	Adopted	Proposed	FY 2021 FY 2022
Revenues					
Occupancy Tax	\$13,225,356	\$9,819,540	\$10,471,731	\$8,059,652	-23.0 %
Rental Car Tax	\$3,981,457	\$3,206,800	\$3,152,486	\$3,497,061	10.9 %
Interest on Investments	\$2,048,801	\$2,047,000	\$892,735	\$757,029	-15.2 %
Mint Museum Energy Repayment	\$83,333	\$100,000	\$83,000	\$83,000	0.0 %
Contribution from Charlotte Hornets ^{1,2}	\$1,048,964	\$1,071,412	\$1,095,000	\$1,119,732	2.3 %
Contribution from Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Transfers from General Capital Pay-As-You-Go ³	\$10,001,665	\$8,499,470	\$7,450,368	\$8,185,288	9.9 %
Transfers for Synthetic TIG:					
General Fund	\$1,291,024	\$1,291,024	\$1,290,373	\$1,290,373	0.0 %
Municipal Debt Service Fund	\$319,564	\$319,564	\$321,288	\$321,288	0.0 %
Pay-As-You-Go Fund	\$41,412	\$41,412	\$40,339	\$34,644	-14.1 %
Contribution from County ⁴	\$2,948,040	\$2,948,040	\$2,948,040	\$2,948,040	0.0 %
Miscellaneous	\$756,581	\$2,242,366	-	-	0.0 %
Fund Balance	-	\$1,528,000	\$4,498,149	\$5,636,597	25.3 %
Total Revenues	\$35,796,891	\$33,165,322	\$32,294,204	\$31,983,398	-1.0 %
Expenditures					
Contributions to Tourism Capital:					
Baseball Stadium - City Share	\$632,088	\$632,088	\$632,088	\$632,088	0.0 %
Baseball Stadium - Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Arena Maintenance Reserve	\$2,099,000	\$2,144,000	\$2,191,000	\$2,240,705	2.3 %
Ovens/Bojangles Maintenance	\$400,000	\$400,000	\$2,200,000	\$2,150,000	-2.3 %
Cultural Facilities Maintenance	\$1,966,910	\$2,771,000	\$3,787,000	\$3,867,456	2.1 %
Special Projects	\$641,436	\$1,785,000	\$79,000	\$79,000	0.0 %
Contributions to Debt Service:					
Tourism Debt Service Fund	\$15,260,921	\$17,741,493	\$15,648,272	\$15,256,305	-2.5 %
Cultural Facilities Debt Service Fund	\$9,176,914	\$7,641,047	\$7,706,150	\$7,707,150	0.0 %
Total Expenditures	\$30,227,963	\$33,165,322	\$32,294,204	\$31,983,398	-1.0 %
Reserved for Future Years	\$5,568,928	-	-	-	0.0 %

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

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

² Per amended agreement, the city and Hornets each contribute \$600,000 annually toward maintenance reserve for 10-year period beginning on 1/1/15.

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

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

Tourism Debt Service Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	Percent Change FY 2021 FY 2022
<u>Revenues</u>					
Tourism Operating Fund	\$15,260,921	\$17,741,493	\$15,648,272	\$15,256,305	-2.5 %
Debt Proceeds from Sale of Bonds	\$69,939	-	\$200,000	-	-100.0 %
Interest on Investments	-	\$1,000	-	-	0.0 %
Total Revenues	\$15,330,860	\$17,742,493	\$15,848,272	\$15,256,305	-3.7 %
<u>Expenditures</u>					
Debt Retirement	\$8,711,355	\$11,492,056	\$9,975,000	\$9,115,000	-8.6 %
Interest on Debt	\$5,868,702	\$5,550,806	\$4,828,272	\$5,296,305	9.7 %
Cost of Sale	\$68,884	-	\$200,000	-	-100.0 %
Bank Charges and Other	\$681,919	\$699,631	\$845,000	\$845,000	0.0 %
Total Expenditures	\$15,330,860	\$17,742,493	\$15,848,272	\$15,256,305	-3.7 %

Cultural Facilities Debt Service Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
<u>Revenues</u>					
Tourism Operating Fund	\$9,176,914	\$7,641,047	\$7,706,150	\$7,707,150	0.0 %
Debt Proceeds	\$116,228,489	-	-	-	0.0 %
Fund Balance	-	\$1,000	-	-	0.0 %
Total Revenues	\$125,405,404	\$7,642,047	\$7,706,150	\$7,707,150	0.0 %
<u>Expenditures</u>					
Debt Retirement	\$3,395,000	\$2,970,000	\$3,080,000	\$3,235,000	5.0 %
Interest on Debt	\$5,821,401	\$4,665,445	\$4,556,150	\$4,402,150	-3.4 %
Cost of Sale	\$116,181,501	-	-	-	0.0 %
Bank Charges and Other	\$7,502	\$6,603	\$70,000	\$70,000	0.0 %
Total Expenditures	\$125,405,404	\$7,642,047	\$7,706,150	\$7,707,150	0.0 %

Hall of Fame Tax Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
<u>Revenues</u>					
Occupancy Tax	\$16,001,340	\$12,043,912	\$12,669,733	\$10,237,673	-19.2 %
Interest on Investments	\$815,352	\$707,930	\$313,126	\$254,490	-18.7 %
Fund Balance	\$3,937,453	\$288,182	\$2,599,390	\$4,003,187	54.0 %
Total Revenues	\$20,754,145	\$13,040,024	\$15,582,249	\$14,495,350	-7.0 %
<u>Expenditures</u>					
Transfer to Debt Service	\$9,302,024	\$8,559,310	\$10,637,249	\$9,770,350	-8.1 %
Transfer to Capital Projects	\$7,750,148	-	\$1,500,000	\$1,500,000	0.0 %
Contributions:					
Maintenance & Repair Allocation	\$3,201,973	\$3,980,714	\$3,445,000	\$3,225,000	-6.4 %
Maintenance & Repair Reserve					
Deposit	\$500,000	\$500,000	-	-	0.0 %
Total Expenditures	\$20,754,145	\$13,040,024	\$15,582,249	\$14,495,350	-7.0 %

Hall of Fame Debt Service Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
<u>Revenues</u>					
Hall of Fame Tax Fund	\$9,302,024	\$8,559,310	\$10,637,249	\$9,770,350	-8.1%
Fund Balance	-	\$730,714	-	-	0.0%
Total Revenues	\$9,302,024	\$9,290,024	\$10,637,249	\$9,770,350	-8.1%
<u>Expenditures</u>					
Debt Retirement	\$3,115,000	\$3,280,000	\$3,475,000	\$3,665,000	5.5%
Interest on Debt	\$5,648,750	\$5,147,700	\$5,984,249	\$4,980,350	-16.8%
Bank Charges and Other	\$538,274	\$862,324	\$1,178,000	\$1,125,000	-4.5%
Total Expenditures	\$9,302,024	\$9,290,024	\$10,637,249	\$9,770,350	-8.1%

General Grants Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Federal Grants	\$5,059,167	\$5,619,275	\$8,370,796	\$10,149,440	21.2 %
State Grants	\$529,783	\$450,570	\$508,044	\$614,044	20.9 %
Contributions	\$1,148,193	\$1,374,428	\$1,473,520	\$4,030,878	173.6 %
Assets Forfeiture	\$2,010,000	\$1,750,000	\$1,350,000	\$1,250,000	-7.4 %
Contribution from General Fund	\$279,651	\$310,780	\$392,556	\$451,659	15.1 %
Total Revenues	\$9,026,794	\$9,505,053	\$12,094,916	\$16,496,021	36.4 %
Expenditures					
Police					
Diversification Projects	\$99,612	\$132,944	\$99,000	\$205,000	107.1 %
DUI/Salaries	\$187,479	\$197,598	\$200,000	\$206,000	3.0 %
Forensics and Analysis	\$10,000	-	\$5,000	\$1,000	-80.0 %
Grants Salaries and Benefits	\$1,189,013	\$1,847,666	\$2,105,000	\$1,355,000	-35.6 %
Federal Task Force	\$241,819	\$127,449	\$135,000	\$135,000	0.0 %
Federal Initiatives	\$159,383	\$280,441	\$139,000	\$139,000	0.0 %
JAG Grants	\$1,057,578	\$591,173	\$550,000	\$550,000	0.0 %
Youth/Community Initiatives	\$765,798	\$953,416	\$966,000	\$755,000	-21.8 %
AF Equipment and Services	\$2,010,000	\$1,750,000	\$1,350,000	\$1,250,000	-7.4 %
Fire					
Emergency Management	\$326,218	\$149,000	\$284,000	\$449,000	58.1 %
Emergency Response	-	\$300,000	\$1,284,580	\$1,274,580	-0.8 %
Medical Response	\$2,782	\$3,418	\$3,500	\$4,000	14.3 %
Urban Area Security Initiative	-	-	-	\$2,800,000	100.0 %
Transportation					
Unified Planning Work Program	\$2,512,032	\$2,765,829	\$4,482,470	\$4,381,075	-2.3 %
Metrolina Regional Travel Demand	\$111,266	\$166,467	\$166,366	\$166,366	0.0 %
Signal Improvements	-	-	-	\$2,500,000	100.0 %
Community Relations					
Fair Housing	\$85,994	\$106,450	\$105,000	\$105,000	0.0 %
Dispute Settlement	\$106,540	\$78,670	\$100,000	\$100,000	0.0 %
Private Contributions	\$161,280	\$54,532	\$120,000	\$120,000	0.0 %
Total Expenditures	\$9,026,794	\$9,505,053	\$12,094,916	\$16,496,021	36.4 %

Consolidated Housing and Neighborhood Grants Funds

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Revenues					
Housing Opportunities for Persons with AIDS (HOPWA) Grant	\$2,308,542	\$2,036,306	\$2,860,489	\$3,029,512	5.9%
Double Oaks Loan Repayment	-	\$730,668	\$737,667	\$2,885,900	291.2%
Emergency Solutions Grant	\$602,799	\$647,298	\$512,016	\$509,569	-0.5%
Continuum of Care	\$161,711	\$82,519	-	-	0.0%
Bank of America Youth Grant	\$100,000	\$102,700	\$122,700	\$122,700	0.0%
AARP Sustain Charlotte Swings Grant	\$15,500	-	-	-	0.0%
Miscellaneous Revenues	\$275,310	\$807,921	-	\$250,000	100.0%
Sub-Total Neighborhood Development Grants Fund	\$3,463,862	\$4,407,412	\$4,232,872	\$6,797,681	60.6%
Federal HOME Investment Partnership Grant (HOME)	\$1,551,683	\$1,501,214	\$3,241,207	\$3,191,443	-1.5%
HOME Program Income	\$1,241,754	\$971,177	\$600,000	\$600,000	0.0%
Transfer from Other Funds:					
HOME Grant Local Match	\$824,420	\$743,028	\$810,302	-	-100.0%
Sub-Total HOME Fund	\$3,617,857	\$3,215,419	\$4,651,509	\$3,791,443	-18.5%
Federal Community Development Block Grant (CDBG)	\$5,969,524	\$4,320,199	\$5,975,046	\$5,866,405	-1.8%
CDBG Program Income	\$399,876	\$559,313	\$300,000	\$300,000	0.0%
Sub-Total CDBG Fund	\$6,369,400	\$4,879,512	\$6,275,046	\$6,166,405	-1.7%
Workforce Innovation and Opportunity Act (WIOA) Adult	\$3,210,152	\$3,268,962	\$2,099,684	\$2,166,792	3.2%
WIOA Administration	\$797,896	\$694,514	\$713,861	\$709,703	-0.6%
WIOA Youth	\$2,389,407	\$2,302,657	\$2,252,750	\$2,324,811	3.2%
WIOA Dislocated Worker	\$1,659,002	\$1,327,830	\$2,167,327	\$1,895,726	-12.5%
Miscellaneous Grants	-	\$620,944	\$500,000	\$500,000	0.0%
Sub-Total WIOA Fund	\$8,056,457	\$8,214,907	\$7,733,622	\$7,597,032	-1.8%
Total Revenues for Consolidated Housing and Neighborhood Grants Funds	\$21,507,576	\$20,717,250	\$22,893,049	\$24,352,561	6.4%

Consolidated Housing and Neighborhood Grants Funds

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	Percent Change FY 2021 FY 2022
Housing Opportunities for Persons with AIDS	\$2,234,184	\$2,036,306	\$2,860,489	\$3,029,512	5.9%
Emergency Solutions Programs	\$602,710	\$647,298	\$512,016	\$509,569	-0.5%
Continuum of Care	\$100,610	\$82,489	-	-	0.0%
Double Oaks Loan Repayment	\$232,074	\$1,702,598	\$737,667	\$2,885,900	291.2%
Bank of America Youth Grant	\$243,269	-	\$122,700	\$122,700	0.0%
AARP Sustain Charlotte Swings Grant	\$15,500	-	-	-	0.0%
Miscellaneous Programs	-	\$742,076	-	\$250,000	100.0%
Sub-Total Neighborhood Development Grants Fund	\$3,428,347	\$5,210,767	\$4,232,872	\$6,797,681	60.6%
Sub-Total HOME Fund	\$3,627,857	\$3,215,419	\$4,651,509	\$3,791,443	-18.5%
Sub-Total CDBG Fund	\$6,410,262	\$4,028,789	\$6,275,046	\$6,166,405	-1.7%
Education and Training Courses	\$3,210,152	\$3,268,962	\$2,099,684	\$2,166,792	3.2%
Contribution to Workforce Development	\$797,896	\$694,514	\$713,861	\$709,703	-0.6%
Summer and Year Round Youth Program	\$2,389,407	\$2,302,657	\$2,252,750	\$2,324,811	3.2%
Dislocated Worker Contract	\$1,659,003	\$1,327,830	\$2,167,327	\$1,895,726	-12.5%
Miscellaneous Programs	-	\$620,944	\$500,000	\$500,000	0.0%
Sub-Total WIOA Fund	\$8,056,458	\$8,214,907	\$7,733,622	\$7,597,032	-1.8%
Total Expenditures for Consolidated Housing and Neighborhood Grants Funds	\$21,522,924	\$20,669,882	\$22,893,049	\$24,352,561	6.4%

Emergency Telephone System Fund

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

	FY 2019	FY 2020	FY 2021	FY 2022	Percent Change FY 2021 FY 2022
	Actuals	Actuals	Adopted	Proposed	
<u>Revenues</u>					
NC 911 Fund Distribution	\$3,094,732	\$2,735,351	\$2,800,000	\$2,500,000	-10.7 %
Interest Earnings	\$89,724	\$131,697	\$55,000	\$50,000	-9.1 %
Total Revenues	\$3,184,456	\$2,867,048	\$2,855,000	\$2,550,000	-10.7 %
<u>Expenditures</u>					
911 Line Charges and Equipment	\$750,032	\$838,590	\$800,000	\$750,000	-6.3 %
Software	\$674,823	\$871,632	\$750,000	\$750,000	0.0 %
Hardware	\$218,480	\$195,751	\$250,000	\$225,000	-10.0 %
Training	\$16,910	\$15,480	\$20,000	\$20,000	0.0 %
Implementation of Projects	\$228,828	\$229,754	\$227,000	\$230,000	1.3 %
Charlotte Fire Secondary PSAP	\$149,653	\$29,321	\$150,000	\$42,000	-72.0 %
County Medic Secondary PSAP	\$339,923	\$472,821	\$350,000	\$333,000	-4.9 %
Total Expenditures	\$2,378,649	\$2,653,349	\$2,547,000	\$2,350,000	-7.7 %
Reserved for Future Years	\$805,807	\$213,699	\$308,000	\$200,000	-35.1 %

Powell Bill Fund

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	Percent Change FY 2021 FY 2022
<u>Revenues</u>					
State Powell Bill Distribution	\$20,537,251	\$20,519,618	\$20,503,333 ¹	\$19,814,612	-3.4 %
Transfer from General Fund	\$4,261,000	\$4,261,000	-	-	0.0 %
Interest on Investments	\$285,298	\$272,310	\$62,000	\$50,000	-19.4 %
Sale of Used Vehicles	\$183,650	\$254,350	-	-	0.0 %
Sale of Salvage	\$749	-	-	-	0.0 %
Fund Balance	-	\$373,094	\$435,444	\$650,000	49.3 %
Total Revenues	\$25,267,948	\$25,680,372	\$21,000,777	\$20,514,612	-2.3 %
<u>Expenditures</u>					
Contracted Resurfacing	\$10,285,203	\$13,719,175	\$6,380,452	\$10,987,330	72.2 %
Repairs by City Forces	\$7,572,944	\$6,652,691	\$7,501,012	\$2,240,012	-70.1 %
Equipment Rent/Purchase	\$1,010,518	\$961,142	\$1,151,957	\$750,000	-34.9 %
Street Drainage Maintenance	-	\$50,024	\$160,860	\$160,860	0.0 %
Traffic Control Improvements	\$623,786	\$623,786	\$623,786	\$623,786	0.0 %
Snow Removal	\$103,461	\$35,630	\$150,000	-	-100.0 %
Physical Inventory of Streets	-	-	\$12,000	\$12,000	0.0 %
Pavement Management System	\$705,482	-	\$400,000	\$400,000	0.0 %
Wheelchair Ramps	\$905,852	-	\$500,000	-	-100.0 %
Storm Water Program Fees	\$1,137,273	\$1,137,273	\$1,137,273	\$1,137,273	0.0 %
Lease Purchase Contribution	\$2,066,358	\$2,500,651	\$2,983,437	\$4,203,351	40.9 %
Total Expenditures	\$24,410,877	\$25,680,372	\$21,000,777	\$20,514,612	-2.3 %
Reserved for Future Years	\$857,071	-	-	-	0.0 %

¹ Following the city's budget adoption in FY 2021, the State of North Carolina implemented a one-time reduction in Powell Bill funding to the City of Charlotte. Actual FY 2021 revenues and expenditures will be reduced correspondingly.

Consolidated Municipal Service Districts

The Proposed FY 2022 Budget includes funding for the five Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

	FY 2019	FY 2020¹	FY 2021	FY 2022	Percent Change FY 2021 FY 2022
<u>Revenues</u>	Actual	Actual	Adopted	Proposed	
Property Taxes	\$5,988,228	\$6,809,790	\$6,900,671	\$7,395,394	7.2 %
Total Revenues	\$5,988,228	\$6,809,790	\$6,900,671	\$7,395,394	7.2 %
<u>Expenditures</u>					
Contractual Services	\$5,957,977	\$6,963,842	\$6,868,577	\$7,362,337	7.2 %
City Services	\$30,251	\$30,251	\$32,094	\$33,057	3.0 %
Total Expenditures	\$5,988,228	\$6,994,093	\$6,900,671	\$7,395,394	7.2 %

¹ FY 2020 revenues were lower than projected in MSDs 1 and 2, disbursements will be reconciled in future cycles

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY 2022 is \$13,295,361,255. The proposed budget includes an MSD tax rate of 1.36¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2019 Actual	FY 2020¹ Actual	FY 2021 Adopted	FY 2022 Proposed
Revenues				
Property Taxes	\$1,710,621	\$1,685,647	\$1,710,889	\$1,790,087
Total Municipal Service District 1 Revenues	\$1,710,621	\$1,685,647	\$1,710,889	\$1,790,087
Expenditures				
Contractual Services	\$1,710,621	\$1,740,530	\$1,710,889	\$1,790,087
Total Municipal Service District 1 Expenditures	\$1,710,621	\$1,740,530	\$1,710,889	\$1,790,087

District 2 (Center City)

Assessed value for FY 2022 is \$5,681,523,978. The proposed budget includes an MSD tax rate of 2.27¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2019 Actual	FY 2020¹ Actual	FY 2021 Adopted	FY 2022 Proposed
Revenues				
Property Taxes	\$1,011,636	\$1,166,041	\$1,213,282	\$1,276,809
Total Municipal Service District 2 Revenues	\$1,011,636	\$1,166,041	\$1,213,282	\$1,276,809
Expenditures				
Contractual Services	\$1,011,636	\$1,295,461	\$1,213,282	\$1,276,809
Total Municipal Service District 2 Expenditures	\$1,011,636	\$1,295,461	\$1,213,282	\$1,276,809

¹ FY 2020 revenues were lower than projected in MSDs 1 and 2, disbursements will be reconciled in future cycles

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2022 is \$5,653,596,986. The proposed budget includes an MSD tax rate of 3.38¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Revenues				
Property Taxes	\$1,464,666	\$1,786,942	\$1,779,413	\$1,891,807
Total Municipal Service District 3 Revenues	\$1,464,666	\$1,786,942	\$1,779,413	\$1,891,807
Expenditures				
Contractual Services	\$1,434,415	\$1,756,691	\$1,747,319	\$1,858,750
City Services	\$30,251	\$30,251	\$32,094	\$33,057
Total Municipal Service District 3 Expenditures	\$1,464,666	\$1,786,942	\$1,779,413	\$1,891,807

District 4 (South End)

Assessed value for FY 2022 is \$3,299,918,252. The proposed budget includes an MSD tax rate of 3.90¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Revenues				
Property Taxes	\$1,008,976	\$1,082,617	\$1,106,598	\$1,274,098
Total Municipal Service District 4 Revenues	\$1,008,976	\$1,082,617	\$1,106,598	\$1,274,098
Expenditures				
Contractual Services	\$1,008,976	\$1,082,617	\$1,106,598	\$1,274,098
Total Municipal Service District 4 Expenditures	\$1,008,976	\$1,082,617	\$1,106,598	\$1,274,098

District 5 (University City)

Assessed value for FY 2022 is \$4,209,090,632. The proposed budget includes an MSD tax rate of 2.79¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Revenues				
Property Taxes	\$792,329	\$1,088,543	\$1,090,489	\$1,162,593
Total Municipal Service District 5 Revenues	\$792,329	\$1,088,543	\$1,090,489	\$1,162,593
Expenditures				
Contractual Services	\$792,329	\$1,088,543	\$1,090,489	\$1,162,593
Total Municipal Service District 5 Expenditures	\$792,329	\$1,088,543	\$1,090,489	\$1,162,593

Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

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

City Council Approved Projects

The Levine Center for the Arts (Cultural Facilities)

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

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$1,835,556	\$1,835,556	\$1,835,556	\$1,835,556	\$1,835,556	\$9,177,780
Est. STIG Payment	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$8,260,000

Amazon

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

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$184,000	\$193,200	\$202,860	\$213,003	\$223,653	\$1,016,716
Est. STIG Payment	\$82,800	\$86,940	\$91,287	\$95,851	\$100,644	\$457,522

Charlotte Premium Outlets

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

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$850,000	\$892,500	\$937,125	\$983,981	\$1,033,180	\$4,696,786
Est. STIG Payment	\$382,500	\$401,625	\$421,706	\$442,792	\$464,931	\$2,113,554

Double Oaks Redevelopment

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

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$300,000	\$315,000	\$330,750	\$347,288	\$364,652	\$1,657,690
Est. STIG Payment	\$270,000	\$283,500	\$297,675	\$312,559	\$328,187	\$1,491,921

Ikea/City Boulevard

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

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$582,000	\$611,100	\$641,655	-	-	\$1,834,755
Est. STIG Payment	\$523,800	\$549,990	\$577,490	-	-	\$1,651,280

Synthetic Tax Increment Grants

Wesley Village (Bryant Park)

The project supports redevelopment of Bryant Park and funded construction of Stewart Creek Parkway from the tax increment generated by the development of Wesley Village 301 apartments- Phase I. The anticipated total private investment is \$33,000,000. Total STIG payments are not to exceed \$1.36 million.

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$180,000	-	-	-	-	\$180,000
Est. STIG Payment	\$162,000	-	-	-	-	\$162,000

STIG Projects Combined Total

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
Est. property tax increment	\$3,931,556	\$3,847,356	\$3,947,946	\$3,379,827	\$3,457,041	\$18,563,725
Est. TOTAL STIG Payment	\$3,073,100	\$2,974,055	\$3,040,158	\$2,503,202	\$2,545,762	\$14,136,276

Est. Total STIG Payment by Fund

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5-Yr. Total
General Fund	\$2,410,984	\$2,333,279	\$2,385,140	\$1,963,874	\$1,997,264	\$11,090,540
Municipal Debt Service	\$597,670	\$578,407	\$591,263	\$486,834	\$495,111	\$2,749,284
Pay-As-You-Go	\$64,446	\$62,369	\$63,755	\$52,495	\$53,387	\$296,452
Total	\$3,073,100	\$2,974,055	\$3,040,158	\$2,503,202	\$2,545,762	\$14,136,276

The following projects are approved STIG programs; however, the anticipated reimbursement amounts are not projected in the five year total: Ballantyne Reimagined, Midtown/Pearl Park and River District.



CAPITAL INVESTMENT PLAN

This page intentionally left blank.

Capital Investment Plan

Background

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

The CIP provides residents with an outline of how the city anticipates investing capital funds for the next five years. The first year of the five-year plan, fiscal year (FY) 2022, is adopted by City Council, while the remaining four years are provided as a plan. The inclusion of a project in the four out-years does not guarantee future funding as the needs and priorities of future City Councils may change. This year, the five-year CIP presents a plan for FY 2022 through FY 2026. No General Obligation Bond Referendum will occur in FY 2022.

Guiding Principles

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

- Ensure the Budget Principles are adhered to; these principles were developed in accordance with the framework set forth by Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act,
- Promote City Council's five priority areas:
 - Economic Development (Economy, Jobs, and Upward Mobility),
 - Great Neighborhoods (Affordable and Sustainable Neighborhoods),
 - Safe Communities (Safe, Healthy, and Inclusive Communities),
 - Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity), and
 - Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused),
- Support strong neighborhoods, enhance the street network, and increase housing opportunities,
- Preserve and enhance the existing tax base, and
- Continue financial practices that maintain the highest credit ratings.

General CIP Process

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

General CIP priorities emerge through community engagement, much of which was virtual this year due to the COVID-19 pandemic. The public shared their capital investment priorities during three Virtual Public Engagement Listening Sessions and through over 850 responses to the electronic budget survey. Residents also communicate through their City Council representatives, who regularly engage directly with the City Manager's Office and Strategy and Budget. City Council priorities are discussed year-round during City Council Meetings and Committee Meetings, but they are also revisited and revised or confirmed at the Annual Strategy Meeting retreat.

Capital Investment Plan

General CIP Process (continued)

City staff works with City Council through a series of Budget and Effectiveness Committee Meetings and Budget Workshops to gather feedback that informs the Proposed Budget. Once the budget is proposed, a Public Hearing is held for the community to provide comments, and City Council meets to discuss and vote on potential adjustments to the Proposed Budget. Finally, the revised budget, which includes any Council-approved additions/subtractions, is presented to City Council for adoption. Once adopted, the Budget is in effect from July 1 through June 30. If the fiscal year is also a bond year, which FY 2022 is not, voters must approve the Adopted bond referendum in November before expenditure authority becomes available for the bond-funded CIP projects.

Highlights of the General FY 2022 – 2026 CIP

Other funding sources are often used to fund new facilities, facility renovations, large equipment purchases, and land acquisition. Other sources of funding include debt that does not require voter approval and may be issued as needed, as well as cash. Projects funded with other sources total \$21,200,000 in the FY 2022 Proposed Budget. Projects include:

- Creating a new, three-year program to construct Fire facilities, beginning with \$2,700,000 in FY 2022,
- Supporting the Strategic Energy Action Plan with \$4,000,000 for the installation of sustainable infrastructure in city-owned facilities, in addition to \$750,000 in Pay-As-You-Go funding,
- Funding Segments 10 and 11 of the Cross Charlotte Trail, beginning with \$1,700,000 in FY 2022,
- Upgrading the existing Animal Care and Control facility with \$5,000,000 for various improvements, with the largest portion being dedicated to additional heating, ventilation, and air conditioning units, and
- Providing \$7,800,000 to ensure well-maintained and efficient city-owned facilities.

A complete listing of projects funded with other sources in the Proposed FY 2022 – 2026 CIP can be found on the General CIP Other Sources Summary Schedule page and subsequent project pages. The approved budget document may include technical changes made after the City Manager's presentation of the Proposed Budget.

FY 2022 is not a bond year; however, the FY 2022 – 2026 CIP includes two planned bonds appearing in FY 2023 and FY 2025. The planned 2022 Bond totals \$198,000,000 between three components:

- \$50,000,000 for Housing,
- \$21,000,000 for Neighborhood Improvements, and
- \$127,000,000 for Transportation.

A complete listing of projects in the planned 2022 and 2024 Bonds can be found on the General Obligation Bond Summary page and subsequent project pages. Highlights of the planned 2022 Bond include:

- Planning the third consecutive \$50,000,000 allocation to create and preserve affordable housing,
- More than tripling the 2020 Bond funding for the Sidewalk and Pedestrian Safety program, from \$15,000,000 to \$50,000,000,
- Supporting economic development partnerships with \$19,800,000,
- Investing \$10,000,000 for infrastructure improvements in the Corridors of Opportunity,
- Improving traffic flow and reducing congestion in the Steele Creek, University City, and South Charlotte areas with \$10,000,000, and
- Doubling the 2020 Bond totals for the Bike Program, from \$4,000,000 to \$8,000,000, and the Transportation Safety (Vision Zero) program, from \$2,000,000 to \$4,000,000.

Capital Investment Plan

Highlights of the General FY 2022 – 2026 CIP (continued)

In FY 2020, the Advanced Planning and Design program was established to explore potential projects and to create a “project pipeline” for possible future funding. A status update for all projects previously added to the program can be found in the Advanced Planning and Design section. In FY 2022, use of existing Advanced Planning and Design funding is proposed to explore five new potential projects. Additional information is available in the Advanced Planning and Design Program section of the CIP.

Funding the CIP

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

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

General Capital Projects:

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

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

- **Property Tax:** Of the total 34.81¢ property tax rate, 0.73¢ is dedicated to the PAYGO program (2.10%).
- **Sales Tax:** Dollars represent 0.25¢ of the city’s portion of total sales tax that is dedicated to the PAYGO program.
- **Other Revenue:** Funds collected from other sources including the sale of city-owned property, interest earnings, General Fund surplus, and nongeneral fund contributions for technology programs and services.

Capital Investment Plan

Funding the CIP (continued)

Transit PAYGO:

- **Vehicle Rental Tax (U-Drive-It):** Mecklenburg County levies a five percent rental tax that applies to passenger cars, trucks, SUVs, motorcycles, and small property-hauling vehicles; the city does not have statutory authority to assess a similar tax. As outlined in state statute and a 2006 Interlocal Agreement, the county passes the full amount of the U-Drive-It Rental Tax revenue to the city, which then distributes proportionate revenue to the towns in Mecklenburg County in which the rental originated (Mecklenburg County keeps the revenue originated in the unincorporated areas).
- **Motor Vehicle License:** Dollars represent a flat fee of \$30 per vehicle possessed. This fee is included on residents' annual property tax bills.
- **Sales Tax-Partial Transfer from PAYGO:** A portion of the sales tax dedicated to General PAYGO is planned to begin being transferred to Transit PAYGO in FY 2023.

Nongeneral Fund Projects:

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

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

CIP Project Index

FY 2022 - 2026 Capital Investment Plan

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

Project Title	Fund	Page	FY 2022
Economic Development (Economy, Jobs, and Upward Mobility)			
Improve Cultural Facilities	General	263	\$8,185,288
Support Economic Development and Jobs in Corridors of Opportunity	General	263	\$7,000,000
Enhance Economic Development Programs	General	263	\$1,000,000
Revitalize Business Corridors	General	264	\$500,000
Build Minority, Women, and Small Business Enterprise (MWSBE) Capacity	General	264	\$250,000
Complete MWSBE Study	General	264	\$250,000
Fund Synthetic Tax Increment Grant (STIG) Cultural Projects	General	265	\$34,644
Support STIG Developer Payments	General	265	\$29,802
Great Neighborhoods (Affordable and Sustainable Neighborhoods)			
Support Housing and Neighborhood Stabilization in Corridors of Opportunity	General	266	\$7,000,000
Support Innovative Housing	General	266	\$3,200,000
Support Neighborhood Grants	General	266	\$400,000
Renovate Median Landscapes	General	267	\$250,000
Provide HOME Grant Match	General	267	-
Safe Communities (Safe, Healthy, and Inclusive Communities)			
Purchase Police Technology	General	268	\$2,000,000
Trim and Remove Trees	General	268	\$1,625,000
Support Firefighter Lifecycle Management	General	268	\$1,000,000
Offer In Rem Remedy - Residential	General	269	\$600,000
Enhance Placemaking Citywide	General	269	\$250,000
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)			
Resurface Streets	General	270	\$1,261,000
Support Environmental Services Program	General	270	\$1,000,000
Replace Trees	General	270	\$900,000
Improve Energy Efficiency in Buildings	General	271	\$750,000

FY 2022 – 2026

CIP Project Index

FY 2022 - 2026 Capital Investment Plan (continued)

General PAYGO and Transit PAYGO (continued)

Project Title	Fund	Page	FY 2022
Transportation, Planning, and Environment (continued)			
Complete Traffic Studies	General	271	\$400,000
Purchase Transportation Equipment	General	271	\$200,000
Support Americans with Disabilities Act (ADA) Program	General	272	-
Transfer Maintenance of Effort (MOE) to CATS	General	273	\$24,007,826
Contribute to CityLYNX Gold Line Operating Costs	General	273	\$3,679,257
Allocate Proportional U-Drive-It Rental Tax to County and Towns	General	273	\$579,187
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)			
Maintain City-Owned Facilities	General	274	\$4,178,150
Upgrade Business System Software	General	274	\$1,978,286
Purchase Municipal Equipment	General	274	\$1,200,000
Enhance Innovation and Technology Assets	General	275	\$1,000,000
Repair City-Owned Parking Lots and Parking Decks	General	275	\$700,000
Maintain Government Center Parking Deck	General	275	\$200,000
Sub-Total General PAYGO and Transit PAYGO			\$75,608,440

CIP Project Index

FY 2022 - 2026 Capital Investment Plan (continued)

Project Title	Fund	Page	FY 2022
Economic Development (Economy, Jobs, and Upward Mobility)			
Promote Public/Private Partnerships	General	287	-
Support Ballantyne Reimagined Infrastructure	General	288	-
Renovate Airport Terminal	Aviation	289	\$247,986,167
Enhance Airfield Capacity	Aviation	290	\$133,675,695
Enhance Airport Services Facilities	Aviation	291	\$24,977,580
Expand Ground Transportation Capacity	Aviation	292	\$6,030,000
Improve Private Aircraft Area	Aviation	293	\$2,880,750
Install and Expand New Water and Sewer Service	Charlotte Water	294	\$30,406,937
Construct Dixie Berryhill Water and Sewer Projects	Charlotte Water	295	\$2,000,000
Sub-Total Economic Development			\$447,957,129
Great Neighborhoods (Affordable and Sustainable Neighborhoods)			
Create and Preserve Affordable Housing	General	299	-
Invest in Corridors of Opportunity	General	300	-
Sub-Total Great Neighborhoods			-
Safe Communities (Safe, Healthy, and Inclusive Communities)			
Renovate Animal Care and Control Facility	General	303	\$5,000,000
Complete the Northwest Police Station	General	304	\$2,570,000
Construct Fire Facilities	General	305	\$2,700,000
Enhance Transportation Safety (Vision Zero)	General	306	-
Rehabilitate and Improve Wastewater Infrastructure	Charlotte Water	307	\$115,100,000
Rehabilitate and Improve Water Infrastructure	Charlotte Water	308	\$52,713,000
Construct Stowe Regional Water Resource Recovery Facility	Charlotte Water	309	\$36,000,000
Improve McAlpine Creek Wastewater Treatment Plant	Charlotte Water	310	\$20,400,000
Expand Mallard Creek Wastewater Treatment Plant	Charlotte Water	311	\$19,700,000
Improve Wastewater Treatment Plants	Charlotte Water	312	\$13,650,000
Upgrade Water Treatment Plants	Charlotte Water	313	\$13,000,000
Improve Franklin Water Treatment Plant	Charlotte Water	314	\$2,000,000
Upgrade McDowell Creek Wastewater Treatment Plant	Charlotte Water	315	-
Sub-Total Safe Communities			\$282,833,000

CIP Project Index

FY 2022 - 2026 Capital Investment Plan (continued)

Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)

Project Title	Fund	Page	FY 2022
Increase Building Sustainability	General	319	\$4,000,000
Implement ADA Transition Plan in Facilities	General	320	-
Complete the Cross Charlotte Trail	General	321	\$1,700,000
Improve Sidewalks and Pedestrian Safety	General	322	-
Improve Eastway Drive/Shamrock Drive Intersection	General	323	-
Mitigate Congestion	General	324	-
Connect Bicycle Facilities	General	325	-
Resurface Streets	General	326	-
Connect Northeast Corridor Infrastructure	General	327	-
Construct Improvements with Bonus Allocation Funding	General	328	-
Repair and Replace Bridges	General	329	-
Upgrade Traffic Control Devices	General	330	-
Maintain Intelligent Transportation Systems	General	331	-
Construct Road #1 from Advanced Planning Program	General	332	-
Plan and Design Silver Line Light Rail	CATS	333	\$19,825,000
Develop Transit Systems	CATS	334	\$5,200,000
Design South End Light Rail Station	CATS	335	\$2,215,000
Purchase New Transit Support Systems	CATS	336	\$1,577,459
Construct Hambright Park and Ride	CATS	337	\$1,427,446
Enhance Safety and Security on Transit	CATS	338	\$1,300,065
Purchase Vehicles for CATS	CATS	339	\$704,320
Recover Resources and Biosolids	Charlotte Water	340	\$17,000,000
Relocate Water and Wastewater Infrastructure	Charlotte Water	341	\$15,500,000
Improve Drainage for Storm Water	Storm Water	342	\$62,880,000
Enhance Storm Water Mitigation Programs	Storm Water	343	\$7,120,000
Mitigate Impacts to Streams and Wetlands	Storm Water	344	\$7,000,000
Sub-Total Transportation, Planning, and Environment			\$147,449,290

FY 2022 – 2026

CIP Project Index

FY 2022 - 2026 Capital Investment Plan (continued)

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

Project Title	Fund	Page	FY 2022
Replace Government Center Heating, Ventilation, and Air Conditioning (HVAC)	General	347	\$5,800,000
Construct Capital Building Improvements	General	348	\$2,000,000
Reserved for Projects from Advanced Planning Program	General	349	-
Maintain Transit Vehicles	CATS	350	\$28,176,858
Maintain Transit Facilities	CATS	351	\$1,700,244
Replace and Upgrade Field and Administrative Facilities	Charlotte Water	352	\$18,150,000
Enhance Security and Technology	Charlotte Water	353	\$4,970,000
Sub-Total Well-Managed Government			\$60,797,102

FY 2022 - 2026 Capital Investment Plan (continued)

Summary of Projects by Fund

Fund	FY 2022
General	\$99,378,440
Transfers/Direct Payments from PAYGO	-\$37,716,004
Sub-Total General	\$61,662,436
Aviation	\$415,550,192
Charlotte Area Transit System (CATS)	\$62,126,392
Charlotte Water	\$360,589,937
Storm Water Services	\$77,000,000
TOTAL Capital Investment Plan	\$976,928,957

General CIP Sources and Uses

Funding Sources and Uses Summary

Funding Sources

	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	2022 Bond FY 2023	FY 2024	2024 Bond FY 2025	FY 2026	TOTAL
GO Bonds	-	\$198,000,000	-	\$198,000,000	-	\$396,000,000
Other Sources	\$21,200,000	\$28,800,000	\$39,600,000	\$9,000,000	\$32,100,000	\$130,700,000
General PAYGO	\$36,170,866	\$19,545,226	\$19,060,380	\$21,077,831	\$21,590,964	\$117,445,267
Reappropriation of Prior Authorization	\$4,291,570	-	-	-	-	\$4,291,570
Sources Total	\$61,662,436	\$246,345,226	\$58,660,380	\$228,077,831	\$53,690,964	\$648,436,837

Funding Uses

	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	2022 Bond FY 2023	FY 2024	2024 Bond FY 2025	FY 2026	TOTAL
Neighborhoods	-	\$21,000,000	-	\$36,000,000	-	\$57,000,000
Housing	-	\$50,000,000	-	\$50,000,000	-	\$100,000,000
Transportation	-	\$127,000,000	-	\$112,000,000	-	\$239,000,000
GO Bonds Sub-Total	-	\$198,000,000	-	\$198,000,000	-	\$396,000,000
Facilities	\$22,070,000	\$27,100,000	\$37,600,000	\$7,000,000	\$19,000,000	\$112,770,000
Cash-Funded Projects	\$39,592,436	\$21,245,226	\$21,060,380	\$23,077,831	\$34,690,964	\$139,666,837
Uses Total	\$61,662,436	\$246,345,226	\$58,660,380	\$228,077,831	\$53,690,964	\$648,436,837

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES						
	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
AVIATION						
Revenue Bonds	\$317,633,000	\$300,071,000	\$202,025,000	\$36,521,000	\$24,926,000	\$881,176,000
Aviation PAYGO	\$56,917,192	\$20,438,486	\$18,712,067	\$14,752,649	\$11,751,814	\$122,572,208
Passenger Facility Charges	\$20,000,000	\$1,000,000	-	-	-	\$21,000,000
Federal Grants	\$13,000,000	\$33,344,000	\$5,016,000	\$8,560,000	-	\$59,920,000
Customer Facility Charges	\$8,000,000	\$9,000,000	\$9,000,000	\$9,000,000	-	\$35,000,000
Aviation Sub-Total	\$415,550,192	\$363,853,486	\$234,753,067	\$68,833,649	\$36,677,814	\$1,119,668,208
CATS						
Transfer from Control Account	\$31,526,056	\$5,881,641	\$3,906,250	\$4,320,460	\$3,110,730	\$48,745,137
Federal Grants	\$27,065,271	\$17,310,314	\$10,082,009	\$10,534,223	\$11,804,709	\$76,796,526
State Grants	\$1,320,065	\$2,512,798	\$1,126,780	\$1,145,322	\$1,057,384	\$7,162,349
Private Funding	\$1,109,052	\$1,949,260	\$1,873,220	-	-	\$4,931,532
Local Funding	\$1,105,948	\$1,080,740	\$1,156,780	\$1,425,000	-	\$4,768,468
CATS Sub-Total	\$62,126,392	\$28,734,753	\$18,145,039	\$17,425,005	\$15,972,823	\$142,404,012
CHARLOTTE WATER						
Charlotte Water PAYGO	\$185,040,000	\$204,249,977	\$193,144,977	\$220,070,991	\$394,380,991	\$1,196,886,936
Sewer Revenue Bonds	\$136,800,000	\$263,555,000	\$232,288,000	\$171,958,000	\$127,689,000	\$932,290,000
Water Revenue Bonds	\$38,749,937	\$55,750,000	\$52,700,000	\$54,850,000	\$47,990,303	\$250,040,240
Charlotte Water Sub-Total	\$360,589,937	\$523,554,977	\$478,132,977	\$446,878,991	\$570,060,294	\$2,379,217,176
STORM WATER						
Storm Water PAYGO	\$45,000,000	\$47,000,000	\$49,000,000	\$46,000,000	\$48,000,000	\$235,000,000
Revenue Bonds	\$25,000,000	\$75,000,000	\$80,000,000	\$70,000,000	\$35,000,000	\$285,000,000
Program Income	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$15,000,000
Storm Water Sub-Total	\$77,000,000	\$124,000,000	\$131,000,000	\$118,000,000	\$85,000,000	\$535,000,000
Sources Total	\$915,266,521	\$1,040,143,216	\$862,031,083	\$651,137,645	\$707,710,931	\$4,176,289,396

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary (continued)

FUNDING USES						
	Proposed	Planned				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
AVIATION						
Renovate Airport Terminal	\$247,986,167	\$217,743,346	\$102,525,750	\$29,717,471	-	\$597,972,734
Enhance Airfield Capacity	\$133,675,695	\$133,139,040	\$117,814,898	\$28,664,178	\$29,225,814	\$442,519,625
Enhance Airport Services Facilities	\$24,977,580	\$6,499,100	\$5,300,000	\$5,300,000	\$5,300,000	\$47,376,680
Expand Ground Transportation Capacity	\$6,030,000	\$4,770,000	\$4,770,000	\$500,000	\$500,000	\$16,570,000
Improve Private Aircraft Area	\$2,880,750	\$1,702,000	\$4,342,419	\$4,652,000	\$1,652,000	\$15,229,169
Aviation Sub-Total	\$415,550,192	\$363,853,486	\$234,753,067	\$68,833,649	\$36,677,814	\$1,119,668,208
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Plan and Design Silver Line Light Rail	\$19,825,000	-	-	-	-	\$19,825,000
Develop Transit Systems	\$5,200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$6,100,000
Design South End Light Rail Station	\$2,215,000	\$3,030,000	\$3,030,000	\$1,425,000	-	\$9,700,000
Purchase New Transit Support Systems	\$1,577,459	\$1,531,432	\$780,500	\$1,809,432	\$564,340	\$6,263,163
Construct Hambright Park and Ride	\$1,427,446	\$9,747,054	-	-	-	\$11,174,500
Enhance Safety and Security on Transit	\$1,300,065	\$348,897	\$326,136	\$696,339	\$686,339	\$3,357,776
Purchase Vehicles for CATS	\$704,320	\$390,530	\$320,740	\$370,000	\$413,212	\$2,198,802
Maintain Transit Vehicles	\$28,176,858	\$12,186,840	\$12,387,663	\$12,074,234	\$13,558,932	\$78,384,527
Maintain Transit Facilities	\$1,700,244	\$1,300,000	\$1,100,000	\$800,000	\$500,000	\$5,400,244
CATS Sub-Total	\$62,126,392	\$28,734,753	\$18,145,039	\$17,425,005	\$15,972,823	\$142,404,012
CHARLOTTE WATER						
Install and Expand New Water and Sewer Service	\$30,406,937	\$30,579,977	\$32,079,977	\$31,795,991	\$32,795,991	\$157,658,873
Construct Dixie Berryhill Water and Sewer Projects	\$2,000,000	\$1,900,000	-	\$500,000	\$500,000	\$4,900,000
Rehabilitate and Improve Wastewater Infrastructure	\$115,100,000	\$172,355,000	\$141,100,000	\$115,730,000	\$219,280,000	\$763,565,000
Rehabilitate and Improve Water Infrastructure	\$52,713,000	\$62,200,000	\$52,800,000	\$50,830,000	\$120,970,000	\$339,513,000
Construct Stowe Regional Water Resource Recovery Facility	\$36,000,000	\$101,150,000	\$112,458,000	\$89,878,000	\$21,859,000	\$361,345,000
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)	\$20,400,000	\$35,200,000	\$9,130,000	\$900,000	\$500,000	\$66,130,000
Expand Mallard Creek WWTP	\$19,700,000	\$18,500,000	\$23,600,000	\$23,600,000	\$23,600,000	\$109,000,000
Improve WWTPs	\$13,650,000	\$15,850,000	\$19,350,000	\$15,350,000	\$19,050,000	\$83,250,000
Upgrade Water Treatment Plants (WTPs)	\$13,000,000	\$3,750,000	\$9,000,000	\$3,750,000	\$3,100,000	\$32,600,000
Franklin WTP	\$2,000,000	\$7,000,000	-	\$18,000,000	\$20,590,303	\$47,590,303
Upgrade and Maintain McDowell Creek WWTP	-	-	-	\$13,500,000	-	\$13,500,000
Recover Resources and Biosolids	\$17,000,000	\$27,100,000	\$33,400,000	\$34,700,000	\$37,400,000	\$149,600,000
Relocate Water and Wastewater Infrastructure	\$15,500,000	\$19,500,000	\$19,500,000	\$21,500,000	\$22,000,000	\$98,000,000
Replace and Upgrade Field and Administrative Facilities	\$18,150,000	\$8,100,000	\$4,600,000	\$4,600,000	\$4,300,000	\$39,750,000
Enhance Security and Technology	\$4,970,000	\$20,370,000	\$21,115,000	\$22,245,000	\$44,115,000	\$112,815,000
Charlotte Water Sub-Total	\$360,589,937	\$523,554,977	\$478,132,977	\$446,878,991	\$570,060,294	\$2,379,217,176
STORM WATER SERVICES						
Improve Drainage for Storm Water	\$62,880,000	\$110,475,000	\$117,725,000	\$109,070,000	\$76,370,000	\$476,520,000
Enhance Storm Water Mitigation Programs	\$7,120,000	\$11,525,000	\$11,275,000	\$6,930,000	\$6,630,000	\$43,480,000
Mitigate Impacts to Streams and Wetlands	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$15,000,000
Storm Water Services Total	\$77,000,000	\$124,000,000	\$131,000,000	\$118,000,000	\$85,000,000	\$535,000,000
Uses Total	\$915,266,521	\$1,040,143,216	\$862,031,083	\$651,137,645	\$707,710,931	\$4,176,289,396

General CIP

PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

REVENUES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Property Tax (0.73¢)	\$11,044,274	\$11,139,464	\$11,417,950	\$11,703,399	\$11,995,984	\$57,301,071
Sales Tax	\$18,205,107	\$16,877,463	\$16,526,219	\$17,203,198	\$17,877,436	\$86,689,423
PAYGO Fund - Interest Income	\$1,122,059	\$1,265,000	\$1,265,000	\$1,265,000	\$1,265,000	\$6,182,059
Enterprise Business System Software	\$747,792	\$550,000	\$550,000	\$825,000	\$825,000	\$3,497,792
Capital Reserve from FY 2020	\$14,258,218	-	-	-	-	\$14,258,218
Reappropriation of Prior PAYGO Authorization	\$1,721,570	-	-	-	-	\$1,721,570
Energy Credit Revenue	\$243,150	-	-	-	-	\$243,150
TOTAL REVENUES PAYGO	\$47,342,170	\$29,831,927	\$29,759,169	\$30,996,597	\$31,963,420	\$169,893,283
EXPENDITURES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Economic Development						
Improve Cultural Facilities ¹	\$8,185,288	\$8,214,030	\$8,624,732	\$9,055,969	\$9,508,767	\$43,588,786
Support Economic Development and Jobs in Corridors of Opportunity	\$7,000,000	-	-	-	-	\$7,000,000
Enhance Economic Development Programs	\$1,000,000	-	-	-	-	\$1,000,000
Revitalize Business Corridors	\$500,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,500,000
Build Minority, Women, Small Business Enterprise (MWSBE) Capacity	\$250,000	\$250,000	\$250,000	\$250,000	-	\$1,000,000
Complete MWSBE Study	\$250,000	-	-	-	-	\$250,000
Fund Synthetic Tax Increment Grants (STIGs)	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220
Support STIG Developer Payments	\$29,802	\$27,725	\$29,111	\$17,851	\$18,743	\$123,232
Great Neighborhoods						
Support Housing and Neighborhood Stabilization in Corridors of Opportunity	\$7,000,000	-	-	-	-	\$7,000,000
Support Innovative Housing	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,000,000
Support Neighborhood Grants	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Renovate Median Landscapes	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Provide HOME Grant Match	-	\$810,302	\$810,302	\$810,302	\$810,302	\$3,241,208
Safe Communities						
Purchase Police Technology	\$2,000,000	-	-	-	-	\$2,000,000
Trim and Remove Trees	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,125,000
Support Firefighter Lifecycle Management	\$1,000,000	-	-	-	-	\$1,000,000
Offer In Rem Remedy - Residential	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Enhance Placemaking Citywide	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Transportation, Planning, and Environment						
Resurface Streets	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Support Environmental Services Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Replace Trees	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Improve Energy Efficiency in Buildings	\$750,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,750,000
Complete Traffic Studies	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Purchase Transportation Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Support Americans with Disabilities Act Program	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Well-Managed Government						
Maintain City-Owned Facilities	\$4,178,150	\$4,659,226	\$4,174,380	\$5,191,831	\$5,954,964	\$24,158,551
Upgrade Business System Software	\$1,978,286	\$2,000,000	\$2,000,000	\$3,000,000	\$3,000,000	\$11,978,286
Purchase Municipal Equipment	\$1,200,000	\$1,200,000	\$1,200,000	-	-	\$3,600,000
Enhance Innovation and Technology Assets	\$1,000,000	-	-	-	-	\$1,000,000
Repair City-Owned Parking Lots/Decks	\$700,000	\$350,000	\$350,000	\$350,000	\$350,000	\$2,100,000
Maintain Government Center Parking Deck	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TOTAL EXPENDITURES PAYGO	\$47,342,170	\$29,831,927	\$29,759,169	\$30,996,597	\$31,963,420	\$169,893,283

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

General CIP

PAYGO Summary Schedule

PAYGO Summary (continued)

<u>USE CATEGORIES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Direct Payments	\$29,802	\$27,725	\$29,111	\$17,851	\$18,743	\$123,232
Transfer to HOME	-	\$810,302	\$810,302	\$810,302	\$810,302	\$3,241,208
Transfer to Tourism Funds	\$8,219,932	\$8,248,674	\$8,659,376	\$9,090,613	\$9,543,411	\$43,762,006
Transfer to Debt Service Fund	\$1,200,000	\$1,200,000	\$1,200,000	-	-	\$3,600,000
Transfer to CIP	\$37,892,436	\$19,545,226	\$19,060,380	\$21,077,831	\$21,590,964	\$119,166,837
TOTAL USES PAYGO	\$47,342,170	\$29,831,927	\$29,759,169	\$30,996,597	\$31,963,420	\$169,893,283

General CIP

Transit PAYGO Summary Schedule

Transit PAYGO Summary

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

Dedicated revenues totaling \$153.4 million over five years to support Transit PAYGO include vehicle rental tax and motor vehicle license revenue, available cash balances, and a portion of the city's sales tax revenue.

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

REVENUES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Vehicle Rental Tax (U-Drive-It)	\$10,357,795	\$10,875,685	\$11,419,469	\$11,990,442	\$12,589,965	\$57,233,356
Motor Vehicle License	\$16,031,860	\$16,512,816	\$17,008,200	\$17,518,446	\$18,044,000	\$85,115,322
PAYGO Available Cash Balance	\$1,876,615	\$1,000,000	-	-	-	\$2,876,615
Sales Tax-Partial Transfer from PAYGO	-	\$1,499,541	\$2,369,178	\$2,224,635	\$2,064,973	\$8,158,327
TOTAL REVENUE TRANSIT PAYGO	\$28,266,270	\$29,888,042	\$30,796,847	\$31,733,523	\$32,698,938	\$153,383,620

EXPENDITURES	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Transfer Maintenance of Effort (MOE) to CATS	\$24,007,826	\$24,728,061	\$25,469,903	\$26,234,000	\$27,021,020	\$127,460,810
Contribute to CityLYNX Gold Line Operating Costs	\$3,679,257	\$4,551,835	\$4,688,390	\$4,829,041	\$4,973,913	\$22,722,436
Allocate U-Drive-It Tax to County/Towns	\$579,187	\$608,146	\$638,554	\$670,482	\$704,005	\$3,200,374
TOTAL EXPENDITURES TRANSIT PAYGO	\$28,266,270	\$29,888,042	\$30,796,847	\$31,733,523	\$32,698,938	\$153,383,620

USE CATEGORIES						
Direct Payments	\$579,187	\$608,146	\$638,554	\$670,482	\$704,005	\$3,200,374
Transfer to CATS	\$27,687,083	\$29,279,896	\$30,158,293	\$31,063,041	\$31,994,933	\$150,183,246
TOTAL USES TRANSIT PAYGO	\$28,266,270	\$29,888,042	\$30,796,847	\$31,733,523	\$32,698,938	\$153,383,620

General CIP

Other Sources Summary of Changes

Summary of Other Sources Changes from FY 2021 to FY 2022

<u>PROJECT/PROGRAM</u>	FY 2021 Planned	FY 2022 Proposed	Change in Funding
Renovate Animal Care and Control Facility	-	\$5,000,000	\$5,000,000
Construct Fire Facilities ¹	\$10,800,000	\$2,700,000	(\$8,100,000)
Increase Building Sustainability	\$2,000,000	\$4,000,000	\$2,000,000
Install Sustainable Infrastructure	\$1,000,000	-	(\$1,000,000)
Implement the Americans with Disabilities Act (ADA) Transition Plan in Facilities ²	\$1,000,000	-	(\$1,000,000)
Replace Government Center HVAC	\$5,800,000	\$5,800,000	-
Construct Capital Building Improvements	\$2,000,000	\$2,000,000	-
Complete the Cross Charlotte Trail	-	\$1,700,000	\$1,700,000
TOTAL OTHER SOURCES CHANGES	\$22,600,000	\$21,200,000	(\$1,400,000)

¹ The Hidden Valley Neighborhood Infill Fire Station is now part of the Construct Fire Facilities program, which provides funding to construct two additional stations, for a total of three fire stations. Annual funding amounts for this program are based on projected cash flow. The FY 2022 proposed budget fully funds anticipated design costs for the Hidden Valley Neighborhood Infill Fire Station.

² New funding for the implementation of the ADA Transition Plan in Facilities is not necessary until FY 2023 because previously-appropriated ADA project funding is available to begin the highest priority ADA improvements in FY 2022.

General CIP

Other Sources Summary Schedule

	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>TOTAL</u>
OTHER SOURCES (Do Not Require Voter Approval)						
Certificates of Participation (COPs)	\$19,500,000	\$27,100,000	\$37,600,000	\$7,000,000	\$19,000,000	\$110,200,000
Municipal Debt Service Fund Cash (MDS)	\$1,700,000	\$1,700,000	\$2,000,000	\$2,000,000	\$13,100,000	\$20,500,000
TOTAL OTHER SOURCES REVENUES	\$21,200,000	\$28,800,000	\$39,600,000	\$9,000,000	\$32,100,000	\$130,700,000

PROJECTS FUNDED WITH COPs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Safe Communities (Safe, Healthy, and Inclusive Communities)						
Renovate Animal Care and Control Facility	\$5,000,000	-	-	-	-	\$5,000,000
Construct Fire Facilities	\$2,700,000	\$14,000,000	\$24,200,000	-	-	\$40,900,000
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)						
Increase Building Sustainability	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000
Implement ADA Transition Plan in Facilities	-	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)						
Replace Government Center HVAC	\$5,800,000	\$6,100,000	\$6,400,000	-	-	\$18,300,000
Construct Capital Building Improvements	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Reserved for Projects from Advanced Planning Program	-	-	-	-	\$12,000,000	\$12,000,000
Sub-Total COPs	\$19,500,000	\$27,100,000	\$37,600,000	\$7,000,000	\$19,000,000	\$110,200,000

PROJECTS FUNDED WITH MDS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)						
Complete the Cross Charlotte Trail	\$1,700,000	\$1,700,000	\$2,000,000	\$2,000,000	\$13,100,000	\$20,500,000
Sub-Total MDS	\$1,700,000	\$1,700,000	\$2,000,000	\$2,000,000	\$13,100,000	\$20,500,000
TOTAL OTHER SOURCES EXPENDITURES	\$21,200,000	\$28,800,000	\$39,600,000	\$9,000,000	\$32,100,000	\$130,700,000

General CIP

General Obligation Bond Summary

The FY 2022 - 2026 Capital Investment Plan includes two bond referendums, one in FY 2023 (November 2022) and one in FY 2025 (November 2024). The upcoming fiscal year, FY 2022, does not have a bond referendum. Projects planned for each referendum are outlined in the table below but are not official until City Council adopts them as part of the FY 2023 and FY 2025 Annual Budget processes. Additional planned bond referendums in FY 2027 and FY 2029 are shown in the table below to illustrate how projects from the Advanced Planning Program align with bond capacity.

	2022 Bond FY 2023	2024 Bond FY 2025	2026 Bond FY 2027	2028 Bond FY 2029	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)					
Economic Development (Economy, Jobs, and Upward Mobility)					
Promote Public/Private Partnerships	\$11,000,000	\$26,000,000	\$13,000,000	\$26,000,000	\$76,000,000
Support Ballantyne Reimagined Infrastructure	\$8,800,000	\$8,700,000	-	-	\$17,500,000
Great Neighborhoods (Affordable and Sustainable Neighborhoods)					
Create and Preserve Affordable Housing	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000	\$200,000,000
Invest in Corridors of Opportunity	\$10,000,000	\$10,000,000	-	-	\$20,000,000
Safe Communities (Safe, Healthy, and Inclusive Communities)					
Enhance Transportation Safety (Vision Zero)	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)					
Improve Sidewalks and Pedestrian Safety	\$50,000,000	\$20,000,000	\$17,000,000	\$20,000,000	\$107,000,000
Improve Eastway Drive/Shamrock Drive Intersection	\$12,700,000	\$18,300,000	-	-	\$31,000,000
Mitigate Congestion	\$10,000,000	\$10,000,000	\$5,000,000	\$5,000,000	\$30,000,000
Connect Bicycle Facilities	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$32,000,000
Resurface Streets	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$32,000,000
Connect Northeast Corridor Infrastructure	\$6,000,000	-	-	-	\$6,000,000
Construct Improvements with Bonus Allocation Funding	\$6,000,000	-	-	-	\$6,000,000
Repair and Replace Bridges	\$5,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$23,000,000
Upgrade Traffic Control Devices	\$4,500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$19,500,000
Maintain Intelligent Transportation Systems	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
Construct Road #1 from Advanced Planning Program	-	\$20,000,000	\$50,000,000	-	\$70,000,000
Construct Road #2 from Advanced Planning Program	-	-	\$20,000,000	\$50,000,000	\$70,000,000
Construct Intersection #2 from Advanced Planning Program	-	-	\$8,000,000	\$12,000,000	\$20,000,000
Total General Obligation Bonds	\$198,000,000	\$198,000,000	\$198,000,000	\$198,000,000	\$792,000,000

General CIP

Operating Impact Summary Schedule

Annual Operating Impacts of FY 2022 Capital Expenditures

Project/Program	FY 2022 Budget	Total Project/Program Cost	Classification ¹	Operating Cost Explanation	Estimated Annual Operating Impact	Anticipated First FY Needed
Safe Communities (Safe, Healthy, and Inclusive Communities)						
Renovate Animal Care and Control Facility	\$5,000,000	\$10,000,000	Increased Expenditures	This project involves adding heating, ventilation, and air conditioning (HVAC) units to an existing facility. These additions are anticipated to increase annual energy costs and maintenance.	\$90,000	FY 2023
Construct Fire Facilities	\$2,700,000	\$40,900,000	Increased Expenditures	This new program is anticipated to construct at least three Fire Stations: one new infill station, replacements of two existing stations, and potentially new training infrastructure. The first new infill station is anticipated to house one Engine Company comprised of 18 Firefighters. Annual operating costs associated with the new Company include on-going expenses for salaries, benefits, and operating supplies. The annual operating cost for the two replacement stations are already included in the annual operating budget but the new facilities are anticipated to require less maintenance and repair.	\$1,874,830	FY 2024
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)						
Increased Building Sustainability	\$4,000,000	\$12,000,000	Increased Revenues	The operating impacts of this program will be directly linked to the projects selected, but potential projects include retrofitting building systems and the installation of solar panels on new and existing city-owned facilities. In response to the solar installations, the city is receiving revenue through the Duke Energy Solar Rebate Program. In addition to anticipated revenue generation, the city also expects to reduce annual energy costs in buildings with solar installations.	\$316,650	FY 2023
Complete the Cross Charlotte Trail	\$1,700,000	\$112,900,000	Increased Expenditures	Annual maintenance costs for the City of Charlotte's segments are anticipated to include periodic infrastructure maintenance, debris removal, or maintenance of security cameras. Costs are anticipated to be covered by existing Transportation maintenance funding. An increase in personnel costs related to ensuring safety along the Trail has not been included.	\$10,000	FY 2027
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)						
Replace Government Center HVAC	\$5,800,000	\$25,260,000	Savings	This five-year project replaces the Government Center HVAC with a more energy efficient system. The new system is anticipated to reduce annual energy costs and require less maintenance and repair.	-\$50,000	FY 2025
Construct Capital Building Improvements	\$2,000,000	\$10,000,000	Savings	This program constructs capital building maintenance, including replacing roofs and buildings systems. This work is anticipated to reduce annual energy costs and require less maintenance and repair.	-\$100,000	FY 2023
TOTAL ANNUAL OPERATING IMPACTS OF FY 2022 CAPITAL EXPENDITURES					\$2,150,480	

¹ The Government Finance Officers Association provides three classifications to help define annual operating impacts: Increased Revenues, which may result from additional volume or rebates; Increased Expenditures, which may result from the opening of a new facility and additional headcount; and Savings, which may result from increased energy efficiency, more productive software, and/or lower maintenance and repair costs. Annual operating impacts of each project/program may fall into one, two, or some combination of all three classifications.

General CIP

Public Art Summary Schedule

Public Art Summary

The city promotes art in public spaces by including funding for artwork in capital project budgets. The City Council-adopted Public Art Ordinance provides guidance to the Public Art Program, which seeks to support the cultural heritage and artistic development of the city, contribute to economic development and tourism, and improve the aesthetic of public spaces. Eligible projects include buildings, facilities, or open spaces that are accessible to residents; projects below ground, such as pipes or utilities, are excluded from the program. The program is administered in partnership with the Arts & Science Council.

The amount of public art funding allocated per project is determined by project type and the anticipated construction costs associated with each type. Public art budgets are equivalent to one percent of 60 percent of the total projected construction costs for neighborhood improvement and public facility projects and one percent of 10 percent of the total projected construction costs for sidewalks, bikeways, and bridge projects.

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
<u>PUBLIC ART REVENUES</u>						
General Obligation (GO) Bonds	-	\$163,000	-	\$98,000	-	\$261,000
Other Sources	-	-	\$148,560	-	\$123,000	\$271,560
TOTAL PUBLIC ART REVENUES	-	\$163,000	\$148,560	\$98,000	\$123,000	\$532,560
<u>PUBLIC ART EXPENDITURES</u>						
Construct Fire Facilities ¹	-	-	\$148,560	-	-	\$148,560
Invest in Corridors of Opportunity	-	\$60,000	-	\$60,000	-	\$120,000
Enhance Transportation Safety (Vision Zero)	-	\$4,000	-	\$4,000	-	\$8,000
Complete the Cross Charlotte Trail	-	-	-	-	\$123,000	\$123,000
Improve Sidewalks and Pedestrian Safety	-	\$50,000	-	\$20,000	-	\$70,000
Connect Bicycle Facilities	-	\$8,000	-	\$8,000	-	\$16,000
Connect Northeast Corridor Infrastructure	-	\$36,000	-	-	-	\$36,000
Repair and Replace Bridges	-	\$5,000	-	\$6,000	-	\$11,000
TOTAL PUBLIC ART EXPENDITURES	-	\$163,000	\$148,560	\$98,000	\$123,000	\$532,560

¹ In addition to the \$148,560 of public art funding planned for the Construct Fire Facilities program, the public art originally designed for the Joint Communications Center project, which has been cancelled, is planned to be installed at one of the program's newly constructed fire facilities.

The Aviation public art allocation for FY 2022 is \$1,793,271. The Charlotte Water public art allocation for FY 2022 is \$181,500.

Nongeneral Funds

Project Summary Schedules

Aviation Summary

<u>AVIATION REVENUES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Revenue Bonds	\$317,633,000	\$300,071,000	\$202,025,000	\$36,521,000	\$24,926,000	\$881,176,000
Aviation Pay-As-You-Go	\$56,917,192	\$20,438,486	\$18,712,067	\$14,752,649	\$11,751,814	\$122,572,208
Passenger Facility Charges	\$20,000,000	\$1,000,000	-	-	-	\$21,000,000
Federal Grants	\$13,000,000	\$33,344,000	\$5,016,000	\$8,560,000	-	\$59,920,000
Customer Facility Charges	\$8,000,000	\$9,000,000	\$9,000,000	\$9,000,000	-	\$35,000,000
TOTAL AVIATION REVENUES	\$415,550,192	\$363,853,486	\$234,753,067	\$68,833,649	\$36,677,814	\$1,119,668,208
<u>AVIATION EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Renovate Airport Terminal						
Terminal Lobby Expansion	\$115,763,298	\$120,272,858	\$50,017,684	\$29,717,471	-	\$315,771,311
Concourse A North Expansion Phase 2	\$86,355,746	\$72,897,561	\$28,130,693	-	-	\$187,384,000
Passenger Boarding Plane Replacements	\$20,000,000	-	-	-	-	\$20,000,000
Terminal Lobby Canopy	\$12,678,795	\$24,508,638	\$24,377,373	-	-	\$61,564,806
Atrium Life Safety	\$8,191,828	\$64,289	-	-	-	\$8,256,117
Terminal Building Sprinkler and Voice Evacuation	\$3,619,539	-	-	-	-	\$3,619,539
Central Energy Plant	\$1,376,961	-	-	-	-	\$1,376,961
Sub-Total Airport Terminal	\$247,986,167	\$217,743,346	\$102,525,750	\$29,717,471	-	\$597,972,734
Enhance Airfield Capacity						
Taxiway F Extension, Deice Pad, and Taxiway SCF	\$64,400,376	\$51,686,502	\$50,673,293	-	-	\$166,760,171
North EAT and Relos (Old Dowd, Overlook, RTR, ASOS)	\$56,572,451	\$60,985,872	\$52,841,605	\$24,364,178	\$24,925,814	\$219,689,920
Concourse E Dual Taxilanes	\$5,000,000	\$12,000,000	\$10,000,000	-	-	\$27,000,000
Operating Capital - Airfield Maintenance	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$21,500,000
West Ramp Expansion Phase 2 and Fuel Station	\$3,236,201	-	-	-	-	\$3,236,201
Miscellaneous Airfield Projects	\$166,667	\$166,666	-	-	-	\$333,333
Center Airfield Lighting Vault Relocation	-	\$4,000,000	-	-	-	\$4,000,000
Sub-Total Airfield Capacity	\$133,675,695	\$133,139,040	\$117,814,898	\$28,664,178	\$29,225,814	\$442,519,625
Enhance Airport Services Facilities						
Architectural Consultation and Programming Services	\$9,647,000	\$1,199,100	-	-	-	\$10,846,100
Technology Projects	\$4,429,211	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$10,429,211
Capital Building Maintenance	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$19,000,000
Fire Station 41 Bay Expansion	\$3,756,756	-	-	-	-	\$3,756,756
CLT Center Phase 14	\$2,090,000	-	-	-	-	\$2,090,000
CLT Center Phase 12	\$660,000	-	-	-	-	\$660,000
Perimeter Fence Upgrade Phase 1	\$594,613	-	-	-	-	\$594,613
Sub-Total Airport Services Facilities	\$24,977,580	\$6,499,100	\$5,300,000	\$5,300,000	\$5,300,000	\$47,376,680
Expand Ground Transportation Capacity						
Bus Acquisition	\$5,530,000	\$4,270,000	\$4,270,000	-	-	\$14,070,000
Capital Fleet Maintenance	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Sub-Total Ground Transportation Capacity	\$6,030,000	\$4,770,000	\$4,770,000	\$500,000	\$500,000	\$16,570,000
Improve Private Aircraft Area						
Capital Maintenance	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$8,260,000
FBO Fuel Line Repairs	\$1,228,750	-	-	-	-	\$1,228,750
FBO Ramp Expansion	-	-	-	\$3,000,000	-	\$3,000,000
FBO North Renovations	-	\$50,000	\$2,690,419	-	-	\$2,740,419
Sub-Total Private Aircraft Area	\$2,880,750	\$1,702,000	\$4,342,419	\$4,652,000	\$1,652,000	\$15,229,169
TOTAL AVIATION EXPENDITURES	\$415,550,192	\$363,853,486	\$234,753,067	\$68,833,649	\$36,677,814	\$1,119,668,208

Nongeneral Funds

Project Summary Schedules

Charlotte Area Transit System (CATS) Summary

<u>CATS REVENUES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Transfer from Control Account	\$31,526,056	\$5,881,641	\$3,906,250	\$4,320,460	\$3,110,730	\$48,745,137
Federal Grants	\$27,065,271	\$17,310,314	\$10,082,009	\$10,534,223	\$11,804,709	\$76,796,526
State Grants	\$1,320,065	\$2,512,798	\$1,126,780	\$1,145,322	\$1,057,384	\$7,162,349
Private Funding	\$1,109,052	\$1,949,260	\$1,873,220	-	-	\$4,931,532
Local Funding	\$1,105,948	\$1,080,740	\$1,156,780	\$1,425,000	-	\$4,768,468
TOTAL CATS REVENUES	\$62,126,392	\$28,734,753	\$18,145,039	\$17,425,005	\$15,972,823	\$142,404,012
<u>CATS EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Plan and Design Silver Line Light Rail	\$19,825,000	-	-	-	-	\$19,825,000
Develop Transit Systems						
Land Acquisition	\$5,000,000	-	-	-	-	\$5,000,000
Americans with Disabilities Act Improvements	\$200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$1,100,000
Sub-Total Transit Systems	\$5,200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$6,100,000
Design South End Light Rail Station	\$2,215,000	\$3,030,000	\$3,030,000	\$1,425,000	-	\$9,700,000
Purchase New Transit Support Systems						
Additions for New Bus Equipment	\$800,000	-	-	-	-	\$800,000
Upgrade Business System Software	\$231,459	-	-	-	-	\$231,459
UPS Refresh	\$210,000	-	-	\$240,000	-	\$450,000
Contingency for IT Projects	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$550,000
Server Refresh	\$133,500	\$34,000	\$538,000	\$504,000	\$138,000	\$1,347,500
Davidson Network Refresh	\$52,500	\$220,000	\$42,500	\$24,000	-	\$339,000
HASTUS Software Upgrade	-	\$600,000	-	-	-	\$600,000
Rail Shop Equipment/Contingency	-	\$327,432	-	-	-	\$327,432
LR SCADA Firewall Refresh	-	\$250,000	-	-	-	\$250,000
Network Refresh	-	-	\$100,000	\$100,000	-	\$200,000
DR System Upgrade	-	-	-	\$661,432	-	\$661,432
Tug Replacement	-	-	-	\$160,000	-	\$160,000
Bus Operations Control Center Workstation	-	-	-	\$20,000	-	\$20,000
Steam Bay Lift	-	-	-	-	\$160,000	\$160,000
Friction Modifiers	-	-	-	-	\$146,340	\$146,340
Brake Rotor Lathe	-	-	-	-	\$20,000	\$20,000
Sub-Total Transit Support Systems	\$1,577,459	\$1,531,432	\$780,500	\$1,809,432	\$564,340	\$6,263,163
Construct Hambricht Park and Ride	\$1,427,446	\$9,747,054	-	-	-	\$11,174,500
Enhance Safety and Security on Transit						
Mobile Video Replacements	\$952,921	-	-	\$336,339	\$336,339	\$1,625,599
Blue Line Extension Cameras	\$222,144	\$223,897	\$226,136	\$350,000	\$350,000	\$1,372,177
Guard Shacks/Bollards	\$75,000	\$75,000	\$75,000	-	-	\$225,000
Access Control Replacements	\$50,000	\$50,000	\$25,000	\$10,000	-	\$135,000
Sub-Total Safety and Security on Transit	\$1,300,065	\$348,897	\$326,136	\$696,339	\$686,339	\$3,357,776
Purchase Vehicles for CATS						
Bus Maintenance Replacements	\$226,100	\$79,800	-	-	-	\$305,900
Bus Operations Replacements	\$140,200	\$143,950	\$151,200	-	\$413,212	\$848,562
Special Transportation Service Replacements	\$104,020	\$106,780	\$109,540	-	-	\$320,340
Marketing Replacements	\$90,000	-	-	-	-	\$90,000
Safety and Security Replacements	\$84,000	-	-	-	-	\$84,000
Facility Maintenance Replacements	\$60,000	\$60,000	\$60,000	-	-	\$180,000
Tow Truck	-	-	-	\$300,000	-	\$300,000
Technology Maintenance Replacements	-	-	-	\$70,000	-	\$70,000
Sub-Total Vehicles for CATS	\$704,320	\$390,530	\$320,740	\$370,000	\$413,212	\$2,198,802

Nongeneral Funds

Project Summary Schedules

CATS Summary (continued)

<u>CATS EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Maintain Transit Vehicles						
Rail Car Expansion	\$14,100,000	-	-	-	-	\$14,100,000
Bus Replacements	\$10,703,790	\$8,991,410	\$9,048,973	\$8,650,648	\$10,064,835	\$47,459,656
Special Transportation Service Replacements	\$1,760,000	\$1,812,800	\$1,867,184	\$1,923,196	\$2,200,000	\$9,563,180
NCDOT Urban Match	\$1,105,948	\$1,050,740	\$1,126,780	\$1,145,322	\$1,057,385	\$5,486,175
Vanpool Replacements	\$507,120	\$331,890	\$344,726	\$355,068	\$236,712	\$1,775,516
Sub-Total Maintain Transit Vehicles	\$28,176,858	\$12,186,840	\$12,387,663	\$12,074,234	\$13,558,932	\$78,384,527
Maintain Transit Facilities						
Bus Shelters	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
South Corridor Fencing Replacement	\$325,000	-	-	-	-	\$325,000
South Corridor Lighting Upgrades	\$300,000	\$300,000	\$300,000	\$300,000	-	\$1,200,000
Lighting Upgrades	\$300,000	\$300,000	\$300,000	-	-	\$900,000
Traction Power Substation HVAC Replacement	\$180,000	-	-	-	-	\$180,000
Contingency for Facilities Projects	\$95,244	\$200,000	-	-	-	\$295,244
Sub-Total Maintain Transit Facilities	\$1,700,244	\$1,300,000	\$1,100,000	\$800,000	\$500,000	\$5,400,244
TOTAL CATS EXPENDITURES	\$62,126,392	\$28,734,753	\$18,145,039	\$17,425,005	\$15,972,823	\$142,404,012

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary

<u>CHARLOTTE WATER REVENUES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Pay-As-You-Go	\$185,040,000	\$204,249,977	\$193,144,977	\$220,070,991	\$394,380,991	\$1,196,886,936
Sewer Revenue Bonds	\$136,800,000	\$263,555,000	\$232,288,000	\$171,958,000	\$127,689,000	\$932,290,000
Water Revenue Bonds	\$38,749,937	\$55,750,000	\$52,700,000	\$54,850,000	\$47,990,303	\$250,040,240
TOTAL CHARLOTTE WATER REVENUES	\$360,589,937	\$523,554,977	\$478,132,977	\$446,878,991	\$570,060,294	\$2,379,217,176

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Install and Expand New Water and Sewer Service						
New Service Installation-Water	\$10,796,000	\$10,796,000	\$10,796,000	\$10,796,000	\$10,796,000	\$53,980,000
Street and Minor Sewer Main Extensions	\$7,000,000	\$7,000,000	\$7,500,000	\$7,500,000	\$7,500,000	\$36,500,000
New Service Installation-Sewer	\$5,080,100	\$5,080,100	\$5,080,100	\$5,080,100	\$5,080,100	\$25,400,500
Water Meter Program	\$4,700,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$17,900,000
Developer Constructed-Sewer Reimbursable	\$1,750,237	\$3,403,877	\$3,403,877	\$3,119,891	\$3,119,891	\$14,797,773
Street and Minor Water Main Extensions	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$3,000,000	\$9,000,000
Developer Constructed-Water Reimbursable	\$80,600	-	-	-	-	\$80,600
Sub-Total New Water and Sewer Service	\$30,406,937	\$30,579,977	\$32,079,977	\$31,795,991	\$32,795,991	\$157,658,873
Construct Dixie Berryhill Water and Sewer Projects						
Beaver Dam Creek Lift Improvements New Pump Station	\$2,000,000	\$1,900,000	-	-	-	\$3,900,000
Beaver Dam Creek West Branch Outfall Phase 2	-	-	-	\$500,000	\$500,000	\$1,000,000
Sub-Total Dixie Berryhill Water and Sewer Projects	\$2,000,000	\$1,900,000	-	\$500,000	\$500,000	\$4,900,000
Rehabilitate and Improve Wastewater Infrastructure						
Sanitary Sewer Rehabilitation	\$20,000,000	\$21,000,000	\$22,000,000	\$23,000,000	\$24,000,000	\$110,000,000
Mallard Creek Basin Sanitary Sewer Improvements	\$12,000,000	\$24,000,000	\$24,000,000	\$24,000,000	\$24,000,000	\$108,000,000
Irwin Creek Tributaries to Dewitt Lane and Yeoman Road Sewer	\$10,000,000	\$8,305,000	-	-	-	\$18,305,000
Little Hope Creek Sanitary Sewer Improvements	\$9,000,000	\$9,000,000	\$9,000,000	-	-	\$27,000,000
Dairy Branch Tributary Sewer Improvements	\$8,000,000	\$8,000,000	\$7,000,000	-	-	\$23,000,000
Derita Branch Tributary Sewer Improvements	\$7,000,000	\$7,000,000	-	-	-	\$14,000,000
Paw Creek Pump Station Improvements	\$6,500,000	-	-	-	-	\$6,500,000
McMullen Creek Basin Sanitary Sewer Improvements	\$6,000,000	\$8,300,000	\$1,400,000	\$2,100,000	\$4,400,000	\$22,200,000
Upper Little Sugar Creek Trunk Sewer	\$5,900,000	\$19,000,000	\$20,500,000	\$31,800,000	\$36,500,000	\$113,700,000
Lift Station Improvements	\$5,500,000	\$5,500,000	\$5,500,000	\$5,000,000	\$4,250,000	\$25,750,000
Sewer Capacity Improvements	\$5,000,000	\$5,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$55,000,000
Taggart Creek Outfall Flow Diversion Structure	\$4,500,000	-	-	-	-	\$4,500,000
Large Diameter Sanitary Sewer Rehabilitation	\$4,000,000	\$5,000,000	\$6,000,000	\$8,000,000	\$10,000,000	\$33,000,000
Trunk Sewer Stream Bank Repairs	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$17,500,000
Briar Creek Relief Sewer Phase 4	\$3,100,000	\$3,900,000	-	-	-	\$7,000,000
Little Sugar Creek Tributary to Central Business District Sewer	\$3,000,000	-	-	-	-	\$3,000,000
Sanitary Sewer Capacity Assurance Support	\$2,000,000	\$2,250,000	\$2,500,000	\$2,750,000	\$3,000,000	\$12,500,000
Sewer Lift Station FM Replacement and Rehabilitation	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Irwin Basin Tributary to Remount Road	-	\$17,500,000	\$7,500,000	-	-	\$25,000,000
Wallace Neal Road Force Main	-	\$12,000,000	\$2,000,000	-	-	\$14,000,000
Toby Creek Basin Sewer Improvements	-	\$10,000,000	\$8,000,000	-	-	\$18,000,000
Davidson South Street Sewer Replacement	-	\$3,000,000	-	-	-	\$3,000,000
Mallard Connector Main	-	-	\$7,100,000	-	\$15,900,000	\$23,000,000
Goose Creek Sewer Extension to Cresthill Drive	-	-	-	\$480,000	\$480,000	\$960,000
WSACC Wastewater Expansion	-	-	-	-	\$20,000,000	\$20,000,000
McDowell Basin Trunk Sewers	-	-	-	-	\$18,200,000	\$18,200,000
Upper Clear Creek Tributary Sewer	-	-	-	-	\$10,000,000	\$10,000,000
Duck Creek Basin Pump Station	-	-	-	-	\$9,400,000	\$9,400,000
Moore's Chapel Gravity Sewer Life Station and Force Main	-	-	-	-	\$6,000,000	\$6,000,000
Campus Ridge Road Gravity Sewer	-	-	-	-	\$4,000,000	\$4,000,000

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Rehabilitate and Improve Wastewater Infrastructure (continued)						
Davidson Western Rocky River Sewer Outfall	-	-	-	-	\$3,500,000	\$3,500,000
Davidson Eastern Rocky River Sewer Outfall	-	-	-	-	\$1,500,000	\$1,500,000
Clear Creek Tributary Sewer	-	-	-	-	\$1,300,000	\$1,300,000
McKee Creek Tributary Extension	-	-	-	-	\$1,300,000	\$1,300,000
Mountain Island Tributary Extension	-	-	-	-	\$1,200,000	\$1,200,000
Cane Creek Trunk Sewer North	-	-	-	-	\$1,100,000	\$1,100,000
Lake Road Trunk Sewer	-	-	-	-	\$650,000	\$650,000
Sub-Total Wastewater Infrastructure	\$115,100,000	\$172,355,000	\$141,100,000	\$115,730,000	\$219,280,000	\$763,565,000
Rehabilitate and Improve Water Infrastructure						
Major Water Line Rehabilitation and Replacement	\$16,000,000	\$17,000,000	\$18,000,000	\$21,500,000	\$22,000,000	\$94,500,000
960 Zone North-South Transmission Main	\$9,000,000	\$17,000,000	\$17,000,000	-	-	\$43,000,000
Idlewild Booster Pump Station Supply Main	\$8,000,000	\$9,000,000	-	-	-	\$17,000,000
Pressure Zone Boundary Changes	\$5,700,000	\$3,000,000	-	-	-	\$8,700,000
South Boulevard Water Main, Worthington Avenue to Clanton	\$5,600,000	-	-	-	-	\$5,600,000
Davidson Water Transmission Main to Iredell County	\$5,000,000	\$5,000,000	-	-	-	\$10,000,000
Interbasin Transfer Management Project	\$1,713,000	-	-	-	\$50,000,000	\$51,713,000
Water Transmission Improvement	\$1,500,000	\$2,000,000	\$3,000,000	\$3,000,000	-	\$9,500,000
Elevated Water Storage Tank Rehabilitation	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
960 Zone West-East Transmission Main	-	\$6,000,000	\$9,000,000	\$6,100,000	-	\$21,100,000
Water Master Plan	-	\$2,000,000	-	-	-	\$2,000,000
Valve Rehabilitation and Replacement	-	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$7,000,000
978 Zone Booster Pump Station	-	-	\$3,600,000	\$8,100,000	-	\$11,700,000
Sardis BPS to Lebanon Tank Transmission Main	-	-	-	\$4,000,000	-	\$4,000,000
Sardis Booster Pump Station Supply Line	-	-	-	\$4,000,000	-	\$4,000,000
Water Distribution System Design and Reliability Improvements	-	-	-	\$1,000,000	-	\$1,000,000
East Rocky River Road to Shearer Road Davidson Water Main	-	-	-	\$930,000	\$2,170,000	\$3,100,000
978 Zone Transfer Support Water Transmission	-	-	-	-	\$40,200,000	\$40,200,000
978 Zone PCCP Replacement Main	-	-	-	-	\$2,600,000	\$2,600,000
Verhoeff Drive Water Main	-	-	-	-	\$1,300,000	\$1,300,000
Hambright Road Water Main	-	-	-	-	\$500,000	\$500,000
Sub-Total Water Infrastructure	\$52,713,000	\$62,200,000	\$52,800,000	\$50,830,000	\$120,970,000	\$339,513,000
Construct Stowe Regional Water Resource Recovery Facility						
Stowe Regional Water Resource Recovery Facility (WRRF)	\$36,000,000	\$98,800,000	\$95,300,000	\$74,360,000	\$14,100,000	\$318,560,000
Belmont Lift Station and Forcemain	-	\$2,350,000	\$10,483,000	\$15,518,000	\$7,759,000	\$36,110,000
Mount Holly Lift Station and Forcemain	-	-	\$6,675,000	-	-	\$6,675,000
Sub-Total Stowe Regional WRRF	\$36,000,000	\$101,150,000	\$112,458,000	\$89,878,000	\$21,859,000	\$361,345,000
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)						
Aeration and Clarifier Rehabilitation	\$20,000,000	\$20,000,000	-	-	-	\$40,000,000
Preliminary and Primary Treatment Facilities Improvements	\$400,000	\$4,000,000	\$5,180,000	\$900,000	\$500,000	\$10,980,000
Dewatering Improvements	-	\$6,800,000	\$2,750,000	-	-	\$9,550,000
Digester Facility Rehabilitation	-	\$4,400,000	\$1,200,000	-	-	\$5,600,000
Sub-Total McAlpine Creek WWTP	\$20,400,000	\$35,200,000	\$9,130,000	\$900,000	\$500,000	\$66,130,000
Expand Mallard Creek WWTP						
WWTP RUVI	\$11,000,000	-	-	-	-	\$11,000,000
Expansion and Improvement	\$8,700,000	\$18,500,000	\$23,600,000	\$23,600,000	\$23,600,000	\$98,000,000
Sub-Total Mallard Creek WWTP	\$19,700,000	\$18,500,000	\$23,600,000	\$23,600,000	\$23,600,000	\$109,000,000

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Improve WWTPs						
WWTP Rehabilitation and Upgrades	\$7,000,000	\$9,800,000	\$14,800,000	\$7,800,000	\$7,800,000	\$47,200,000
Site Work at all WWTPs	\$2,400,000	\$1,750,000	\$750,000	\$500,000	\$250,000	\$5,650,000
Ultraviolet Disinfection System Improvements	\$2,000,000	\$3,800,000	\$1,800,000	\$550,000	\$4,500,000	\$12,650,000
Ashe Plantation WWTP Upgrade	\$1,750,000	\$500,000	-	-	-	\$2,250,000
Vacuum Truck Debris Receiving Stations	\$500,000	-	-	-	-	\$500,000
Sugar Creek IPS/Preliminary Treatment Reliability	-	-	\$2,000,000	\$6,500,000	\$6,500,000	\$15,000,000
Sub-Total WWTPs	\$13,650,000	\$15,850,000	\$19,350,000	\$15,350,000	\$19,050,000	\$83,250,000
Upgrade Water Treatment Plants (WTPs)						
Catawba Pump Station Rehabilitation and Upgrades	\$6,000,000	-	-	-	-	\$6,000,000
WTP Rehabilitation and Upgrades	\$5,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$13,000,000
Dukes WTP Reliability Improvements Project	\$2,000,000	\$750,000	\$1,000,000	\$650,000	-	\$4,400,000
Catawba River Pump Station Expansion Project	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Water Distribution Flow Monitoring	-	-	\$1,000,000	-	-	\$1,000,000
WTP Residuals	-	-	\$4,000,000	-	-	\$4,000,000
Water Treatment BPS Improvements	-	-	-	\$100,000	\$100,000	\$200,000
Sub-Total WTPs	\$13,000,000	\$3,750,000	\$9,000,000	\$3,750,000	\$3,100,000	\$32,600,000
Improve Franklin WTP						
Reliability Improvement Project	\$2,000,000	-	-	\$7,000,000	\$10,000,000	\$19,000,000
Water Quality Improvement	-	\$7,000,000	-	\$7,000,000	\$6,590,303	\$20,590,303
Main Building Renovation	-	-	-	\$4,000,000	\$4,000,000	\$8,000,000
Sub-Total Franklin WTP	\$2,000,000	\$7,000,000	-	\$18,000,000	\$20,590,303	\$47,590,303
Upgrade and Maintain McDowell Creek WWTP	-	-	-	\$13,500,000	-	\$13,500,000
Recover Resources and Biosolids						
Biosolids Program	\$17,000,000	\$22,100,000	\$28,400,000	\$29,700,000	\$37,400,000	\$134,600,000
Nutrient Harvesting at WWTPs	-	\$5,000,000	\$5,000,000	\$5,000,000	-	\$15,000,000
Sub-Total Reuse	\$17,000,000	\$27,100,000	\$33,400,000	\$34,700,000	\$37,400,000	\$149,600,000
Relocate Water and Wastewater Infrastructure						
NCDOT Widening - Water	\$4,000,000	\$4,000,000	\$4,000,000	\$8,000,000	\$8,000,000	\$28,000,000
NCDOT Widening - Sewer	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$20,000,000
Water Lines for Street Improvements	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$20,000,000
Sewer in Streets to be Widened	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$5,000,000	\$19,000,000
Sewer Mains for Transit Projects	-	\$2,000,000	\$2,000,000	\$1,000,000	\$500,000	\$5,500,000
Water Mains for Transit Projects	-	\$2,000,000	\$2,000,000	\$1,000,000	\$500,000	\$5,500,000
Sub-Total Water and Wastewater Infrastructure	\$15,500,000	\$19,500,000	\$19,500,000	\$21,500,000	\$22,000,000	\$98,000,000
Replace and Upgrade Field and Administrative Facilities						
Zone 4 Field Operations Center	\$14,750,000	\$3,500,000	-	-	-	\$18,250,000
Paving/Patching at Charlotte Water Facilities	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Building and Facility Support	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Primary Building Capital Improvements and ADA Improvements	-	\$1,200,000	\$1,200,000	\$1,200,000	\$900,000	\$4,500,000
Sub-Total Field and Administrative Facilities	\$18,150,000	\$8,100,000	\$4,600,000	\$4,600,000	\$4,300,000	\$39,750,000
Enhance Security and Technology						
GIS Facilities Mapping	\$1,625,000	\$1,515,000	\$1,515,000	\$1,620,000	\$1,515,000	\$7,790,000
Automatic Meter Reading Replacement Program	\$1,620,000	\$12,200,000	\$16,200,000	\$16,200,000	\$16,200,000	\$62,420,000
Utility Management System	\$1,000,000	\$4,000,000	\$1,000,000	\$2,000,000	\$24,000,000	\$32,000,000
Technology Improvements	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
Real Estate and Asset Management	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Laboratory Information Management System Program	\$75,000	\$50,000	\$50,000	\$50,000	\$50,000	\$275,000

Nongeneral Funds

Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Enhance Security and Technology (continued)						
Control System Enhancements	-	\$750,000	\$500,000	\$500,000	\$500,000	\$2,250,000
Security Improvements	-	\$425,000	\$425,000	\$425,000	\$425,000	\$1,700,000
E-Builder Capital Program	-	\$200,000	\$100,000	\$100,000	\$100,000	\$500,000
Meter Management Technology Improvement	-	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Automatic Vehicle Location System Implementation	-	\$30,000	-	-	-	\$30,000
Work and Asset Management System	-	-	\$75,000	\$75,000	\$75,000	\$225,000
Water and Wastewater Information Management System Program	-	-	\$50,000	\$75,000	\$50,000	\$175,000
Sub-Total Security and Technology	\$4,970,000	\$20,370,000	\$21,115,000	\$22,245,000	\$44,115,000	\$112,815,000
TOTAL CHARLOTTE WATER EXPENDITURES	\$360,589,937	\$523,554,977	\$478,132,977	\$446,878,991	\$570,060,294	\$2,379,217,176

Nongeneral Funds

Project Summary Schedules

Storm Water Services Summary

<u>STORM WATER SERVICES REVENUES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Storm Water Pay-As-You-Go	\$45,000,000	\$47,000,000	\$49,000,000	\$46,000,000	\$48,000,000	\$235,000,000
Revenue Bonds	\$25,000,000	\$75,000,000	\$80,000,000	\$70,000,000	\$35,000,000	\$285,000,000
Program Income	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$15,000,000
TOTAL STORM WATER SERVICES REVENUES	\$77,000,000	\$124,000,000	\$131,000,000	\$118,000,000	\$85,000,000	\$535,000,000

<u>STORM WATER SERVICES EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Improve Drainage for Storm Water						
Minor Storm Water Projects	\$20,670,000	\$35,325,000	\$22,625,000	\$29,410,500	\$39,834,000	\$147,864,500
Major Storm Water Projects	\$20,245,000	\$20,740,000	\$10,000,000	\$20,784,500	\$23,786,000	\$95,555,500
Comprehensive Neighborhood Improvement Program Projects	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Area Improvements						
Hinsdale/Tinkerbell Storm Drainage Improvement Project (SDIP)	\$4,600,000	\$3,300,000	-	-	-	\$7,900,000
Chandworth SDIP	\$3,500,000	\$2,700,000	-	-	-	\$6,200,000
Eaglewood Ave SDIP	\$1,850,000	-	-	-	-	\$1,850,000
Edgewater/Rosecrest SDIP	\$1,000,000	\$2,500,000	\$3,000,000	\$3,500,000	\$1,500,000	\$11,500,000
East 4 th Street SDIP	\$1,000,000	\$2,000,000	\$2,500,000	-	-	\$5,500,000
Foxrun/Burtonwood SDIP	\$950,000	\$250,000	\$5,700,000	\$5,600,000	-	\$12,500,000
Hill Street Phase 1 SDIP	\$700,000	\$4,600,000	\$7,900,000	\$3,300,000	-	\$16,500,000
Raleigh SDIP	\$700,000	\$1,000,000	\$1,400,000	\$4,600,000	\$3,400,000	\$11,100,000
Barrington SDIP	\$625,000	\$1,500,000	\$1,500,000	\$2,000,000	-	\$5,625,000
Toomey Avenue SDIP	\$600,000	\$600,000	\$4,000,000	\$3,900,000	-	\$9,100,000
Litchfield SDIP	\$500,000	\$1,400,000	\$2,350,000	-	-	\$4,250,000
Laurel SDIP	\$500,000	\$1,100,000	\$1,800,000	-	-	\$3,400,000
Manor SDIP	\$500,000	\$700,000	\$2,400,000	-	-	\$3,600,000
Valleybrook SDIP	\$500,000	\$500,000	\$2,800,000	\$1,000,000	-	\$4,800,000
6 th and Graham SDIP	\$475,000	\$4,500,000	\$5,250,000	\$1,800,000	-	\$12,025,000
Queens/Westfield SDIP	\$400,000	\$1,000,000	\$1,800,000	\$2,200,000	-	\$5,400,000
Elvis Drive SDIP	\$350,000	\$1,750,000	-	-	-	\$2,100,000
Craighead SDIP	\$280,000	\$500,000	\$1,250,000	-	-	\$2,030,000
Sunview/Telfair SDIP	\$250,000	\$350,000	\$2,300,000	\$775,000	-	\$3,675,000
Farmer Street/Romare Bearden SDIP	\$200,000	\$3,000,000	\$1,600,000	-	-	\$4,800,000
Beckwith Meadow SDIP Phase 1	\$200,000	\$2,200,000	\$2,100,000	\$1,000,000	-	\$5,500,000
Perth/Milton SDIP	\$200,000	\$500,000	\$3,600,000	\$1,500,000	-	\$5,800,000
Magnolia/Winthrop SDIP	\$200,000	\$300,000	\$1,750,000	\$600,000	-	\$2,850,000
Camp Greene/Freedom Drive SDIP	\$160,000	\$130,000	\$600,000	\$1,800,000	-	\$2,690,000
Eastway SDIP	\$150,000	\$380,000	\$850,000	\$2,300,000	\$400,000	\$4,080,000
Valleyview/Bayswater SDIP	\$150,000	\$300,000	\$1,100,000	\$1,600,000	\$3,700,000	\$6,850,000
Bonlyn SDIP	\$125,000	\$700,000	\$400,000	-	-	\$1,225,000
Shamrock Gardens SDIP	\$100,000	\$2,200,000	\$950,000	-	-	\$3,250,000
Shamrock Drive SDIP	\$100,000	\$1,500,000	\$1,600,000	\$700,000	-	\$3,900,000
Queens SDIP	\$100,000	\$1,100,000	\$4,200,000	\$3,000,000	\$2,000,000	\$10,400,000
Westbourne SDIP	\$100,000	\$650,000	-	-	-	\$750,000
Lorna/Laburnum SDIP	\$100,000	\$400,000	\$850,000	\$1,500,000	-	\$2,850,000
Princeton/Hastings SDIP	\$100,000	\$250,000	\$1,700,000	\$4,800,000	-	\$6,850,000
Reece SDIP	\$100,000	\$200,000	\$800,000	\$400,000	-	\$1,500,000
Bonwood Drive SDIP	\$50,000	\$1,000,000	\$650,000	-	-	\$1,700,000
Beckwith Meadow SDIP Phase 3 (Hampshire Place)	\$50,000	\$500,000	\$500,000	\$1,250,000	\$1,250,000	\$3,550,000
East 35 th SDIP	-	\$200,000	\$1,100,000	-	-	\$1,300,000
Cricketeer SDIP	-	\$300,000	\$700,000	\$350,000	-	\$1,350,000

Nongeneral Funds

Project Summary Schedules

Storm Water Services Summary (continued)

<u>STORM WATER SERVICES EXPENDITURES</u>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Area Improvements (continued)						
Chatham SDIP	-	\$1,500,000	\$3,600,000	\$2,700,000	-	\$7,800,000
Hidden Valley SDIP	-	\$400,000	\$1,100,000	\$1,000,000	-	\$2,500,000
Riverbend SDIP	-	\$4,150,000	\$2,100,000	-	-	\$6,250,000
Severn (Sunnyvale) SDIP	-	\$1,800,000	\$6,800,000	\$5,200,000	-	\$13,800,000
Sub-Total Drainage	\$62,880,000	\$110,475,000	\$117,725,000	\$109,070,000	\$76,370,000	\$476,520,000
Enhance Storm Water Mitigation Programs						
Stream Restoration/Mitigation	\$2,500,000	\$3,600,000	\$4,500,000	\$3,350,000	\$3,275,000	\$17,225,000
Storm Water Pollution Control	\$2,500,000	\$575,000	\$2,600,000	\$2,555,000	\$2,555,000	\$10,785,000
Reedy Watershed Study Area	\$700,000	\$700,000	\$700,000	\$700,000	\$650,000	\$3,450,000
Coulwood Branch Stream Restoration	\$500,000	\$1,100,000	\$800,000	\$300,000	\$150,000	\$2,850,000
Long Creek Water Quality Enhancement Project	\$350,000	\$1,300,000	\$1,100,000	-	-	\$2,750,000
Colonial Pond	\$250,000	\$400,000	\$600,000	-	-	\$1,250,000
Spears Pond	\$150,000	\$600,000	\$400,000	-	-	\$1,150,000
Little Rock Pond	\$70,000	\$1,000,000	-	-	-	\$1,070,000
Sweden Water Quality Enhancement Project	\$50,000	\$1,800,000	-	-	-	\$1,850,000
Ribbon Walk Wetland	\$50,000	\$100,000	\$375,000	\$25,000	-	\$550,000
Newell Stream Restoration	-	\$350,000	\$200,000	-	-	\$550,000
Sub-Total Mitigation Programs	\$7,120,000	\$11,525,000	\$11,275,000	\$6,930,000	\$6,630,000	\$43,480,000
Mitigate Impacts to Streams and Wetlands						
Stream Mitigation Bank	\$5,000,000	-	\$1,000,000	\$1,000,000	\$1,000,000	\$8,000,000
Post Construction Control Program	\$2,000,000	\$2,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$7,000,000
Sub-Total Streams and Wetlands	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$15,000,000
TOTAL STORM WATER SERVICES EXPENDITURES	\$77,000,000	\$124,000,000	\$131,000,000	\$118,000,000	\$85,000,000	\$535,000,000

This page intentionally left blank.



CAPITAL INVESTMENT PLAN

PAY-AS-YOU-GO

(PAYGO)

This page intentionally left blank.

Economic Development

Improve Cultural Facilities

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$8,185,288	\$8,214,030	\$8,624,732	\$9,055,969	\$9,508,767	\$43,588,786
Total	\$8,185,288	\$8,214,030	\$8,624,732	\$9,055,969	\$9,508,767	\$43,588,786

Enhance Economic Development and Jobs in Corridors of Opportunity

This funding is intended to tailor economic development strategies to the six Corridors of Opportunity: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard. This funding will support economic and workforce development opportunities and invest in job strategies, reduce barriers to employment, and support business growth in the Corridors of Opportunity.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$7,000,000	-	-	-	-	\$7,000,000
Total	\$7,000,000	-	-	-	-	\$7,000,000

Enhance Economic Development Programs

The city is providing additional funds to facilitate the Economic Development department taking a more active regional role around core priorities. Included funds are for Innovate Charlotte support, business recruitment and retention, Hire Charlotte, talent development, and real estate and economic advisory services for select strategic initiatives.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$1,000,000	-	-	-	-	\$1,000,000
Total	\$1,000,000	-	-	-	-	\$1,000,000

Economic Development

Revitalize Business Corridors

The Business Matching Grant program provides commercial businesses within specific geographies the opportunity to apply for façade, security, and brownfield improvements grants. These program funds are used to provide 50 percent matching grants. Eligible areas may have a pattern of disinvestment, higher vacancies of commercial properties, or declining property values.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$500,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,500,000
Total	\$500,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,500,000

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

Building on the success of AMP UPI, the city's small business development program, this funding supports the NXT|CLT program, which aims to create a robust pathway of success for businesses owned by people of color. The goal of the program is to increase the number of MWSBE businesses while creating an ecosystem of effective support.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$250,000	\$250,000	\$250,000	\$250,000	-	\$1,000,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	-	\$1,000,000

Complete MWSBE Study

This legally-required study will be used to ensure there is legal justification for the continuation of the city's practice of establishing utilization goals for minority-owned and women-owned business enterprises on city contracts. This is the final year of a two-year project totaling \$500,000.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

Economic Development

Fund Synthetic Tax Increment Grant (STIG) Cultural Projects

This funding represents debt service payments on the Levine Center for the Arts development, which includes the Harvey B. Gantt Center for African-American Arts + Culture, the Bechtler Museum of Modern Art, the Mint Museum Uptown, and the Knight Theater. Construction of these facilities, which opened in 2010, was funded through a combination of financing sources, including tourism revenues, private donations, and a STIG.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220
Total	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220

Support STIG Developer Payments

This funding represents payments to various developers with whom the city has previously entered into STIG agreements. This funding represents PAYGO's share of the costs based on the proportion of property tax revenue that the PAYGO Fund receives.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$29,802	\$27,725	\$29,111	\$17,851	\$18,743	\$123,232
Total	\$29,802	\$27,725	\$29,111	\$17,851	\$18,743	\$123,232

Great Neighborhoods

Support Housing and Neighborhood Stabilization in Corridors of Opportunity

This funding is intended to tailor housing and neighborhood stabilization strategies to the six Opportunity Corridors: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard. This funding will be used to facilitate collaborations with key stakeholders, help residents stay in place, and create pathways to homeownership.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$7,000,000	-	-	-	-	\$7,000,000
Total	\$7,000,000	-	-	-	-	\$7,000,000

Support Innovative Housing

The Innovative Housing program provides funds for programs such as down payment assistance, urgent repair, home ownership counseling, rental and utility assistance, and legal and professional services.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,000,000
Total	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,000,000

Support Neighborhood Grants

The Neighborhood Matching Grants program awards funds to eligible neighborhood-based organizations to make neighborhoods better places to live, work, and play. The four primary goals of the program are to build neighborhood capacity and participation, empower neighborhoods to self-determine improvement priorities, leverage resident involvement and resources to revitalize and reinvest in low- and moderate-income neighborhoods, and stimulate development of partnerships between the city and community groups.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Total	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000

Great Neighborhoods

Renovate Median Landscapes

This funding supports the ongoing maintenance and renovation of medians in city streets. Renovation or replacement may be required when a traffic accident or weather event damages median shrubs, trees, or grasses.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Provide HOME Grant Match

The Federal HOME Grant requires a 25 percent match. Funds in PAYGO provide for the cash match, which is used for housing programs such as tenant based rental assistance, neighborhood revitalization, and down payment assistance. Due to the COVID-19 pandemic's negative impact on economic activity and tax revenues, the federal government has waived the requirement that the city meet the local match requirement of 25 percent for federal HOME grant funds for portions of fiscal years 2021 and 2022.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	-	\$810,302	\$810,302	\$810,302	\$810,302	\$3,241,208
Total	-	\$810,302	\$810,302	\$810,302	\$810,302	\$3,241,208

Safe Communities

Purchase Police Technology

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$2,000,000	-	-	-	-	\$2,000,000
Total	\$2,000,000	-	-	-	-	\$2,000,000

Trim and Remove Trees

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,125,000
Total	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,125,000

Support Firefighter Lifecycle Management

This funding is provided to replace critical equipment necessary to Charlotte Fire operations. Replacements could include technology, such as radios and laptops, or other equipment, such as breathing apparatuses.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,000,000	-	-	-	-	\$1,000,000
Total	\$1,000,000	-	-	-	-	\$1,000,000

Safe Communities

Offer In Rem Remedy – Residential

The In Rem Remedy program provides funds for the demolition of residential properties due to safety or blight issues.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Total	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000

Enhance Placemaking Citywide

The Placemaking program aims to use urban design to transform underutilized public spaces into vibrant places for residents and visitors. Placemaking projects may include murals, streetscape enhancements, traffic signal cabinet wraps, bus stop amenities, or new pocket parks.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Transportation, Planning, and Environment

Resurface Streets

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation, General Obligation Bonds, and PAYGO cash. Charlotte currently has 5,445 total lane miles. Streets are prioritized for resurfacing based on condition and schedule of prior paving.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Total	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000

Support Environmental Services Program

This program supports environmental expenses incurred by the city as owners of property and facilities. The State of North Carolina and United States Environmental Protection Agency govern much of the required work, including maintenance of former landfills, underground storage tanks, environmental property audits, and environmental remediation.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Total	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

Replace Trees

This funding replaces trees along public streets and in public areas to support the City Council-adopted Urban Forest Master Plan. The program helps ensure the city retains the ecosystem benefits and character that the tree canopy provides.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
PAYGO	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Total	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000

Transportation, Planning, and Environment

Improve Energy Efficiency in Buildings

This is a new program in FY 2022 to: operate and maintain new and existing city-owned solar energy systems; create energy efficient infrastructure; and enhance building operations through energy usage analysis in support of the city's Strategic Energy Action Plan. FY 2022 funding is also partially supported by anticipated revenues from the Duke Energy Solar Rebate Program, which provides rebates based on installed kilowatt capacity of new solar panel installations.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$750,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,750,000
Total	\$750,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,750,000

Complete Traffic Studies

This funding provides for traffic impact studies that help inform city rezoning requirements for private developments, as well as future city project prioritization. Traffic studies often report on traffic counts, movement patterns (including pedestrian, bicycle, and vehicle), peak travel times, and crash history.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Total	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000

Purchase Transportation Equipment

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
PAYGO	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Transportation, Planning, and Environment

Support Americans with Disabilities Act Program

The city is undergoing a third-party assessment of city-owned facilities for compliance with the Federal Americans with Disabilities Act (ADA) standards. This program is intended to remediate identified barriers to ADA compliance in city-owned facilities that are not eligible for debt funding. No funding is proposed in FY 2022 because more than \$3,700,000 is currently available from prior appropriations to begin the highest priority ADA improvements.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Total	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000

Transportation, Planning, and Environment

Transfer Maintenance of Effort (MOE) to CATS

Mecklenburg County, the City of Charlotte, and the Town of Huntersville are required to fund transit at the 1998 level as a maintenance of effort. Originally, this contribution was a constant annual amount of \$18,400,000. In 2011, City Council revised the contribution to include three percent annual escalations, effective starting in FY 2014. In FY 2022, the MOE transfer totals \$24,007,826.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$24,007,826	\$24,728,061	\$25,469,903	\$26,234,000	\$27,021,020	\$127,460,810
Total	\$24,007,826	\$24,728,061	\$25,469,903	\$26,234,000	\$27,021,020	\$127,460,810

Contribute to CityLYNX Gold Line Operating Costs

This transfer to CATS is based on the anticipated cost of operations for Phase I and Phase II of the CityLYNX Gold Line. Phase I of the rail line is 1.5 miles with six-stops and opened for service in 2015. Phase II is an additional 2.5 miles, creating a total rail line of four miles.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$4,419,257	\$4,551,835	\$4,688,390	\$4,829,041	\$4,973,913	\$23,462,436
Total	\$4,419,257	\$4,551,835	\$4,688,390	\$4,829,041	\$4,973,913	\$23,462,436

Allocate Proportional U-Drive-It Rental Tax to County and Towns

These payments provide proportionate revenue of the 2006 U-Drive-It Rental Tax to Mecklenburg County and the towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville. Each town receives the equal tax proceeds from vehicle rental transactions initiated within the respective municipality; Mecklenburg County receives the vehicle rental revenue from the unincorporated areas.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$579,187	\$608,146	\$638,554	\$670,482	\$704,005	\$3,200,374
Total	\$579,187	\$608,146	\$638,554	\$670,482	\$704,005	\$3,200,374

Well-Managed Government

Maintain City-Owned Facilities

This funding supports the maintenance and improvement of city-owned facilities. Maintenance items are prioritized across city departments based on need, urgency, and efficiency. Upgrades could include security upgrades, generator replacements, repairs, or new carpet and paint.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$4,178,150	\$4,659,226	\$4,174,380	\$5,191,831	\$5,954,964	\$24,158,551
Total	\$4,178,150	\$4,659,226	\$4,174,380	\$5,191,831	\$5,954,964	\$24,158,551

Upgrade Business System Software

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,978,286	\$2,000,000	\$2,000,000	\$3,000,000	\$3,000,000	\$11,978,286
Total	\$1,978,286	\$2,000,000	\$2,000,000	\$3,000,000	\$3,000,000	\$11,978,286

Purchase Municipal Equipment

The Municipal Debt Service Fund purchases select equipment for the city to be paid back over a period of five years. FY 2022 through FY 2024 includes necessary funds to reimburse the Municipal Debt Service Fund for costs related to voting equipment purchased in FY 2020. The city is required to contribute to the purchase as part of an interlocal agreement with Mecklenburg County.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,200,000	\$1,200,000	\$1,200,000	-	-	\$3,600,000
Total	\$1,200,000	\$1,200,000	\$1,200,000	-	-	\$3,600,000

Well-Managed Government

Enhance Innovation and Technology Assets

This funding ensures the city's technology needs are supported and secure. This funding may be used to enhance network security, improve asset management technology, and reinforce any identified technology gaps.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$1,000,000	-	-	-	-	\$1,000,000
Total	\$1,000,000	-	-	-	-	\$1,000,000

Repair City-Owned Parking Lots and Parking Decks

The projects within this program seek to ensure city-owned parking lots and parking decks are structurally safe and in good repair. Projects could include concrete repairs, paint restriping, or structural repairs.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$700,000	\$350,000	\$350,000	\$350,000	\$350,000	\$2,100,000
Total	\$700,000	\$350,000	\$350,000	\$350,000	\$350,000	\$2,100,000

Maintain Government Center Parking Deck

This program keeps the Charlotte-Mecklenburg Government Center parking deck structurally safe and in good repair. Projects could include concrete repairs, structural repairs, or lighting upgrades.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
PAYGO	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

This page intentionally left blank.



CAPITAL INVESTMENT PLAN **ADVANCED PLANNING** **AND DESIGN PROGRAM**

This page intentionally left blank.

Planning and Design Program

Program Description

Funding for advanced planning and design is used to evaluate high-priority projects for potential future funding. Advanced feasibility and planning work help define project scopes, which results in more precise cost estimates and more informed project selections.

The feasibility of a project is continually assessed as it moves through the planning phase. If the project remains feasible after completing initial planning evaluation, the project will enter the design phase, where it will continue to be assessed for feasibility. After planning and design phases have produced a cost estimate, which may take 12 to 18 months, total project funding will be considered for inclusion in a future budget. This work creates a “project pipeline” and a pool of potential projects for future funding.

Program Funding

In FY 2020, \$20,000,000 of funding was made available for advanced planning and design from the Municipal Debt Service Fund. The initial funding amount was determined based on analysis of actual planning and design costs from recently completed facility and transportation projects. The program was designed to be reimbursed as projects are permanently financed; however, funds may need to be added to the program to reimburse a project explored that is later determined not to be feasible. Funding may also need to be added to the program if reimbursements from GO Bonds, which only occur every other year, do not align with current-year project needs. Any additional funding appropriations will require City Council approval. The need for additional program funding will be assessed annually; however, FY 2022 expenditures are anticipated to be supported by the initial allocation provided in FY 2020.

Project Selection Process

Projects are proposed for inclusion in the Advanced Planning and Design Program based on a staff prioritization and selection process. No Advanced Planning and Design Program funding is spent on any project until the project is included in the Budget Book as part of the Annual Budget Process.

The staff project prioritization and selection process is unique to the type of project (transportation, economic development, facility, etc.) but in general, each project proposed for inclusion in the Advanced Planning and Design Program is one of the highest priority projects identified by staff. Specific projects, or the need for a solution to an existing problem in an area, have often been identified in master planning documents. Most planning documents go through a long development process, involve community engagement, and ultimately are approved by City Council. Examples of prioritization criteria by type of project are provided below.

Transportation Projects

- Based on foundational mobility policies, such as building complete streets and a more connected mobility network for all users, and City Council-adopted master plans including: The Transportation Action Plan, Charlotte WALKS, Charlotte BIKES, the Vision Zero Action Plan, and the 2030 Transit Corridor System Plan.
- Potential projects are evaluated and scored on four prioritization criteria: safety, congestion, connectivity, and leverage opportunities.

Planning and Design Program

Project Selection Process (continued)

Facility Projects

- Based on master plans, which are often specific to departments, such as the Fire Facilities Master Plan and the Police Strategic Facilities Plan.
- Potential new facility projects are often prioritized in master plans by operational needs such as analysis of call load and response times, population growth, or geographic efficiency to reduce drive time.
- Potential facility replacement, relocation, or renovation projects are evaluated based on condition of the facility and building systems, anticipated maintenance and repairs, space limitations, highest and best use of land, and/or functional efficiency.

Economic Development Projects

- Based on existing city plans and anticipated future private investment.
- Potential projects are evaluated based on timing and opportunity to leverage public/private partnerships.

Status of Existing Projects

The status of projects previously added to the Advanced Planning and Design Program are outlined in the table below.

Project Name	Council District	Year Added	Status
Cross Charlotte Trail (Segments 10 and 11)	District 4	FY 2020	<ul style="list-style-type: none"> • 30% Design complete on Segment 10 • 30% Design estimated to be complete for Segment 11 in September 2021 • Funding proposed in Other Sources schedule
Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	District 3	FY 2020	<ul style="list-style-type: none"> • 30% Design estimated to be complete in December 2021 • Placeholder funding available in 2026 and 2028 Bonds
Eastway Drive/Shamrock Drive Intersection	District 1	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding proposed in 2022 and 2024 Bonds
Bryant Farms Road Extension (Rea Road to Ardrey Kell Road)	District 7	FY 2020	<ul style="list-style-type: none"> • 30% Design estimated to be complete in September 2021 • Placeholder funding available in 2024/2026 Bonds or 2026/2028 Bonds
Robinson Church Road (Harris Boulevard to Hood Road)	District 5	FY 2020	<ul style="list-style-type: none"> • 30% Design estimated to be complete in September 2021 • Placeholder funding available in 2024/2026 Bonds or 2026/2028 Bonds

Planning and Design Program

Status of Existing Projects (continued)

Project Name	Council District	Year Added	Status
Construct and Renovate Fire Stations	District 4	FY 2020	<ul style="list-style-type: none"> Originally included to explore two things: <ol style="list-style-type: none"> Fire's highest priority infill Fire Station Renovations to existing Fire Stations including female locker rooms, weight rooms, and/or dormitory expansions Fire's highest priority infill Fire Station is the Hidden Valley Neighborhood Station <ol style="list-style-type: none"> Property acquired Funding proposed in Other Sources schedule Planning for possible fire station renovations is underway
Upgrade Existing Animal Care and Control Facility	District 3	FY 2020	<ul style="list-style-type: none"> Planning and design work complete Funding proposed in Other Sources schedule
Complete Police Division Stations	District 6	FY 2020	<ul style="list-style-type: none"> Originally included to explore the construction of two new Police Stations, which would create two entirely new divisions: Park South and Northeast No land has been acquired Projects on hold due to other facility priorities
Providence Road/Wendover Road Intersection	District 6	FY 2021	<ul style="list-style-type: none"> Project on hold due to timing and funding limitations
West W.T. Harris Boulevard (Reames Road to Mt. Holly-Huntersville Road)	District 2	FY 2021	<ul style="list-style-type: none"> Project on hold due to timing and funding limitations
South Charlotte Congestion Mitigation Projects in Partnership with the North Carolina Department of Transportation (NCDOT)	District 7	FY 2021	<ul style="list-style-type: none"> Initial feasibility work led to the submission and approval of the Rea Road (I-485 to Williams Pond Lane) widening project to NCDOT for Bonus Allocation funding 30% Design estimated to be complete in December 2021 Placeholder funding available in 2022 Bond

Planning and Design Program

FY 2022 Proposed Additions

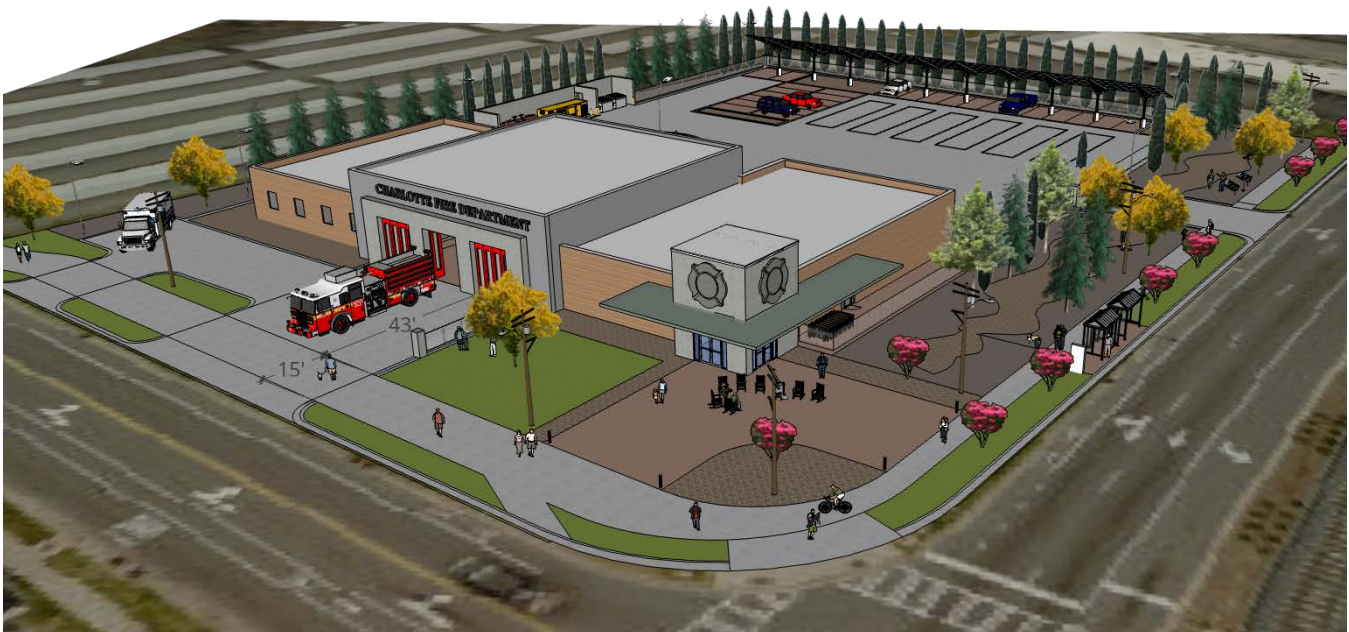
In FY 2022, five new projects are proposed for inclusion in the Advanced Planning and Design Program. Each project is outlined below and contains a description and justification. During planning and design, the scopes will be finalized prior to appropriating funding.

Construct Fire Facilities

The Proposed FY 2022 CIP includes a new three-year program to construct new Fire facilities and replace existing Fire facilities that no longer function properly for Charlotte Fire. The recently completed Fire Facilities Master Plan prioritized all Fire facility construction requests and this funding is intended to complete Fire's highest-priority needs. Based on Fire's current priorities, the program will fund a new infill fire station in the Hidden Valley neighborhood, a replacement of Fire Station 11, and a replacement of Fire Station 30.

The Advanced Planning and Design Program will continue to plan and design the Hidden Valley Neighborhood Infill Fire Station (which was added to the program in FY 2020, but land was only recently acquired) and will now also plan and design Fire Stations 11 and 30. Costs for construction of each facility are anticipated to be finalized once the appropriate planning and design have occurred. Based on final cost estimates of the three stations, program funding may remain available to construct training infrastructure such as a commercial or residential burn building.

Council District: 1 and 3



Planning and Design Program

FY 2022 Proposed Additions (continued)

Relocate the Asset Recovery and Disposal/Commissioning and Decommissioning Facility

The Asset Recovery and Disposal/Commissioning and Decommissioning facility is a co-location of two separate but related operations: the Asset Recovery and Disposal (ARD) function facilitates the storage and ultimate disposal of surplus property and rolling stock for the city, Mecklenburg County, Emergency Management, and INLIVIAN; and the Commissioning and Decommissioning (CDC) function prepares recently-acquired vehicles for service and also strips vehicles of specialized technology and decals prior to disposal. The current property, located at 5550 Wilkinson Boulevard, has been purchased by Aviation and is a critical property in the Airport Area Strategic Development Plan, which aims to embrace target economic sectors and facilitate development connected to CLT Airport.

The city is currently looking to acquire land to construct a new ARD/CDC facility or to purchase property with existing facilities that can be repurposed for the ARD/CDC operations. The addition of this facility to the Advanced Planning and Design Program allows for planning and design work to begin as soon as an appropriate property is identified.

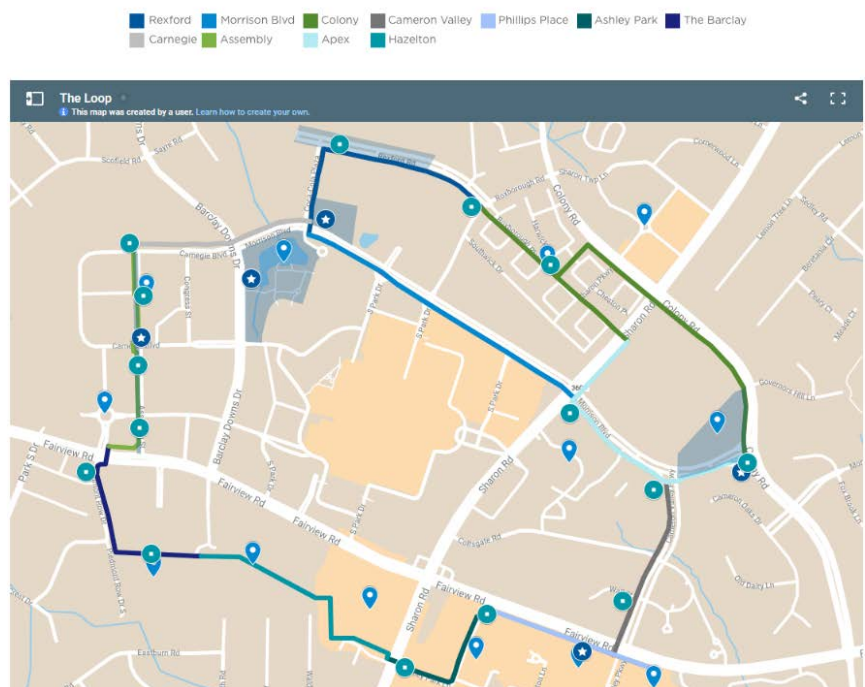
Council District: 3

The Loop

The Loop is a three-mile urban trail that is intended to create and connect great places in the SouthPark area. The Loop will accommodate bicycles and pedestrians, creating a healthy, vibrant, and convenient activity center. Construction of The Loop is intended to be completed primarily by private developers with the city completing any in-between connector sections. In July 2020, City Council authorized the City Manager to negotiate and execute infrastructure reimbursement agreements with developers for up to \$1.5 million for public infrastructure improvements related to The Loop. Negotiations are ongoing with several developers.

Funding from the SouthPark Comprehensive Neighborhood Improvement Program allowed for the completion of a Framework Plan and cost estimate. No additional planning work is required at this time; however, adding this project to the Advanced Planning and Design Program allows for design to immediately begin, if necessary, on any in-between connector sections of The Loop that the city will need to construct.

Council District: 6



Planning and Design Program

FY 2022 Proposed Additions (continued)

Gateway Station Development

The Gateway Station project, which is a critical element of Charlotte's 2030 Transit Corridor System Plan, is a multi-modal station that will consolidate public transit and intercity transportation modes at Trade Street and Graham Street in Uptown Charlotte. The signature multimodal station will anchor the larger Charlotte Gateway District development. The Gateway Station is being implemented through a partnership between the City of Charlotte, the North Carolina Department of Transportation, regional stakeholders, and a private developer.

The Gateway Station project is broken into two phases: Phase One includes construction of the bridges, tracks, signals, and platform infrastructure; and Phase Two includes the Amtrak Station, CATS' Bus Facility, and the Primary Development. The Primary Development, in which the city will partner with a private developer, is being coordinated by the Economic Development department and is still in the early planning phase. By adding the Primary Development to the Advanced Planning and Design Program, funding is available to explore early-stage development needs that could include utility relocation, contracted work for financial analysis or legal consultation, or similar activities.



Council District: 2

Enhanced Sidewalk and Pedestrian Safety Funding

The planned 2022 Bond (occurring in November of FY 2023) includes \$50,000,000 for the Sidewalk and Pedestrian Safety Program, which is more than triple the 2020 Bond total of \$15,000,000. Twenty percent of the funding will be reserved to construct sidewalks in suburban areas.

Adding the Sidewalk and Pedestrian Safety Program to the Advanced Planning and Design Program allows the city to explore potential projects in anticipation of the 2022 Bond funding. By exploring projects more than a year in advance of the funding, the city will be well positioned to act quickly and begin constructing projects as soon as the 2022 Bond funding becomes available.



Council District: To be determined



CAPITAL INVESTMENT PLAN

ECONOMIC DEVELOPMENT

This page intentionally left blank.

Public/Private Partnerships

Project Description

The city's Economic Development department works to attract private companies to Charlotte, or expand existing operations in Charlotte, to foster economic growth within the city. Recruitment of employment-generating businesses often includes promoting Charlotte's skilled workforce, advertising the low cost of doing business in the region, offering targeted incentives, and committing to building and maintaining quality infrastructure.

This funding is available for opportunities that arise in the future to leverage private funding in order to enhance public infrastructure. This funding could be utilized to construct or reimburse road improvements, pedestrian connectivity improvements, or other public infrastructure improvements near future private development sites associated with business relocations or expansions.

Department	Economic Development
Location	To be determined (TBD)
Council District	TBD
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed		Planned				TOTAL
	FY 2022		FY 2023	FY 2024	FY 2025	FY 2026	
Public/Private Partnership Payments	-		\$11,000,000	-	\$26,000,000	-	\$37,000,000
Total	-		\$11,000,000	-	\$26,000,000	-	\$37,000,000
Prior Project Appropriations							\$0
Grand Total							\$37,000,000

Ballantyne Reimagined Infrastructure

Project Description

Ballantyne Reimagined is a 454-acre private development site located in south Charlotte that will provide a unique live-work-play planned community for office, retail, hotel, and a variety of residential uses. These improvements support the city's goals of increasing the local tax base, improving the road network, and creating placemaking opportunities. The total private investment in this project is estimated around \$1.5 billion.

On June 8, 2020, City Council adopted a Ballantyne Infrastructure Reimbursement Plan, which outlined that the city would reimburse the private developer through the Capital Investment Plan for the cost of public infrastructure improvements up to \$17.5 million. Additionally, a Tax Increment Grant is available to reimburse an additional \$25 million of public infrastructure improvement costs.

The \$17.5 million of Capital Investment Plan funding is anticipated to reimburse a new roadway and intersection improvements between Johnston Road and North Community House Road, improvements to the I-485 ramps, and improvements to the following four intersections: Johnston Road and North Community House Road; Ballantyne Commons Parkway and North Community House Road; Old Lancaster Road and Ballantyne Commons Parkway; and Johnston Road and Ballantyne Commons Parkway.

Department	Economic Development
Location	Ballantyne
Council District	7
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Public/Private Partnership Payments	-	\$8,800,000	-	\$8,700,000	-	\$17,500,000
Total	-	\$8,800,000	-	\$8,700,000	-	\$17,500,000
Prior Project Appropriations						\$0
Grand Total						\$17,500,000

Renovate Airport Terminal

Project Description

Terminal renovation projects provide for the expansion, rehabilitation, and improvement of the terminal building. This is the main thoroughfare passengers use to drop-off and pick-up luggage, navigate to a flight, and shop in a concession space.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$500,000	-	-	-	-	\$500,000
Construction	\$192,515,439	\$208,307,642	\$95,810,856	\$28,913,161	-	\$525,547,098
Other	\$54,970,728	\$9,435,704	\$6,714,894	\$804,310	-	\$71,925,636
Total	\$247,986,167	\$217,743,346	\$102,525,750	\$29,717,471	-	\$597,972,734
Five-Year Prior Program Appropriations						\$248,988,805
Grand Total						\$846,961,539

Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT Airport. These improvements facilitate the ability for more aircraft to fly to and out of CLT. The fourth parallel runway and related projects will enable more take-offs and landings and provide more space for aircraft to move quickly to and from gates.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$35,674,714	\$14,811,606	\$13,236,606	\$8,559,737	-	\$72,282,663
Construction	\$91,555,794	\$112,036,664	\$98,287,522	\$13,813,671	\$22,935,393	\$338,629,044
Other	\$6,445,187	\$6,290,770	\$6,290,770	\$6,290,770	\$6,290,421	\$31,607,918
Total	\$133,675,695	\$133,139,040	\$117,814,898	\$28,664,178	\$29,225,814	\$442,519,625
Five-Year Prior Program Appropriations						\$108,957,936
Grand Total						\$551,477,561

Enhance Airport Services Facilities

Project Description

These projects provide for growth in technology infrastructure as well as supportive facilities that house employees and other partners. The various projects will modernize the CLT Airport, improving passenger safety and security.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$9,647,000	\$1,199,100	-	-	-	\$10,846,100
Construction	\$7,101,369	-	-	-	-	\$7,101,369
Equipment	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$19,000,000
Technology	\$4,429,211	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$10,429,211
Total	\$24,977,580	\$6,499,100	\$5,300,000	\$5,300,000	\$5,300,000	\$47,376,680
Five-Year Prior Program Appropriations						\$28,264,266
Grand Total						\$75,640,946

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and the implementation of a new parking and revenue control system. This project will provide local passengers with options for online booking, quicker payment, and more flexible parking choices.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Equipment	\$6,030,000	\$4,770,000	\$4,770,000	\$500,000	\$500,000	\$16,570,000
Total	\$6,030,000	\$4,770,000	\$4,770,000	\$500,000	\$500,000	\$16,570,000
Five-Year Prior Program Appropriations						\$11,411,140
Grand Total						\$27,981,140

Improve Private Aircraft Area

Project Description

These projects provide for the expansion and improvement of CLT's main area for charter and private aircraft activity. The ramp expansion project will add ramp space to enable more aviation (private and charter) traffic.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$50,000	\$350,000	\$500,000	-	\$900,000
Construction	\$1,228,750	-	\$2,340,419	\$2,500,000	-	\$6,069,169
Equipment	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$8,260,000
Total	\$2,880,750	\$1,702,000	\$4,342,419	\$4,652,000	\$1,652,000	\$15,229,169
Five-Year Prior Program Appropriations						\$7,733,416
Grand Total						\$22,962,585

Install and Expand

New Water and Sewer Service

Project Description

These projects provide for the installation of residential or commercial water and sewer connections, water and sewer extensions, and meter installations. Developer reimbursable projects are identified for the construction of water and sewer mains that benefit the developer and provide service for future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$6,081,387	\$6,115,995	\$6,415,995	\$6,359,198	\$6,559,198	\$31,531,773
Construction	\$24,325,550	\$24,463,982	\$25,663,982	\$25,436,793	\$26,236,793	\$126,127,100
Total	\$30,406,937	\$30,579,977	\$32,079,977	\$31,795,991	\$32,795,991	\$157,658,873
Five-Year Prior Program Appropriations						\$153,924,126
Grand Total						\$311,582,999

Construct Dixie Berryhill

Water and Sewer Projects

Project Description

In 2003, City Council adopted the Dixie Berryhill Strategic Plan, a detailed economic development, land use, and design plan for the area west of CLT Airport (between the Catawba River and I-485) to encourage "high quality mixed-use development" and support transit.

Charlotte Water's Dixie Berryhill projects include various water and sewer pipeline and pump station projects, all in support of additional development expected in the area in the future.

Department Charlotte Water

Location Various

Council District Adjacent to 3

Priority Area Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$400,000	\$380,000	-	\$100,000	\$100,000	\$980,000
Construction	\$1,600,000	\$1,520,000	-	\$400,000	\$400,000	\$3,920,000
Total	\$2,000,000	\$1,900,000	-	\$500,000	\$500,000	\$4,900,000
Five-Year Prior Program Appropriations						\$7,900,000
Grand Total						\$12,800,000

This page intentionally left blank.



CAPITAL INVESTMENT PLAN

GREAT NEIGHBORHOODS

This page intentionally left blank.

Create and Preserve

Affordable Housing

Project Description

This program supports the preservation and creation of safe, quality, and affordable housing for low- and moderate-income households throughout Charlotte. This voter-approved funding leverages other public, private, and non-profit dollars to increase the supply and accessibility of housing in the community.

Department	Housing and Neighborhood Services
Location	TBD
Council District	TBD
Priority Area	Great Neighborhoods (Affordable and Sustainable Neighborhoods)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Affordable Housing Payments	-	\$50,000,000	-	\$50,000,000	-	\$100,000,000
Total	-	\$50,000,000	-	\$50,000,000	-	\$100,000,000
Five-Year Prior Program Appropriations						\$115,000,000
Grand Total						\$215,000,000

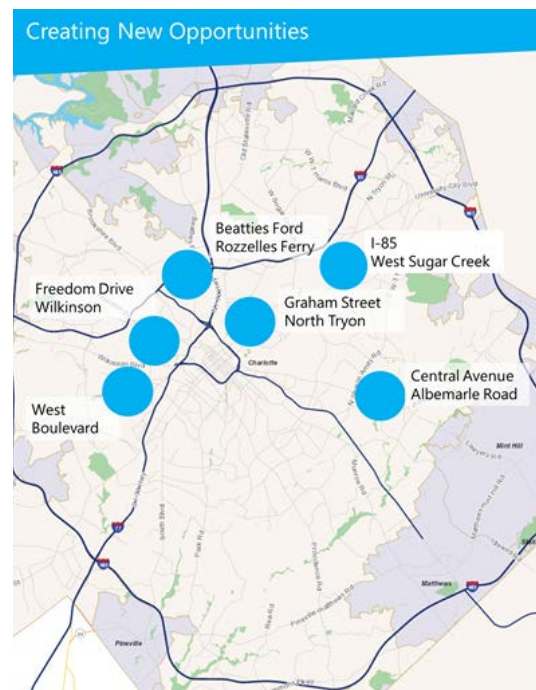
Corridors of Opportunity

Project Description

The Corridors of Opportunity program approaches investment and revitalization holistically by using cross-department collaboration to serve the corridor using multiple tools. Each corridor will have projects and strategies tailored to the specific economic development, placemaking, and transportation needs within the corridor. Six Opportunity Corridors have been identified for investment: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.

The bond funding outlined in the table below is dedicated to infrastructure improvements, which may include intersection enhancements, sidewalks, or transportation safety improvements to support the Vision Zero philosophy. This funding is supplemented with PAYGO funding for non-infrastructure needs such as housing, neighborhood stabilization, community engagement, placemaking, job planning, and business development.

Department	Transportation and Economic Development
Location	Beatties Ford/Rozzelles Ferry Corridor Central/Albemarle Corridor Freedom/Wilkinson Corridor I-85/West Sugar Creek Corridor North Tryon/Graham Corridor West Boulevard Corridor
Council District	1, 2, 3, 4, 5
Priority Area	Great Neighborhoods (Affordable and Sustainable Neighborhoods)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$2,000,000	-	\$2,000,000	-	\$4,000,000
Construction	-	\$7,940,000	-	\$7,940,000	-	\$15,880,000
Public Art	-	\$60,000	-	\$60,000	-	\$120,000
Total	-	\$10,000,000	-	\$10,000,000	-	\$20,000,000
Prior Project Appropriations						\$14,500,000
FY 2022 PAYGO Supplement						\$14,000,000
Grand Total						\$48,500,000



CAPITAL INVESTMENT PLAN

SAFE COMMUNITIES

This page intentionally left blank.

Animal Care and Control Facility

Project Description

The current Animal Care and Control facility, located at 8315 Byrum Drive, was constructed in the early 1990s and has undergone limited renovations in its nearly thirty-year history. In the last five years, \$5 million of renovations have been funded at the facility to help bring the facility up to industry standards and into compliance with the North Carolina Department of Agriculture standards.

In FY 2020, the facility was added to the Advanced Planning and Design Program to assess whether any additional upgrades were required. As a result of the planning work, it was determined that an additional \$5 million was required for various improvements, with the largest portion being dedicated to the addition of eight heating, ventilation, and air conditioning units.

Department	Police
Location	8315 Byrum Drive
Council District	3
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$1,000,000	-	-	-	-	\$1,000,000
Construction	\$4,000,000	-	-	-	-	\$4,000,000
Public Art	-	-	-	-	-	-
Total	\$5,000,000	-	-	-	-	\$5,000,000
Prior Project Appropriations						\$5,000,000
Grand Total						\$10,000,000

Police Station

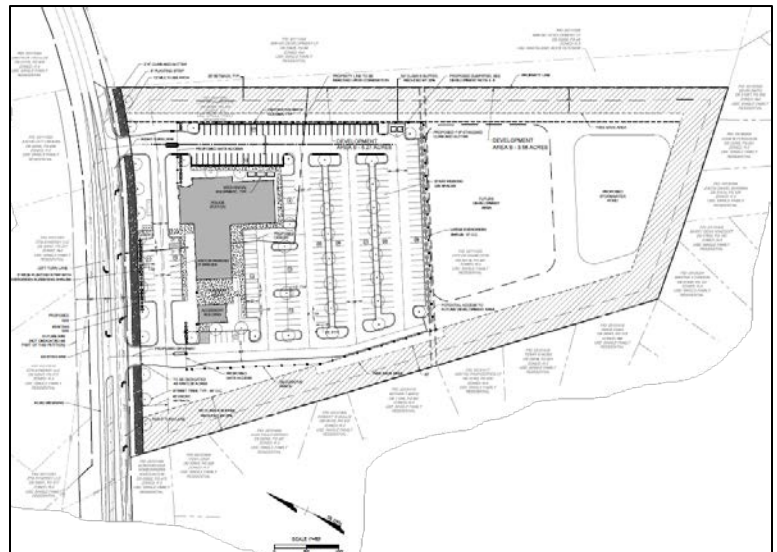
Project Description

In 2010, the Police Department completed a Strategic Facilities Plan, which outlined facility goals through 2025 and prioritized the transition from leased division offices to city-owned stations in an effort to become more visible and permanent community members. The North Police Division, which operates out of a leased facility off of Harris Oaks Boulevard, was identified in the Strategic Facilities Plan.

In FY 2014, a six police station construction program was initially approved to complete the recommendations from the Police Strategic Facilities Plan. The program funding totals \$81,350,000 to construct the following six Police Stations: Hickory Grove, Independence, Northwest, South, University City, and Westover. All stations are complete and in operation except for Northwest.

In May 2020, City Council approved the acquisition of two parcels of land off of Mt. Holly-Huntersville Road for construction of the Northwest Police Station. Following initial planning and design work, it was determined that an additional \$2,570,000 of funding is necessary to make road improvements required by the North Carolina Department of Transportation. The \$2,570,000 of funding proposed in FY 2022 is composed of savings from previously completed projects and a reallocation of existing funding.

Department	Police
Location	1800/1818 Mt Holly-Huntersville Road
Council District	2
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$600,000	-	-	-	-	\$600,000
Construction	\$1,970,000	-	-	-	-	\$1,970,000
Public Art	-	-	-	-	-	-
Total	\$2,570,000	-	-	-	-	\$2,570,000
Prior Project Appropriations						\$13,400,000
Grand Total						\$15,970,000

Construct Fire Facilities

Project Description

This program provides funding to construct new fire facilities and replace existing fire facilities that no longer function properly for Charlotte Fire. The recently completed Fire Facilities Master Plan prioritized all Fire facility construction requests by assessing need and function, determining outstanding maintenance requirements, and analyzing call load and response times. This funding is intended to complete Fire's highest-priority needs.

This multi-year program is intended to construct three fire stations. Based on Fire's current priorities, the three fire stations are: a new infill fire station in the Hidden Valley neighborhood; a replacement of Fire Station 11, currently located at 620 West 28th Street; and a replacement of Fire Station 30, currently located at 4707 Belle-Oaks Drive. Land for the Hidden Valley Fire Station was recently acquired at 5800 North Tryon Street and planning has begun in the Advanced Planning and Design Program. Station 11 and Station 30 will be added to the Advanced Planning and Design Program in FY 2022 so that land needs can be assessed and planning can begin. Costs for construction of each facility are anticipated to be finalized once the appropriate planning and design have occurred. Based on the final cost estimates of the three stations, program funding may remain available to construct training infrastructure.

Department

Fire

Location

Station 11 Replacement; Station 30 Replacement; New Infill Station in the Hidden Valley Neighborhood at 5800 North Tryon Street

Council District

1, 3, 4

Priority Area

Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$2,700,000	\$3,500,000	-	-	-	\$6,200,000
Construction	-	\$10,500,000	\$24,051,440	-	-	\$34,551,440
Public Art	-	-	\$148,560	-	-	\$148,560
Total	\$2,700,000	\$14,000,000	\$24,200,000	-	-	\$40,900,000
Five-Year Prior Program Appropriations						\$0
Grand Total						\$40,900,000

Enhance Transportation

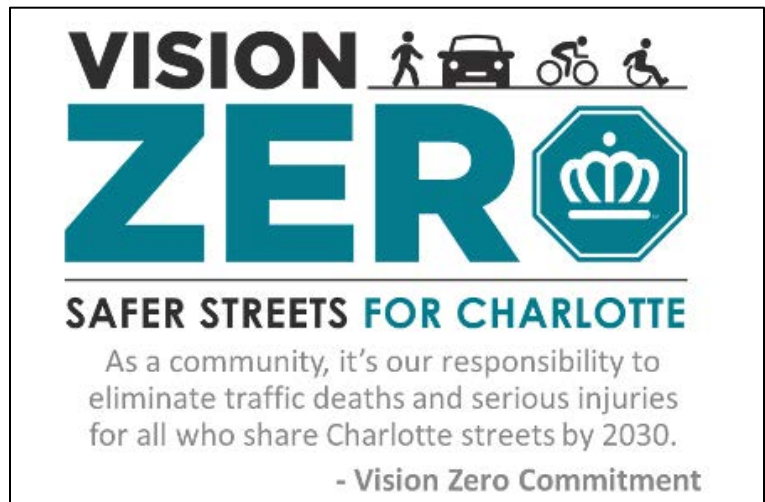
Safety (Vision Zero)

Project Description

The Transportation Safety program aims to make the city's transportation system as safe as possible for all users. This funding supports Charlotte's Vision Zero Action Plan, which is based on the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. Vision Zero focuses on how people naturally behave; people make mistakes, but mistakes should not be fatal. Projects within this program could include new or enhanced streetlighting, speed humps, pedestrian crossing signals, or contributions to other capital projects that support Vision Zero goals.

The proposed 2022 and 2024 Bonds include \$4,000,000 of funding in each bond, which is double the previous bond funding of \$2,000,000 in the 2018 and 2020 bonds. This additional funding will be utilized to install new or enhanced streetlighting on high-injury network streets or to connect neighborhoods to transit, schools, parks, greenways, and other important destinations.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	-	\$400,000	-	\$400,000	-	\$800,000
Construction	-	\$3,596,000	-	\$3,596,000	-	\$7,192,000
Public Art	-	\$4,000	-	\$4,000	-	\$8,000
Total	-	\$4,000,000	-	\$4,000,000	-	\$8,000,000
Five-Year Prior Program Appropriations						\$4,000,000
Grand Total						\$12,000,000

Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical infrastructure, which will protect resident and environmental health by preventing sanitary sewer overflows, reducing maintenance costs, and accommodating future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$23,020,000	\$34,471,000	\$28,220,000	\$23,146,000	\$43,856,000	\$152,713,000
Construction	\$92,080,000	\$137,884,000	\$112,880,000	\$92,584,000	\$175,424,000	\$610,852,000
Total	\$115,100,000	\$172,355,000	\$141,100,000	\$115,730,000	\$219,280,000	\$763,565,000
Five-Year Prior Program Appropriations						\$399,219,959
Grand Total						\$1,162,784,959

Rehabilitate and Improve Water Infrastructure

Project Description

These projects prioritize and renew critical water infrastructure, which will enable the city to reliably distribute an adequate supply of high-quality water and accommodate future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$10,542,600	\$12,440,000	\$10,560,000	\$10,166,000	\$24,194,000	\$67,902,600
Construction	\$42,170,400	\$49,760,000	\$42,240,000	\$40,664,000	\$96,776,000	\$271,610,400
Total	\$52,713,000	\$62,200,000	\$52,800,000	\$50,830,000	\$120,970,000	\$339,513,000
Five-Year Prior Program Appropriations						\$139,981,822
Grand Total						\$479,494,822

Construct Stowe Regional Water Resource Recovery Facility

Project Description

Wastewater from this area is currently pumped 27 miles to the McAlpine Wastewater Treatment Plant. Charlotte Water has identified the need for a new water resource recovery facility to support expected growth and provide a cost-effective, regional solution for wastewater treatment for not only western Mecklenburg County, but for the Belmont and Mount Holly communities. This project was previously referred to as the Long Creek Wastewater Treatment Plant.

Department Charlotte Water

Location Hawfield Road

Council District Adjacent to 2 and 3

Priority Area Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning/Design	\$7,200,000	\$20,230,000	\$22,416,600	\$17,895,600	\$4,371,800	\$72,114,000
Construction	\$28,800,000	\$80,920,000	\$89,666,400	\$71,582,400	\$17,487,200	\$288,456,000
Public Art	-	-	\$375,000	\$400,000	-	\$775,000
Total	\$36,000,000	\$101,150,000	\$112,458,000	\$89,878,000	\$21,859,000	\$361,345,000
Prior Project Appropriations						\$102,279,421
Grand Total						\$463,624,421

Wastewater Treatment Plant

Project Description

These projects will rehabilitate and upgrade critical equipment at the wastewater treatment plant which serves southern and western Mecklenburg County to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department Charlotte Water

Location Lancaster Highway

Council District 7

Priority Area Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$4,080,000	\$7,040,000	\$1,826,000	\$180,000	\$100,000	\$13,226,000
Construction	\$16,320,000	\$28,160,000	\$7,304,000	\$720,000	\$400,000	\$52,904,000
Total	\$20,400,000	\$35,200,000	\$9,130,000	\$900,000	\$500,000	\$66,130,000
Prior Project Appropriations						\$125,101,673
Grand Total						\$191,231,673

Wastewater Treatment Plant

Project Description

Infrastructure improvements will be made to add capacity and rehabilitate equipment critical to the Mallard Creek Wastewater Treatment Plant. The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Mallard Creek and Back Creek basins.

Over the past few years, the Mallard Creek Wastewater Treatment Plant has operated close to its allowed capacity due to increased growth in the area aligned with the extension of the Blue Line from Uptown to UNC Charlotte. Expanding the plant's capacity is critical to supporting future development in the area.

Improvements to the plant will increase its treatment capacity in a phased approach and replace equipment related to ultraviolet disinfection, filtration, and final clarification.

Department	Charlotte Water
Location	12400 U.S. Highway 29
Council District	Adjacent to 4
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$3,940,000	\$3,700,000	\$4,720,000	\$4,720,000	\$4,720,000	\$21,800,000
Construction	\$15,760,000	\$14,800,000	\$18,880,000	\$18,880,000	\$18,880,000	\$87,200,000
Total	\$19,700,000	\$18,500,000	\$23,600,000	\$23,600,000	\$23,600,000	\$109,000,000
Prior Project Appropriations						\$38,400,000
Grand Total						\$147,400,000

Wastewater Treatment Plants

Project Description

These projects will provide improvements and rehabilitate components at various wastewater treatment plants. Projects include new tanks for waste-activated sludge, odor scrubbers, improvements to a clarifier tank, and roof repairs at five wastewater treatment plants which will protect critical electrical and mechanical equipment inside the plants.

Department	Charlotte Water
Location	Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, and Sugar Creek Wastewater Treatment Plants
Council District	3, 4, 6, adjacent to 2 and 7
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	
Planning and Design	\$2,730,000	\$3,170,000	\$3,870,000	\$3,070,000	\$3,810,000	\$16,650,000
Construction	\$10,920,000	\$12,680,000	\$15,480,000	\$12,280,000	\$15,240,000	\$66,600,000
Total	\$13,650,000	\$15,850,000	\$19,350,000	\$15,350,000	\$19,050,000	\$83,250,000
Five-Year Prior Program Appropriations						\$50,300,270
Grand Total						\$133,550,270

Water Treatment Plants

Project Description

These projects will provide rehabilitation and improvements for a raw water pump station and various water treatment plants. Potential work may include upgrades and rehabilitation of filters and new generators to ensure uninterrupted service during power outages, which will reduce energy consumption and maintenance, as well as maintain regulatory compliance.

Department	Charlotte Water
Location	Catawba River Pump Station, Franklin, Lee S. Dukes, and Vest Water Treatment Plants
Council District	2, adjacent to 2 and 4
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$2,600,000	\$750,000	\$1,800,000	\$750,000	\$620,000	\$6,520,000
Construction	\$10,400,000	\$3,000,000	\$7,200,000	\$3,000,000	\$2,480,000	\$26,080,000
Total	\$13,000,000	\$3,750,000	\$9,000,000	\$3,750,000	\$3,100,000	\$32,600,000
Five-Year Prior Program Appropriations						\$58,738,013
Grand Total						\$91,338,013

Franklin Water Treatment Plant

Project Description

The Franklin Water Treatment Plant was built in 1959 and has undergone multiple expansions to provide an average of over 100,000,000 gallons of water a day to much of Mecklenburg County. These projects will rehabilitate and upgrade critical equipment and processes at the water treatment plant to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department	Charlotte Water
Location	Brookshire Boulevard
Council District	2
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$400,000	\$1,400,000	-	\$3,600,000	\$4,118,061	\$9,518,061
Construction	\$1,600,000	\$5,600,000	-	\$14,400,000	\$16,472,242	\$38,072,242
Total	\$2,000,000	\$7,000,000	-	\$18,000,000	\$20,590,303	\$47,590,303
Prior Project Appropriations						\$8,422,422
Grand Total						\$56,012,725

Upgrade McDowell Creek Wastewater Treatment Plant

Project Description

Upgrades to the McDowell Creek Wastewater Treatment Plant will allow for the treatment process to continue while original treatment process equipment is taken out of service and rehabilitated or replaced. Equipment to be rehabilitated or replaced includes motors, pumps, pipelines, aeration systems, and electrical and control systems.

The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Huntersville area.

Department Charlotte Water

Location Neck Road

Council District Adjacent to 2

Priority Area Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	-	-	-	\$2,700,000	-	\$2,700,000
Construction	-	-	-	\$10,800,000	-	\$10,800,000
Total	-	-	-	\$13,500,000	-	\$13,500,000
Prior Project Appropriations						\$6,500,000
Grand Total						\$20,000,000

This page intentionally left blank.



CAPITAL INVESTMENT PLAN TRANSPORTATION, PLANNING, AND ENVIRONMENT

This page intentionally left blank.

Increase

Building Sustainability

Project Description

This funding supports the advancement of the City Council-adopted Strategic Energy Action Plan (SEAP). One of the three priorities outlined in the SEAP is that the city will strive to source 100 percent of energy use in city-owned buildings and fleet from zero-carbon sources by 2030. This funding provides for building retrofits, which may include solar panel installations on solar-ready facilities. Prioritization of sustainable building retrofits is based on energy cost savings analysis over the life of the facility and impact on environment and public health.

Department	General Services
Location	Various City-Owned Facilities
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000
Construction	\$3,600,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$10,800,000
Public Art	-	-	-	-	-	-
Total	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000
Five-Year Prior Program Appropriations						\$2,000,000
Grand Total						\$14,000,000

Transition Plan in Facilities

Project Description

The city is currently undergoing a third-party assessment of city-owned facilities for compliance with the Federal Americans with Disabilities Act (ADA) standards. The assessment will produce an inventory of city-owned facilities that may pose barriers to ADA compliance. Projects will be prioritized in the city's Transition Plan, which is anticipated to be completed in summer 2021.

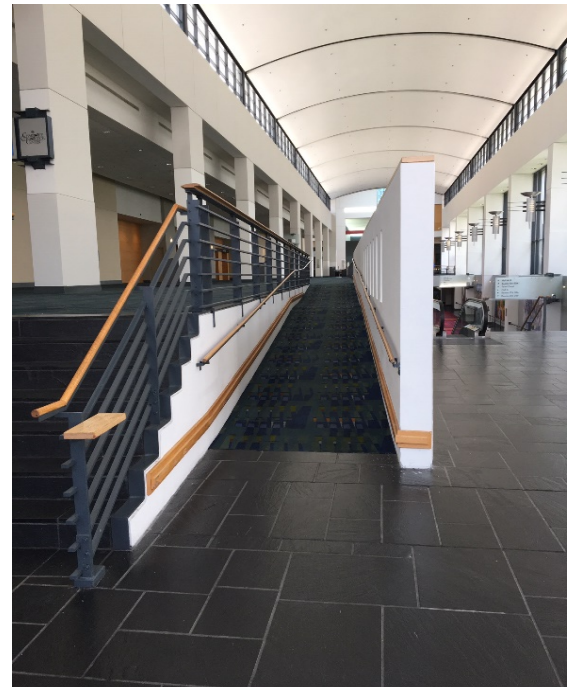
This program is intended to remediate identified barriers to ADA compliance within the consultant's recommended timeline of fifteen years. This funding will be utilized in city-owned facilities occupied by General Fund departments; additional funding will be provided by Enterprise Funds and hospitality funds to remediate barriers in their respective city-owned facilities. No new funding is proposed in FY 2022 because more than \$3,700,000 is currently available from prior ADA appropriations to begin the highest priority ADA improvements.

Department General Services and Community Relations

Location TBD

Council District TBD

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$600,000	\$600,000	\$600,000	\$600,000	\$2,400,000
Construction	-	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$9,600,000
Public Art	-	-	-	-	-	-
Total	-	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
Five-Year Prior Program Appropriations						\$4,000,000
Grand Total						\$16,000,000

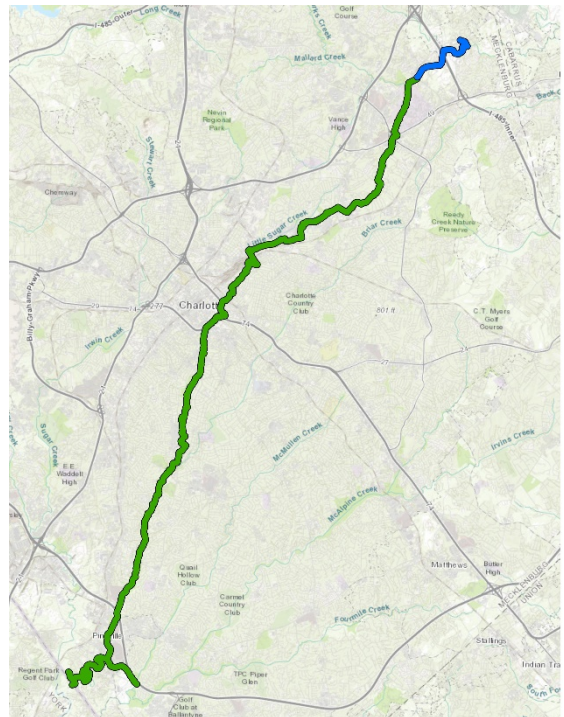
Complete the Cross Charlotte Trail

Project Description

The Cross Charlotte Trail, which is being constructed in partnership with Mecklenburg County, will create over 30 miles of trail and greenway facilities from Ballantyne, through the Town of Pineville, Uptown, UNC Charlotte, to near the Cabarrus County line. Once complete, this multi-use path will offer residents transportation options to travel seamlessly from one end of Charlotte to the other. Approximately 140,000 residents and 130,000 jobs will be within walking distance of the trail and connected greenways.

The Cross Charlotte Trail is divided into 11 segments: segments two and three are currently under construction; segments five, six, seven, eight, and nine are in design; and segments one and four are complete. The FY 2022 – FY 2026 CIP includes \$20.5 million of funding to complete segments 10 and 11, which have been studied in the Advanced Planning Program since FY 2020.

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$1,700,000	\$1,700,000	\$2,000,000	\$2,000,000	-	\$7,400,000
Construction	-	-	-	-	\$12,977,000	\$12,977,000
Public Art	-	-	-	-	\$123,000	\$123,000
Total	\$1,700,000	\$1,700,000	\$2,000,000	\$2,000,000	\$13,100,000	\$20,500,000
Prior Project Appropriations						\$92,400,000
Grand Total						\$112,900,000

Sidewalks and Pedestrian Safety

Project Description

The sidewalk and pedestrian safety program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe, useful, and inviting. The work funded through this program is guided by the City Council-adopted Charlotte WALKS Pedestrian Plan and the Transportation Action Plan. Projects within this program complete critical sidewalk gaps, make strategic sidewalk connections, and leverage other walkability and safety goals, including installing pedestrian crossings, refuge islands, and pedestrian signals. Projects in this program also include accessibility improvements in public rights-of-way and removal of barriers to compliance with the Americans with Disabilities Act.

The proposed 2022 Bond funding of \$50,000,000 more than triples the 2020 Bond funding of \$15,000,000. Twenty percent of the funding will be reserved to construct sidewalks in suburban areas.

Department Transportation

Location Citywide

Council District Citywide

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$10,000,000	-	\$4,000,000	-	\$14,000,000
Construction	-	\$39,950,000	-	\$15,980,000	-	\$55,930,000
Public Art	-	\$50,000	-	\$20,000	-	\$70,000
Total	-	\$50,000,000	-	\$20,000,000	-	\$70,000,000
Five-Year Prior Program Appropriations						\$60,000,000
Grand Total						\$130,000,000

Shamrock Drive Intersection

Project Description

In FY 2020, the Advanced Planning Program was established to evaluate high-priority locations for potential projects. Advanced planning and design work helps to define project scopes, which results in more precise cost estimates and more informed project selections.

The Eastway Drive/Shamrock Drive/Frontenac Drive intersection was added to the Advanced Planning Program in FY 2020 and has reached thirty percent design. This intersection is part of the high injury network and a redesign of the intersection is important to reduce the number of crashes and protect drivers, pedestrians, and bicyclists. New “connector streets” will be constructed to remove left turn lanes from the intersection, making it more efficient. The project will also add a multi-use path along Eastway Drive, buffered bike lanes, sidewalks, and a planting strip on Shamrock Drive that will tie into the Shamrock Drive Streetscape project.

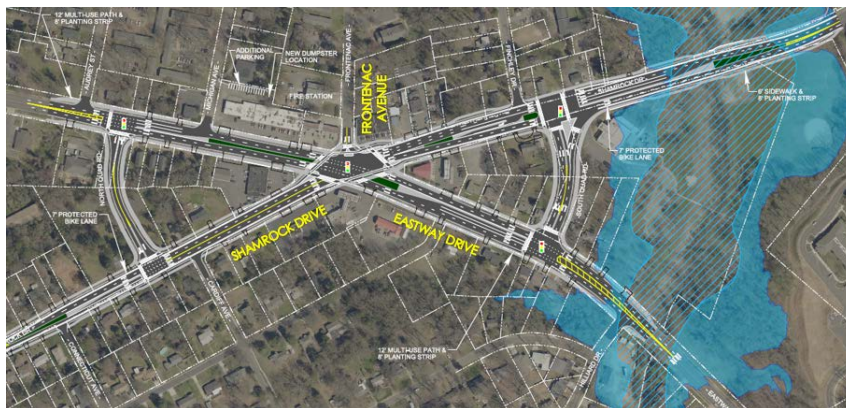
The total construction estimate is \$39 million, with \$8 million anticipated from the North Carolina Department of Transportation (NCDOT).

Department Transportation

Location Eastway Drive/ Shamrock Drive/ Frontenac Avenue Intersection

Council District 1

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



Budget Overview

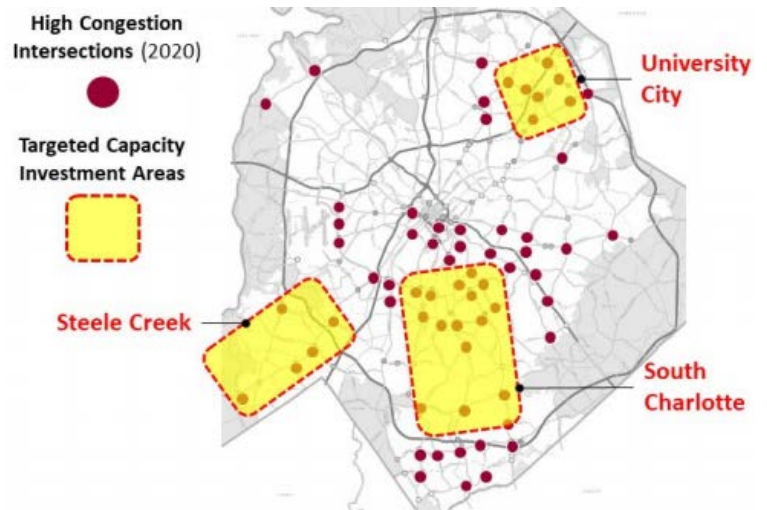
Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$12,700,000	-	-	-	\$12,700,000
Construction	-	-	-	\$18,300,000	-	\$18,300,000
Public Art	-	-	-	-	-	-
Total	-	\$12,700,000	-	\$18,300,000	-	\$31,000,000
Prior Project Appropriations						\$0
NCDOT Funding						\$8,000,000
Grand Total						\$39,000,000

Project Description

Charlotte's growing population puts added stress on the city's transportation network in the form of congestion. This new program is intended to help mitigate congestion and improve traffic flow in targeted areas through small-scale, quick infrastructure projects. Projects could include adding turn lanes at intersections, extending existing lanes, or making new road connections to enhance the street grid.

FY 2023 planned funding will continue efforts to improve congestion in the South Charlotte, Steele Creek, and University City areas.

Department	Transportation
Location	South Charlotte, Steele Creek, and University City
Council District	3, 4, 6, 7
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$2,000,000	-	\$2,000,000	-	\$4,000,000
Construction	-	\$8,000,000	-	\$8,000,000	-	\$16,000,000
Public Art	-	-	-	-	-	-
Total	-	\$10,000,000	-	\$10,000,000	-	\$20,000,000
Five-Year Prior Program Appropriations						\$14,312,000
Grand Total						\$34,312,000

Connect

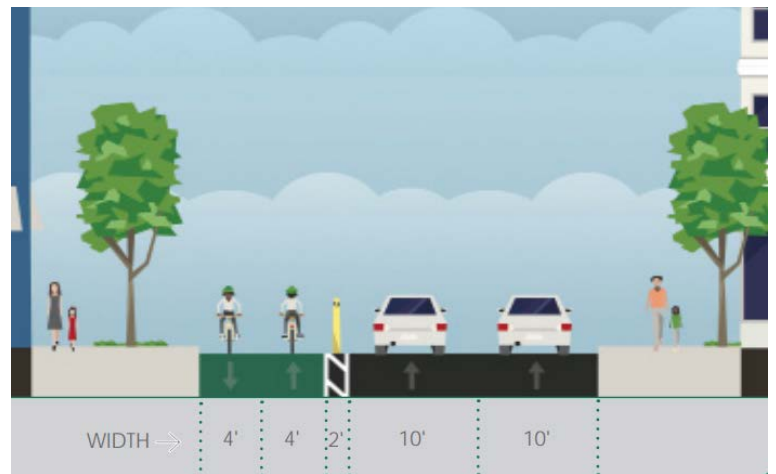
Bicycle Facilities

Project Description

This program provides for the expansion of the bicycle network by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Charlotte BIKES plan, adopted by City Council in 2017, which provides a vision, strategies, and recommendations for making bicycling safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods.

The proposed 2022 and 2024 Bonds include \$8,000,000 of funding in each bond, which is double the previous bond funding of \$4,000,000 in the 2018 and 2020 bonds.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	-	\$2,000,000	-	\$2,000,000	-	\$4,000,000
Construction	-	\$5,992,000	-	\$5,992,000	-	\$11,984,000
Public Art	-	\$8,000	-	\$8,000	-	\$16,000
Total	-	\$8,000,000	-	\$8,000,000	-	\$16,000,000
Five-Year Prior Program Appropriations						\$8,000,000
Grand Total						\$24,000,000

Resurface Streets

Project Description

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation, General Obligation Bonds, and PAYGO cash. Charlotte currently has 5,445 total lane miles. Streets are prioritized for resurfacing based on condition and schedule of prior paving.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	-	-
Construction	-	\$8,000,000	-	\$8,000,000	-	\$16,000,000
Public Art	-	-	-	-	-	-
Total	-	\$8,000,000	-	\$8,000,000	-	\$16,000,000
Five-Year Prior Program Appropriations						\$8,000,000
FY 2022 PAYGO Supplement						\$1,261,000
Grand Total						\$25,261,000

Connect Northeast Corridor

Infrastructure

Project Description

Northeast Corridor Infrastructure (NECI) is a collection of projects targeted at improving pedestrian, bicycle, and vehicular access to the CATS Blue Line Extension. These investments also make connections to other community assets like the Cross Charlotte Trail, Mecklenburg County greenway system, UNC Charlotte, NoDa, and the Applied Innovation Corridor.

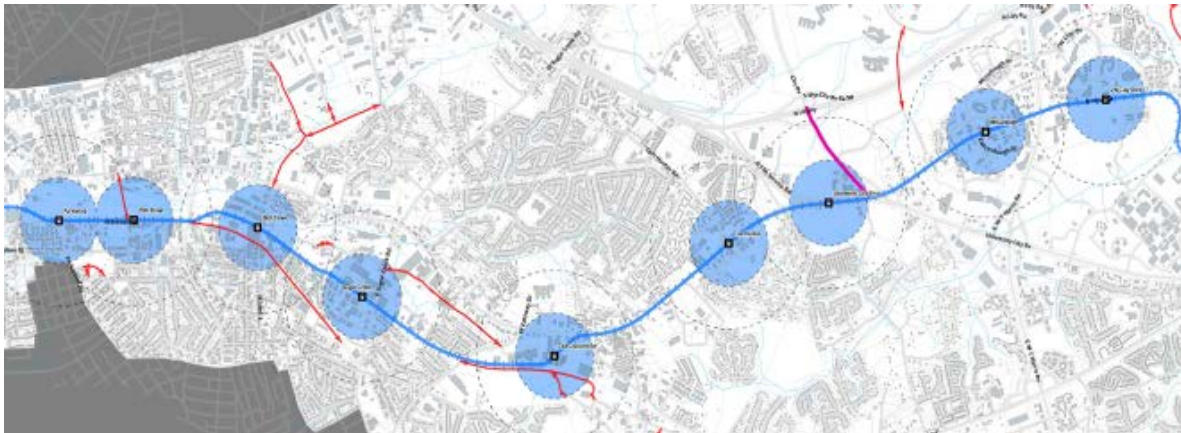
Based on a projection of cash flow, a portion of the originally planned 2020 Bond funding in FY 2021 was deferred until the 2022 Bond.

Department General Services

Location Area around the CATS Blue Line Extension

Council District 1 and 4

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$1,789,200	-	-	-	\$1,789,200
Construction	-	\$4,174,800	-	-	-	\$4,174,800
Public Art	-	\$36,000	-	-	-	\$36,000
Total	-	\$6,000,000	-	-	-	\$6,000,000
Prior Project Appropriations						\$99,600,000
Grand Total						\$105,600,000

Construct Improvements with Bonus Allocation Funding

Project Description

In response to the city's participation in the high-occupancy managed lane project on I-485 from Westinghouse Boulevard to Independence Boulevard, the North Carolina Department of Transportation (NCDOT) is making up to \$26,700,000 of Bonus Allocation funding available to the city and the Town of Matthews. This funding is required to be used on congestion mitigation projects located in the same corridor as the managed lane project.

In FY 2021, three projects were added to the Advanced Planning and Design Program to determine which project(s) should be submitted to the state for Bonus Allocation funding. Following the completion of initial feasibility work, the Rea Road widening project, the city's highest priority project, was submitted to NCDOT and approved for funding.

The project is not at 30 percent design yet but is anticipated to be prior to the 2022 Bond. The planned 2022 Bond funding is a placeholder estimate representing the 20 percent required local match and will be updated following completion of 30 percent design.

Department Transportation

Location Rea Road from I-485 to Williams Pond Lane

Council District 7

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	\$1,800,000	-	-	-	\$1,800,000
Construction	-	\$4,200,000	-	-	-	\$4,200,000
Public Art	-	-	-	-	-	-
Total	-	\$6,000,000	-	-	-	\$6,000,000
Prior Project Appropriations						\$0
Grand Total						\$6,000,000

Repair and Replace

Bridges

Project Description

This program provides for the inspection, repair, and replacement of bridges throughout the city. Work completed through this program helps maintain a safe bridge system by repairing and replacing bridges that do not meet structural capacity and width standards. Locations for bridge repairs and replacements are identified through the city's biennial inspection program required by the North Carolina Department of Transportation.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	-	-
Construction	-	\$4,995,000	-	\$5,994,000	-	\$10,989,000
Public Art	-	\$5,000	-	\$6,000	-	\$11,000
Total	-	\$5,000,000	-	\$6,000,000	-	\$11,000,000
Five-Year Prior Program Appropriations						\$10,000,000
Grand Total						\$21,000,000

Upgrade Traffic Control Devices

Project Description

This program provides for maintenance and replacement of outdated traffic control equipment, such as traffic signals, pedestrian signals, detection devices, and signs. Work completed through this program helps maintain safe and optimal traffic flow.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	-	-
Construction	-	\$4,500,000	-	\$5,000,000	-	\$9,500,000
Public Art	-	-	-	-	-	-
Total	-	\$4,500,000	-	\$5,000,000	-	\$9,500,000
Five-Year Prior Program Appropriations						\$12,000,000
Grand Total						\$21,500,000

Intelligent Transportation Systems

Project Description

This program provides for new installations, maintenance, and replacements of outdated equipment, such as fiber-optic cable and real-time traffic management cameras. New installations are prioritized based on the Traffic Signal Communications Master Plan. Work completed through this program promotes balanced traffic flow, walkability, and sustainable communities.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	-	-
Construction	-	\$4,000,000	-	\$4,000,000	-	\$8,000,000
Public Art	-	-	-	-	-	-
Total	-	\$4,000,000	-	\$4,000,000	-	\$8,000,000
Five-Year Prior Program Appropriations						\$10,000,000
Grand Total						\$18,000,000

Construct Road #1

from Advanced Planning Program

Project Description

In FY 2020, the Advanced Planning Program was established to evaluate high-priority locations for potential projects. Advanced planning and design work help to define project scopes, which results in more precise cost estimates and more informed project selections. A well-informed project budget can be established after about thirty percent design has been completed on a project.

Two road projects were added to the Advanced Planning Program in FY 2020: Bryant Farms Road Extension from Rea Road to Ardrey Kell Road, and Robinson Church Road from Harris Boulevard to Hood Road. Neither project is at thirty percent design yet but are anticipated to be prior to the 2022 Bond. Based on planning and design work completed to date, \$70 million is about the average cost to construct one road. This funding is a placeholder for the first road project from the Advanced Planning Program. The budget is anticipated to be updated following completion of thirty percent design.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	\$6,000,000	-	\$6,000,000
Construction	-	-	-	\$14,000,000	-	\$14,000,000
Public Art	-	-	-	-	-	-
Total	-	-	-	\$20,000,000	-	\$20,000,000
Prior Project Appropriations						\$0
Grand Total						\$20,000,000

Plan and Design

Silver Line Light Rail

Project Description

The LYNX Silver Line light rail alignment is anticipated to run from the Town of Matthews, through Uptown, to CLT Airport, and beyond to Gaston County/the City of Belmont. This project begins early efforts to plan and design the line, which will continue over the next several years. Planning and design work is necessary prior to seeking federal funding.

Department Charlotte Area Transit System

Location Town of Matthews, through Uptown, to CLT Airport, and Gaston County/the City of Belmont

Council District 1, 2, 3, 5, 6

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



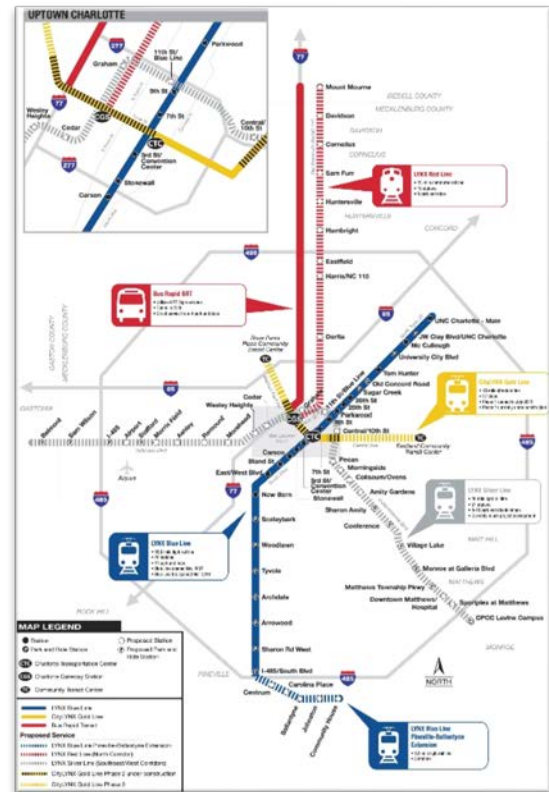
Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	
Planning and Design	\$19,825,000	-	-	-	-	\$19,825,000
Total	\$19,825,000	-	-	-	-	\$19,825,000
Five-Year Prior Program Appropriations						\$30,175,000
Grand Total						\$50,000,000

Project Description

This funding supports the planning, design, and construction of major capital projects that promote the 2030 Transit Corridor System Plan. Projects rolled into this funding include the development of new light rail lines, light rail stations, land acquisition, and supporting infrastructure such as Americans with Disabilities Act enhancements. Three projects within this funding category, the Silver Line Light Rail, Hambright Park and Ride, and the South End Light Rail Station, have been outlined on individual project pages due to the size and scope of the projects.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Land Acquisition	\$5,000,000	-	-	-	-	\$5,000,000
Construction	\$200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$1,100,000
Total	\$5,200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$6,100,000
Five-Year Prior Program Appropriations						\$11,584,095
Grand Total						\$17,684,095

Design South End Light Rail Station

Project Description

This funding explores conceptual alignments for a new South End LYNX Blue Line light rail station and adds a pedestrian crossing across the tracks. This project is anticipated to be completed in partnership with a private developer. The contribution outlined in the table below represents a portion of the total project costs.

Department	Charlotte Area Transit System
Location	LYNX Blue Line between the East/West and New Bern stations
Council District	3
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	
Construction	\$2,215,000	\$3,030,000	\$3,030,000	\$1,425,000	-	\$9,700,000
Total	\$2,215,000	\$3,030,000	\$3,030,000	\$1,425,000	-	\$9,700,000
Prior Project Appropriations						\$2,297,325
Grand Total						\$11,997,325

Purchase New

Transit Support Systems

Project Description

This funding purchases new equipment required to sustain operations and address changing technology needs. Examples of items that may be purchased include server and network refresh equipment, software upgrades, two-factor security measures, and contingency for emerging technology needs. Potential equipment purchases include rail shop equipment for maintenance and support.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Equipment	\$1,577,459	\$1,531,432	\$780,500	\$1,809,432	\$564,340	\$6,263,163
Total	\$1,577,459	\$1,531,432	\$780,500	\$1,809,432	\$564,340	\$6,263,163
Five-Year Prior Program Appropriations						\$32,990,823
Grand Total						\$39,253,986

Construct Hambright

Park and Ride

Project Description

Design and construct a new Park and Ride located in Huntersville at Hambright Road and I-77. This new station supports enhanced bus service and provides commuters north of the city with a quicker option to commute into Charlotte utilizing the I-77 Express Lanes. Funding for this project is composed of federal, state, and local sources.

Department Charlotte Area Transit System

Location Town of Huntersville at
Hambright Road and I-77

Council District Adjacent to 2

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Construction	\$1,427,446	\$9,747,054	-	-	-	\$11,174,500
Total	\$1,427,446	\$9,747,054	-	-	-	\$11,174,500
Prior Project Appropriations						\$1,523,000
Grand Total						\$12,697,500

Enhance Safety and Security on Transit

Project Description

These projects promote safe, reliable, and equitable transit service throughout the system. Investments protect passengers, employees, revenues, and property. Projects include mobile video replacement on existing vehicles, guard stations/bollards at CATS' facilities and along the alignment, and cameras on the LYNX Blue Line Extension.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Equipment	\$1,300,065	\$348,897	\$326,136	\$696,339	\$686,339	\$3,357,776
Total	\$1,300,065	\$348,897	\$326,136	\$696,339	\$686,339	\$3,357,776
Five-Year Prior Program Appropriations						\$5,993,637
Grand Total						\$9,351,413

Purchase Vehicles for CATS

Project Description

These vehicles are part of CATS non-revenue generating fleet and respond to maintenance needs. Service vehicles are used by many CATS divisions including bus operations, bus maintenance, special transportation services, and rail operations.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	
Equipment	\$704,320	\$390,530	\$320,740	\$370,000	\$413,212	\$2,198,802
Total	\$704,320	\$390,530	\$320,740	\$370,000	\$413,212	\$2,198,802
Five-Year Prior Program Appropriations						\$5,864,710
Grand Total						\$8,063,512

Resources and Biosolids

Project Description

These projects are intended to recover resources at the wastewater treatment plants, such as energy and nutrients, and to optimize biosolids production. The biosolids program produces reusable and recyclable resources for soil amendment, energy production, and renewable fuel in the community. The projects support a circular economy, the Strategic Energy Action Plan (SEAP), and the City of Charlotte Sustainability and Resiliency Resolution.

Department Charlotte Water

Location Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, Stowe Regional, and Sugar Creek Wastewater Treatment Plants

Council District Citywide

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



Budget Overview

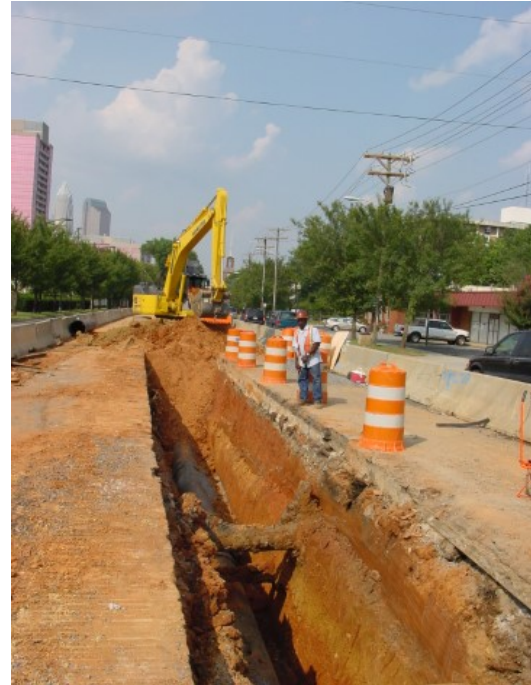
Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$3,400,000	\$5,420,000	\$6,680,000	\$6,940,000	\$7,480,000	\$29,920,000
Construction	\$13,600,000	\$21,680,000	\$26,720,000	\$27,760,000	\$29,920,000	\$119,680,000
Total	\$17,000,000	\$27,100,000	\$33,400,000	\$34,700,000	\$37,400,000	\$149,600,000
Five-Year Prior Program Appropriations						\$6,740,775
Grand Total						\$156,340,775

Water and Wastewater Infrastructure

Project Description

These projects move water and wastewater lines when local, state, or federal agencies make road improvements, while also taking advantage of these opportunities to address identified future improvements to Charlotte Water infrastructure.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$3,100,000	\$3,900,000	\$3,900,000	\$4,300,000	\$4,400,000	\$19,600,000
Construction	\$12,400,000	\$15,600,000	\$15,600,000	\$17,200,000	\$17,600,000	\$78,400,000
Total	\$15,500,000	\$19,500,000	\$19,500,000	\$21,500,000	\$22,000,000	\$98,000,000
Five-Year Prior Program Appropriations						\$36,750,000
Grand Total						\$134,750,000

Improve Drainage for Storm Water

Project Description

Storm Water Services ensures that runoff from rain drains safely into streams. Storm Drainage Improvement Projects replace and rehabilitate failing infrastructure within city streets and rights-of-way. Improvements reduce the risk of street flooding and protect the traveling public. Major and minor projects range in scope and include varying pipe sizes, construction areas, and levels of property owner involvement.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$15,035,000	\$17,510,000	\$11,640,000	\$9,100,000	\$9,400,000	\$62,685,000
Real Estate	\$4,645,000	\$3,170,000	\$2,582,000	\$2,370,000	\$2,600,000	\$15,367,000
Construction	\$43,200,000	\$89,795,000	\$103,503,000	\$97,600,000	\$64,370,000	\$398,468,000
Total	\$62,880,000	\$110,475,000	\$117,725,000	\$109,070,000	\$76,370,000	\$476,520,000
Five-Year Prior Program Appropriations						\$420,546,500
Grand Total						\$897,066,500

Enhance Storm Water Mitigation Programs

Project Description

Storm Water Services ensures that the City of Charlotte meets Federal Clean Water Act requirements. The majority of streams in Charlotte-Mecklenburg are designated by the state as “impaired”, meaning that they are not clean enough to support swimming, fishing, or diverse and abundant aquatic life. Through water quality management programs that include stream restoration and stormwater control measures, Storm Water Services ensures runoff is as clean as possible before reaching waterways and works to improve the quality and usability of surface waters such as streams and lakes.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$3,350,000	\$1,945,000	\$1,565,000	\$1,505,000	\$1,205,000	\$9,570,000
Construction	\$3,770,000	\$9,580,000	\$9,710,000	\$5,425,000	\$5,425,000	\$33,910,000
Total	\$7,120,000	\$11,525,000	\$11,275,000	\$6,930,000	\$6,630,000	\$43,480,000
Five-Year Prior Program Appropriations						\$24,756,000
Grand Total						\$68,236,000

Mitigate Impacts to Streams and Wetlands

Project Description

Stream and Wetland Mitigation Program

This program provides surface water quality benefits when city infrastructure projects like roads, light rail, buildings, and utilities encounter unavoidable stream and wetland impacts. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Post Construction Stormwater Ordinance

This program provides surface water quality and flood control benefits while supporting cost-effective land development and redevelopment projects. Mitigation fee options reduce environmental compliance costs for public and private development projects and ensure the City of Charlotte meets Federal Clean Water Act requirements.

Department Storm Water Services

Location Citywide

Council District Citywide

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2054	FY 2026	
Construction	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$15,000,000
Total	\$7,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$15,000,000
Five-Year Prior Program Appropriations						\$15,500,000
Grand Total						\$30,500,000



CAPITAL INVESTMENT PLAN

WELL-MANAGED

GOVERNMENT

This page intentionally left blank.

Replace

Government Center HVAC

Project Description

This funding will design, purchase, and install four major air handling units and associated duct work to serve the Charlotte-Mecklenburg Government Center (CMGC). The current heating, ventilation, and air condition (HVAC) equipment is beyond its useful life and must be replaced to ensure proper heating, cooling, and air flow throughout the building.

Mecklenburg County is anticipated to reimburse the city for a portion of the total cost of the project per a CMGC contract that outlines responsibilities related to building improvements.

Department	General Services
Location	600 East 4 th Street
Council District	1
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	-	-
Construction	\$5,800,000	\$6,100,000	\$6,400,000	-	-	\$18,300,000
Public Art	-	-	-	-	-	-
Total	\$5,800,000	\$6,100,000	\$6,400,000	-	-	\$18,300,000
Prior Project Appropriations						\$6,960,000
Grand Total						\$25,260,000

Capital Building Improvements

Project Description

This program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. These projects support the priority area of Well-Managed Government by ensuring city-owned facilities are well-maintained, operating efficiently, and comfortable places for employees to work. PAYGO funding is available for other, non-capital building maintenance needs such as carpet replacement and painting.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	-	-
Construction	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Public Art	-	-	-	-	-	-
Total	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Five-Year Prior Program Appropriations						\$6,000,000
Grand Total						\$16,000,000

Reserved for

Projects from Advanced Planning Program

Project Description

This funding is reserved to construct facility projects once they have been explored through the Advanced Planning and Design Program. The funding source for the \$12,000,000 in FY 2026 is Certificates of Participation, so this funding will be dedicated to the construction of new facilities, renovation of existing facilities, or other asset-producing projects.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	-	-	-	-	\$2,400,000	\$2,400,000
Construction	-	-	-	-	\$9,600,000	\$9,600,000
Public Art	-	-	-	-	-	-
Total	-	-	-	-	\$12,000,000	\$12,000,000
Five-Year Prior Program Appropriations						\$0
Grand Total						\$12,000,000

Maintain Transit Vehicles

Project Description

Maintaining transit vehicles may include bus replacements, Special Transportation Services vehicle replacements, vanpool replacements, or fleet expansions. Well-maintained, reliable transit vehicles help ensure safe, dependable, and accessible services for residents. These maintenance and replacement efforts support the State of Good Repair required by the Federal Transit Administration.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Equipment	\$28,176,858	\$12,186,840	\$12,387,663	\$12,074,234	\$13,558,932	\$78,384,527
Total	\$28,176,858	\$12,186,840	\$12,387,663	\$12,074,234	\$13,558,932	\$78,384,527
Five-Year Prior Program Appropriations						\$66,311,940
Grand Total						\$144,696,467

Maintain Transit Facilities

Project Description

Ensuring well-maintained facilities supports safe and dependable environments for residents, employees, and equipment. Projects could include new bus shelters, HVAC replacement, lighting upgrades at both rail and bus facilities, and contingency for emerging needs. These maintenance efforts support the State of Good Repair required by the Federal Transit Administration.

Department	Charlotte Area Transit System
Location	Mecklenburg County/ Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Construction	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Equipment	\$1,200,244	\$800,000	\$600,000	\$300,000	-	\$2,900,244
Total	\$1,700,244	\$1,300,000	\$1,100,000	\$800,000	\$500,000	\$5,400,244
Five-Year Prior Program Appropriations						\$4,289,742
Grand Total						\$9,689,986

Replace and Upgrade Field and Administrative Facilities

Project Description

Replace the Zone Four Field Operations facility and expand the Zone Two Field Operations facility at the Brookshire Boulevard campus to better meet customer needs. Field Operations facilities provide field offices for maintenance and repair crews and contain maintenance shops. The expanded Brookshire Boulevard campus will co-locate staff such as customer service and engineering. It is anticipated that these facilities will be LEED-certified green facilities.

Department Charlotte Water

Location Various

Council District 1, 2, 3

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$3,630,000	\$1,620,000	\$920,000	\$920,000	\$860,000	\$7,950,000
Construction	\$14,338,500	\$6,399,000	\$3,634,000	\$3,634,000	\$3,397,000	\$31,402,500
Public Art	\$181,500	\$81,000	\$46,000	\$46,000	\$43,000	\$397,500
Total	\$18,150,000	\$8,100,000	\$4,600,000	\$4,600,000	\$4,300,000	\$39,750,000
Five-Year Prior Program Appropriations						\$32,376,600
Grand Total						\$72,126,600

Security and Technology

Project Description

These projects provide for various technology improvements, including projects which will help Charlotte Water manage its capital assets. Projects include software for digitally mapping infrastructure, software and hardware at water treatment plants, and software and hardware to implement a system to increase the efficiency of Charlotte Water's fleet and meter reading program.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Planning and Design	\$994,000	\$4,074,000	\$4,223,000	\$4,449,000	\$8,823,000	\$22,563,000
Construction	\$3,976,000	\$16,296,000	\$16,892,000	\$17,796,000	\$35,292,000	\$90,252,000
Total	\$4,970,000	\$20,370,000	\$21,115,000	\$22,245,000	\$44,115,000	\$112,815,000
Five-Year Prior Program Appropriations						\$21,445,700
Grand Total						\$134,260,700

This page intentionally left blank.



USER FEES

This page intentionally left blank.

Proposed FY 2022 User Fees

User fees are costs charged to those who receive certain governmental services or use governmental facilities. These fees are categorized as regulatory or non-regulatory:

Regulatory user fees recoup costs associated with providing specific services that are required by law. These fees are associated with regulatory programs such as land use permits, subdivision reviews, dance hall licenses, and hazardous chemical permits.

- Effective July 1, 2005, City Council adopted a cost recovery policy in which the rate for each regulatory user fee should cover 100 percent of the cost to perform the service. The fully allocated cost recovery model includes direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Included in the Proposed FY 2022 Budget is the continuation of the City Council's Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes a provision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:
 1. Avoid significant jumps in price from year to year
 2. Ensure regulatory compliance
 3. Account for service costs that may include or be dedicated to public involvement
- Regulatory user fees are calculated based on the annual operating budget and are primarily driven by the complexity of the service and amount of staff time spent on each service and number of occurrences. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

Proposed FY 2022 Regulatory User Fee Highlights

The city's User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. In accordance with City Council's cost recovery policy, the Proposed FY 2022 User Fee schedule recovers 100 percent of costs for the majority of regulatory fees. The average cost recovery for the combined regulatory user fees increased from 92.7 percent to 93.1 percent. The Proposed FY 2022 User Fees include a General Fund subsidy of 6.9 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service		FY 2020 Recovery Rate	FY 2021 Recovery Rate	FY 2022 Recovery Rate	FY 2022 Subsidy Rate
1	Storm Water Services: Land Development	100%	93.0%	N/A ¹	N/A ¹
2	Transportation: Land Development & Right-of-Way	99.0%	85.7%	76.7%	23.3%
3	Planning, Design & Development: Land Development, Rezoning, Subdivision, and Zoning Administration	97.9%	91.5%	97.4%	2.6%
4	Fire: Fire Code and Plans Review	100%	100%	100%	0.0%
5	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	65.1%	59.5%	49.7%	50.3%
6	City Clerk's Office: Legal Advertisements-Rezoning	100%	100%	100%	0.0%
Total Percentage (based on revenue projections)		97.8%	92.7%	93.1%	6.9%

¹Beginning in FY 2022, these fees will be collected in the Storm Water Operating Fund.

The Proposed FY 2022 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Land development services transferring from General Services to Storm Water Services
- Transportation created multiple fees to better recover costs related to the services the department provides, including reviews of plan revisions, as well as restructured right-of-way encroachment fees
- Planning, Design & Development restructured Commercial Zoning Plan Review fees

Non-regulatory user fees recoup costs associated with all other city services or facilities that are unrelated to regulations. These fees are associated with programs such as city-owned cemeteries and airport landing fees.

The fees associated with non-regulatory services are calculated using different methods than regulatory fees because City Council's policy does not require non-regulatory fees to recover a specific percentage of the costs incurred by the city agency in the provision of the service. Aviation fees, for example, are based on negotiated contracts or to comply with federal requirements for the Airport to be financially self-sufficient. The goal for cemetery fees is to be competitive in the market while providing quality, affordable services, and stable perpetual care.

Proposed FY 2022 User Fees

New non-regulatory fees include a new Internal Clinic Services fee to recover the costs of providing care to animals entering the city's Animal Care and Control system and a new fee for Land Development Expedited Review Revision for Transportation.

The following pages detail the rates for regulatory and non-regulatory user fees. This section also includes storm water fees and select water and sewer fees.

Regulatory Fees

1. Charlotte Department of Transportation - Land Development and Right-of-Way

- FY 2022 User Fees include:
 - Ten new user fees to improve the alignment of fees with the costs of providing services, including:
 - Fees for transportation impact studies for Urban Plan reviews associated with the Transit-Oriented Development ordinance and submitting revisions/amendments to plans, which require additional resources to provide;
 - Application fees for festivals and parades to capture the staff time dedicated to initially reviewing application. This is also benefits applicants by delaying the payment of the full amount of the permit for a festival or parade until the application is approved;
 - A separate fee for right-of-way encroachment for single-family lots to capture the lower cost of providing these reviews compared to commercial right-of-way encroachments.

2. Planning, Design and Development Department - Land Development, Rezoning, Subdivision, and Zoning Administration

- FY 2022 User Fees include:
 - One new Construction Inspector position
 - Restructured Commercial Zoning Plan Review Fees
 - No new fees

3. Charlotte Fire Department - Fire Code and Plans Review

- No new fees, and fees recover 100 percent of fully allocated costs

4. Charlotte-Mecklenburg Police Department - Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire permits

- No new fees, and all fees remain unchanged from FY 2021

5. City Clerk's Office - Legal Advertisements for Rezoning Petitions

- No new fees and an increase of 27.6 percent for Legal Advertisements to fully recover cost for Spanish advertisements

6. Storm Water Services - Land Development

- Transition from the Department of General Services in the General Fund to the Storm Water Services enterprise fund to centralize the management and administration of land development services related to storm water infrastructure and regulation
- FY 2022 User Fees include no new fees

7. Charlotte Water - Back Flow and Subdivision Plans Review/Inspection

- FY 2022 User Fees include:
 - One new Senior Engineer position and one new Plans Review Engineer position

8. Charlotte Area Transit System - Plans Review & Right-of-Way Management Fees

- No new fees, and fees recover 100 percent of fully allocated costs

Proposed FY 2022 User Fees

Non-regulatory Fees

9. Aviation

- Airline fees are based on Aviation's cost-recovery model. FY 2022 non-regulatory fees include the following:
 - Airline Fees:
 - Terminal rental rates decrease by one percent
 - Landing fees, federal inspection service (international), and loading bridge fees decrease from FY 2021
 - Common use gate/holdroom, common use ticket counter, and baggage fees increase from FY 2021
 - Ground Transportation Operators:
 - Fees remain unchanged from FY 2021
 - Parking Fees:
 - Hourly Deck rate daily maximum increases by 20 percent and changes from a per half hour to a per hour billing basis
 - Daily Deck and Daily North maximum rate increases by 20 percent
 - Long Term Lots and Business Valet fees increase by 42.9 percent and 14.3 percent respectively
 - Rental Rates:
 - Ground and office rental rates remain unchanged from FY2021
 - Warehouse/Office rental rates changed by a range of a decline of seven percent to an increase of 48 percent
 - The minimum FBO Hangar rental rate declined by seven percent
 - Tenant Fees:
 - Employee parking adds two new tiers of parking cards, Premium and Premier, in addition to the Standard parking card

10. City Clerk's Office

- Voluntary Annexation Petition fee remains at \$400
- Passport Fees remain the same as in FY 2021

11. General Services

- Multiple cemetery fees (including cremations and opening and closing fees for adults) increase, while several perpetual care charges are reduced. These adjustments are to ensure cemetery fees remain aligned with private providers.
- No new fees
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2021
- Telecommunication tower fees remain the same as in FY 2021

12. Storm Water Services - Land Development

- Transition from the Department of General Services in the General Fund to the Storm Water Services enterprise fund to centralize the management and administration of land development services related to storm water infrastructure and regulation.
- No new fees, and fees remain the same as in FY 2021

13. Planning, Design & Development - Land Development

- Fees remain the same as in FY 2021

14. Charlotte-Mecklenburg Police Department – Animal Care and Control

- Adoption fees remain unchanged from FY 2021 to encourage animal adoptions
- A new Internal Clinic Services fee is created to recover the costs of providing care to animals entering the city's Animal Care and Control system

15. Solid Waste Services

- Fees for annual solid waste collection and disposal for multi-family and single-family residences increase by \$7.36, from \$67.66 to \$75.02 annually
- Small Business Solid Waste fee remains unchanged

Proposed FY 2022 User Fees

Non-regulatory Fees (continued)

16. Charlotte Department of Transportation

- A new Land Development Expedited Review Revision fee is created to improve the alignment of fees with the cost of providing services including submitting revisions to plans, which require additional resources to review
- Inclusion of the city's existing E-scooter Permit fee, which the city has been piloting, in the user fee schedule

17. Charlotte Water

- Charlotte Water Land Development Expedited Review remains at \$6,810

Other Fees

18. Storm Water Fees

- Storm Water fees increase by an average of 3.2 percent from FY 2021 across all tiers

19. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month remains unchanged at \$4.22 for both water and sewer service
- The availability fee charge per month remains unchanged at \$1.29 for water and \$8.70 for sewer service
- Each water volume tier and the non-residential water volumetric rate slightly increase approximately five percent
- The sewer volumetric rate increases from \$5.19 to \$5.43 for all sewer customers, while the industrial rate remains unchanged at \$0.27
- The connection fee increases from \$2,933 to \$3,020 for residential water and from \$4,005 to \$4,383 for residential sewer
- The system development fee increases from \$846 to \$1,000 for residential water and from \$2,618 to \$3,214 for residential sewer
- The typical monthly total water and sewer bill for residential customers is estimated to be \$70.39 in FY 2022, an average increase of \$2.33 per month
- The typical bill assumes 5,236 gallons or seven ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource

Proposed FY 2022 User Fees

Transportation				
1. Regulatory Fees: Land Development and Right-of-Way	FY 2021	FY 2022	% Change	% Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan ¹	\$655	\$470	-28.2%	0.0 %
Commercial Plan Revision	N/A	\$475	N/A	0.0 %
Rezoning - Conventional	\$605	\$850	40.5%	40.0 %
Rezoning - Conditional (Minor) ¹	\$605	\$850	40.5%	22.1 %
Rezoning - Conditional (Major) ¹	\$5,500	\$6,335	15.2%	0.0 %
Subdivision Processing ¹	\$1,160	\$870	-25.0%	0.0 %
Subdivision Plan Revision	N/A	\$495	N/A	0.0 %
Subdivision Sketch Review	N/A	\$480	N/A	0.0 %
Urban Reviews	\$1,420	\$1,205	-15.1%	0.0 %
Urban Plan Review-Major	N/A	\$2,100	N/A	0.0 %
Urban Plan Revision	N/A	\$725	N/A	0.0 %
Minor Site Review/Administrative Fee	N/A	\$675	N/A	41.5 %
B. Right-of-Way Permits:				
Festival Permits:				
Festival Permit Application	N/A	\$100	N/A	75.5 %
Single Day (<300 attendees)	\$865	\$100	-88.4%	92.4 %
Single Day (≥300 attendees)	\$865	\$1,100	27.2%	41.1 %
Multi-Day (a permit is required for each day for the duration of the event)	\$2,200	\$2,500	13.6%	77.3 %
Parade Permits:				
Parade Permit Application	N/A	\$100	N/A	46.6 %
Small (< 1,000 attendees)	\$325	\$450	38.5%	30.9 %
Large (≥1,000 attendees)	\$2,300	\$3,000	30.4%	20.7 %
Right-of-Way (ROW):				
Right-of-Way Abandonment Pre-Submittal Administrative Fee	\$250	\$250	0.0%	87.4 %
Right-of-Way Abandonment (one street/alleyway)	\$4,330	\$5,720	32.1%	0.0 %
Right-of-Way Abandonment (additional street/alleyway)	\$2,000	\$2,000	0.0%	0.0 %
Commercial Right-of-Way Encroachment	\$2,005	\$2,505	24.9%	25.0 %
Commercial Right-of-Way Encroachment Amendment	N/A	\$1,500	N/A	92.3 %
Single-Family Lot Encroachment	N/A	\$750	N/A	89.0 %
Temporary Infrastructure Permit:				
Parklets, art, decorative items, and signal cabinet wraps	\$150	\$150	0.0%	97.0 %
Food trucks	\$300	\$300	0.0%	88.7 %
Sidewalk Dining Permit	\$1,350	\$1,350	0.0%	69.5 %
Valet Parking Permits:				
New Annual Permit	\$500	\$500	0.0%	83.6 %
Permit Renewals	\$200	\$250	25.0%	80.0 %
Temporary Permit	\$150	\$250	66.7%	65.6 %

¹Transportation's portion; additional fees collected by Planning, Design and Development

Proposed FY 2022 User Fees

Planning, Design, and Development				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration				
	FY 2021	FY 2022	% Change	% Subsidy
A. Rezoning:				
Conventional	\$2,750	\$2,955	7.5 %	15.0 %
Conditional (Minor)	\$4,850	\$5,120	5.6 %	15.0 %
Conditional (Major)	\$8,900	\$9,415	5.8 %	15.0 %
Text Amendment	\$1,700	\$1,695	-0.3 %	15.0 %
Administrative Options	\$280	\$290	3.6 %	0.0 %
B. Subdivision and Commercial Reviews and Inspections:				
Minor Administrative	\$280	\$290	3.6 %	0.0 %
Commercial Inspection	\$1,085	\$1,330	22.6 %	0.0 %
Detention Inspection	\$115	\$130	13.0 %	0.0 %
Commercial Tree Ordinance Review and Inspection	\$1,430	\$1,700	18.9 %	2.3 %
Commercial Tree Preservation	\$1,220	\$1,435	17.6 %	0.0 %
Residential Tree Ordinance and Preservation Review and Inspection	\$2,965	\$3,600	21.4 %	6.8 %
Single Family Hold Release Inspection	\$70	\$80	14.3 %	0.0 %
Preliminary Single-Family (Streets) and Inspections	\$6,400	\$7,235	13.0 %	0.0 %
Preliminary Non-Residential and Inspections	\$3,830	\$4,385	14.5 %	0.0 %
Preliminary Plan Revisions and Inspections	\$1,040	\$1,115	7.2 %	0.0 %
Final Plats	\$1,170	\$1,360	16.2 %	0.0 %
Final Plats Revision	\$750	\$825	10.0 %	0.0 %
Not Subject Plats	\$450	\$470	4.4 %	0.0 %
Planned Multi-Family Review and Inspection	\$5,095	\$6,070	19.1 %	0.0 %
Planned Multi-Family Zoning Review and Inspection	\$2,530	\$2,470	-2.4 %	0.0 %
Sketch Plan Review	\$710	\$730	2.8 %	0.0 %
Commercial Zoning Plan Review ¹	N/A	\$820	N/A	0.0 %
Minor Commercial Zoning Plan Review ¹	N/A	\$155	N/A	0.0 %
Street Exceptions	\$580	\$580	0.0 %	0.0 %
Variances & Appeals	\$5,000	\$5,000	0.0 %	0.0 %
Urban Plan Review and Inspection	\$3,960	\$3,870	-2.3 %	0.0 %
C. Zoning Administration:				
Appeals (Residential)	\$335	\$365	9.0 %	0.0 %
Appeals (Non-Residential)	\$1,620	\$1,925	18.8 %	0.0 %
Variances (Residential)	\$780	\$840	7.7 %	0.0 %
Variances (Non-Residential)	\$1,720	\$1,840	7.0 %	0.0 %
Administrative Deviation (Residential)	\$310	\$320	3.2 %	1.4 %
Administrative Deviation (Non-Residential)	\$600	\$575	-4.2 %	0.0 %
Residential Single-Family Reviews	\$90	\$65	-27.8 %	2.2 %
Sign Permits	\$180	\$130	-27.8 %	0.0 %
Verification Letters	\$190	\$230	21.1 %	17.2 %
Zoning Use Permits	\$250	\$255	2.0 %	1.3 %
Amended Site Plan Approval	\$600	\$435	-27.5 %	0.0 %
Parking Reductions	\$250	\$250	0.0 %	0.0 %
Sign Flex	\$280	\$280	0.0 %	0.0 %
D. Historic District Review:				
Minor Review	\$610	\$775	27.0 %	24.9 %
Major Review	\$1,155	\$1,200	3.9 %	0.0 %
Major Review (with survey)	\$1,065	\$1,100	3.3 %	75.4 %

¹The city plans to transition Commercial Zoning reviews from Mecklenburg County beginning July 1, 2021 and to implement these fees. If the transition is delayed, the current FY 2021 fees will continue to be collected by Mecklenburg County until the transition is complete. The current FY 2021 fees are: Construction costs of \$1 to \$3,000=\$210; \$3,001 to \$50,000=\$340; \$50,001 to \$100,000=\$815; \$100,001 to \$1,000,000=\$1,705; over \$1,000,000=\$1,790. RTAP/RTAC=\$330; CTAC=\$175.

Proposed FY 2022 User Fees

Fire				
3. Regulatory Fees: Fire Code and Plans Review	FY 2021	FY 2022	% Change	% Subsidy
A. Fire Code Permits:				
ABC Inspection/Permit	\$135	\$135	0.0%	0.0%
Aerosol Products	\$135	\$135	0.0%	0.0%
Carbon Dioxide Beverage > 100 pounds	\$135	\$135	0.0%	0.0%
Combustible Dust Producing Operations/Pulverized Particles	\$135	\$135	0.0%	0.0%
Combustible Liquids Class 2 and 3 (25-60 gallons on property)	\$135	\$135	0.0%	0.0%
Covered Mall Buildings – Display-liquid or gas-fired equipment	\$135	\$135	0.0%	0.0%
Covered Mall Buildings – Retail Fixtures/Concessions	\$135	\$135	0.0%	0.0%
Covered Mall Buildings – Use of open flame producing equipment	\$135	\$135	0.0%	0.0%
Day Care/Group Homes – Renewable	\$135	\$135	0.0%	0.0%
Day Care/Group Homes – Non-Renewable	\$135	\$135	0.0%	0.0%
Dispensing of Flammable/Combustibles including service stations	\$135	\$135	0.0%	0.0%
Dry Cleaning Plants	\$135	\$135	0.0%	0.0%
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	\$135	\$135	0.0%	0.0%
Fuel Vehicle in Assembly Building	\$135	\$135	0.0%	0.0%
Fumigation and Thermal Insecticide Fogging	\$135	\$135	0.0%	0.0%
Hazardous Chemicals ≤110 gallons; 1,000 pounds	\$135	\$135	0.0%	0.0%
Hazardous Location Close Out	\$135	\$135	0.0%	0.0%
Heliport/Helistop	\$135	\$135	0.0%	0.0%
Lumber Storage/Yards and Woodworking Plants	\$135	\$135	0.0%	0.0%
Non-Mandated Inspection Fee	\$135	\$135	0.0%	0.0%
Re-inspection Fee (3rd Inspection)	\$135	\$135	0.0%	0.0%
Repair Garages	\$135	\$135	0.0%	0.0%
Temporary Membrane Structures, Tents, Canopies	\$135	\$135	0.0%	0.0%
Waste Handling (Junk Yards, Wrecking Yards)	\$135	\$135	0.0%	0.0%
B. Fire Code Permits:				
Amusement Buildings	\$205	\$205	0.0%	0.0%
Carnivals and Fairs	\$205	\$205	0.0%	0.0%
Combustible Fibers	\$205	\$205	0.0%	0.0%
Combustible Liquids Class 2 and 3 (61-500 gallons)	\$205	\$205	0.0%	0.0%
Combustible Storage Permit (over 2,500 cubic foot)	\$205	\$205	0.0%	0.0%
Compressed Gas	\$205	\$205	0.0%	0.0%
Cryogenic Fluids	\$205	\$205	0.0%	0.0%
Exhibits and Trade Shows	\$205	\$205	0.0%	0.0%
Explosives (Fireworks Indoors)	\$205	\$205	0.0%	0.0%
Explosives (Fireworks Sales)	\$205	\$205	0.0%	0.0%
Flammable Liquids Class 1 (51-500 gallons on property)	\$205	\$205	0.0%	0.0%
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	\$205	\$205	0.0%	0.0%
High Pile Storage	\$205	\$205	0.0%	0.0%
Places of Assembly	\$205	\$205	0.0%	0.0%
Spraying or Dipping Operations	\$205	\$205	0.0%	0.0%

Proposed FY 2022 User Fees

Fire				
3. Regulatory Fees: Fire Code and Plans Review	FY 2021	FY 2022	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$235	\$235	0.0 %	0.0 %
Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Manufacture, process, blend/refine)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	\$235	\$235	0.0 %	0.0 %
Flammable Liquids Class 1 (501-5,000 gallons on property)	\$235	\$235	0.0 %	0.0 %
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	\$235	\$235	0.0 %	0.0 %
Tire Rebuilding Plant	\$235	\$235	0.0 %	0.0 %
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18)	\$2,200	\$2,200	0.0 %	0.0 %
Combustible Liquids Class 2 and 3A > 5,000	\$270	\$270	0.0 %	0.0 %
Explosives – (Manufacture, storage, handling, and sale)	\$270	\$270	0.0 %	0.0 %
Explosives – Blasting Operations	\$270	\$270	0.0 %	0.0 %
Explosives – Fireworks (Outdoors)	\$270	\$270	0.0 %	0.0 %
Flammable Liquids Class 1 (>5,000 gallons, on property)	\$270	\$270	0.0 %	0.0 %
Hazardous Chemicals >5,500 gallons; >50,000 pounds	\$270	\$270	0.0 %	0.0 %

Proposed FY 2022 User Fees

Fire				
3. Regulatory Fees: Fire Code and Plans Review		FY 2021	FY 2022	% Change
E. Plans Review:				
Fire Alarm Plans (Shop drawings)	\$100	\$100	0.0%	0.0%
Fire Sprinkler Plans (Shop drawings)	\$135	\$135	0.0%	0.0%
Interactive Review	\$70	\$70	0.0%	0.0%
Hydrant Test	\$170	\$170	0.0%	0.0%
Multi-family/ Commercial Building Land Development	\$270	\$270	0.0%	0.0%
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	\$100	\$100	0.0%	0.0%
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	\$100	\$100	0.0%	0.0%
Performance Tests - Fire Alarm (Upfit)	\$100	\$100	0.0%	0.0%
Performance Tests - Fire pumps	\$135	\$135	0.0%	0.0%
Performance Tests - Private fire hydrants	\$70	\$70	0.0%	0.0%
Performance Tests - Sprinkler System (13R, drain test, etc.)	\$100	\$100	0.0%	0.0%
Performance Tests - Standpipe system tests	\$100	\$100	0.0%	0.0%
Plans Review-Construction - <\$50,000	\$205	\$205	0.0%	0.0%
Plans Review-Construction - \$50,001 to \$100,000	\$235	\$235	0.0%	0.0%
Plans Review-Construction - \$100,001 to \$500,000	\$270	\$270	0.0%	0.0%
Plans Review-Construction - \$500,001 to \$1,000,000	\$340	\$340	0.0%	0.0%
Plans Review-Construction - \$1,000,001 to \$5,000,000	\$575	\$575	0.0%	0.0%
Plans Review-Construction - \$5,000,001 to \$10,000,000	\$880	\$880	0.0%	0.0%
Plans Review-Construction - > than \$10,000,000	\$1,350	\$1,350	0.0%	0.0%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	\$2,700	\$2,700	0.0%	0.0%
Rezoning - Conventional	\$35	\$35	0.0%	0.0%
Rezoning - Conditional (Major)	\$70	\$70	0.0%	0.0%
Rezoning - Conditional (Minor)	\$35	\$35	0.0%	0.0%
F. State-Mandated Inspections (by square foot):				
0 - 2,499 square feet	\$55	\$55	0.0%	0.0%
2,500 - 4,499 square feet	\$75	\$75	0.0%	0.0%
4,500 - 7,999 square feet	\$80	\$80	0.0%	0.0%
8,000 - 15,999 square feet	\$95	\$95	0.0%	0.0%
16,000 - 49,999 square feet	\$135	\$135	0.0%	0.0%
50,000 - 99,999 square feet	\$155	\$155	0.0%	0.0%
100,000 - 499,999 square feet	\$225	\$225	0.0%	0.0%
500,000 + square feet	\$225	\$225	0.0%	0.0%
Apartment Building with Direct Egress	\$35	\$35	0.0%	0.0%
Interior Suite or Floor	\$70	\$70	0.0%	0.0%
Parking Decks	\$90	\$90	0.0%	0.0%
First Reinspection Fee	\$25	\$25	0.0%	0.0%
Vacant Buildings	\$50	\$50	0.0%	0.0%

Proposed FY 2022 User Fees

Police				
4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire				
	FY 2021	FY 2022	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$3,830	\$3,830	0.0%	34.4%
Background Check Fee	\$30	\$30	0.0%	54.6%
Building Design Change Fee	\$1,535	\$1,535	0.0%	56.5%
License Fee	\$1,380	\$1,380	0.0%	34.1%
B. Carnival Permit Fee:				
Carnival Permit Fee	\$1,060	\$1,060	0.0%	100.0%
C. Dance Hall License Fees:				
Application/Renewal Fee	\$3,170	\$3,170	0.0%	66.3%
License Fee	\$1,120	\$1,120	0.0%	68.2%
Background Check Fee	\$40	\$40	0.0%	27.3%
Building Design Change Fee	\$1,535	\$1,535	0.0%	56.5%
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	\$585	\$585	0.0%	33.4%
Late Renewal Charge (per day) ¹	\$100	\$100	0.0%	0.0%
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	\$80	\$80	0.0%	32.6%
Driver/Chauffeur Permit Fee ²	\$15	\$15	0.0%	84.3%
Transfer/Add/Replace/Duplication Fee	\$90	\$90	0.0%	81.2%
Reinstatement of Permit Fee	\$165	\$165	0.0%	51.8%
Vehicle Fees:				
Vehicle Permit Fee	\$20	\$20	0.0%	30.0%
Replace Vehicle Permit/Decals	\$60	\$60	0.0%	98.3%
Transfer Vehicle Permit	\$180	\$180	0.0%	81.7%

¹Penalty; not a regulatory fee

²Fee regulated by North Carolina General Statutes

City Clerk's Office				
5. Regulatory Fees: Legal Advertisements				
	FY 2021	FY 2022	% Change	% Subsidy
Legal Advertisements for Rezoning Petitions ¹	\$290	\$370	27.6%	0.0%

¹Clerk's legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by Planning, Design, & Development.

Proposed FY 2022 User Fees

Storm Water Services					
6. Regulatory Fees: Land Development	Basis	FY 2021	FY 2022	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$375	\$500	33.3%	0.0%
Commercial Plan Review	Per project	\$1,125	\$1,220	8.4%	0.0%
Detention/Drainage Plan Review	Per project + denuded acre	\$620 + \$90	\$315 + \$100	-23.8%	0.0%
Grading/Erosion Control Permit ¹	Per permit + per denuded acre per permit	\$3,230 + \$90	\$2,415 + \$100	-17.3%	0.0%
Major Commercial Subdivision Review ³	Per project + denuded acre	\$1,625 + \$90	\$2,060 + \$100	23.4%	0.0%
Major Residential Subdivision Review ^{1,2,3}	Per project + per acre	\$3,175 + \$90	\$4,900 + \$100	49.0%	15.9%
Single Family Subdivision Review	Per project	\$1,700	\$2,750	61.8%	0.0%
Minor Residential Subdivision (without streets) and Final Plat	Per project	\$565	\$240	-57.5%	0.0%
Revision to Approved Plan	Per project	\$695	\$815	17.3%	0.0%
Rezoning Staff Review	Per project	\$30	\$175	483.3%	0.0%
Sketch Plan Review	Per project	\$125	\$170	36.0%	0.0%
Urban Design Plan Review and Inspection	Per As-Built	\$980	\$1,285	31.1%	0.0%

¹Grading, detention, and subdivision fees are based on exact acre. Fees are computed by adding the project fee and per acre fee.

² Major subdivision includes Multi-Family and Mixed-Use.

³Major subdivision costs are based on total acreage; commercial subdivision based on denuded acreage.

Proposed FY 2022 User Fees

Charlotte Water

7. Regulatory Fees: Plans

Review/Inspection Fees

	FY 2021	FY 2022	% Change	% Subsidy
Backflow Review: Plan Review	\$280	\$294	5.0%	0.0%
Backflow Inspection: Per Inspection	\$193	\$183	-5.2%	0.0%
Subdivision Review: Project Initiation	\$409	\$418	2.2%	0.0%
Subdivision Plan Review: Per Linear Foot	\$1.74	\$2.46	41.4%	0.0%
Subdivision Inspection: Per Linear Foot	\$4.70	\$4.02	-14.5%	0.0%

Charlotte Area Transit System

8. Regulatory Fees: Plans Review & Right-of-Way Management Fees

	FY 2021	FY 2022	% Change	% Subsidy
Land Development Plans Review	\$970	\$1,055	8.8%	0.0%
Rezoning Petitions	\$490	\$530	8.2%	0.0%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, & joint use agreements)	\$7,245	\$7,965	9.9%	0.0%

Proposed FY 2022 User Fees

Aviation				
9. Non-Regulatory Fees:				
Aviation Fees	Basis	FY 2021	FY 2022	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$1.25	\$1.17	-6.4%
Terminal Rental Rates	Per square foot	\$43.49	\$43.20	-0.7%
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	\$1.19	\$1.53	28.6%
Non-Signatory Carrier	Per available seat delivered	\$1.57	\$2.21	40.8%
Common Use Ticket Counter	Per hour used	\$32.71	\$37.54	14.8%
Baggage Fee	Per bag	\$1.17	\$1.18	0.9%
International Facility Use	Per deplaned passenger	\$9.74	\$7.33	-24.7%
Loading Bridge Fee	Annual Fee	\$46,634	\$38,984	-16.4%
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	\$50.00	\$50.00	0.0%
>3-24 hours	>3 and up to 24 hours	\$100.00	\$100.00	0.0%
Cargo Ground Handling	% of gross revenue	8.00%	8.00%	0.0%
Ground Transportation Operators:				
Off Airport Rent-A-Cars	% of gross revenue	10.00%	10.00%	0.0%
Off Airport Parking	% of gross revenue	10.00%	10.00%	0.0%
Rental Car Concessions	% of gross revenue	10.00%	10.00%	0.0%
Hotel/Motel Courtesy Vans	Annually per vehicle	\$500.00	\$500.00	0.0%
Commercial Courier Vehicles	Per trip through lane	\$1.50	\$1.50	0.0%
Transportation Network Companies (TNCs)	Per trip through lane	\$3.25	\$3.25	0.0%
Contract Vans or Limos	Per trip through lane	\$1.50	\$1.50	0.0%
Parking Fees:				
Hourly Deck (\$24.00 daily maximum) Free First Hour	Per hour	\$2.00	\$4.00	20.0%
Daily Deck and Daily North (\$12.00 daily maximum)	0-1 hour	\$1.00	\$1.00	20.0%
Long Term Lots (15 minute grace period)	Flat fee	\$7.00	\$10.00	42.9%
Curbside Valet	Flat fee	\$35.00	\$35.00	0.0%
Express Deck/Business Valet	Flat fee	\$14.00	\$16.00	14.3%

Proposed FY 2022 User Fees

Aviation				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2021	FY 2022	% Change
Rental Rates:				
Ground Rent	Per acre	\$12,500-\$15,000	\$12,500-\$15,000	0.0 %
Warehouse/Office Rent	Per square foot	\$5.92-\$7.46	\$5.50-\$11.00	-7.0 to 48.0 %
Office Rent	Per square foot	\$14.33	\$14.33	0.0 %
Cargo Facility Rentals-Warehouse	Per square foot	\$3.00-\$7.70	\$4.00-\$7.70	0.0 to 33.0 %
Cargo Facility Rentals-Office	Per square foot	\$8.25-\$11.50	\$8.25-\$11.50	0.0 %
FBO Hangar Rentals	Per square foot	\$9.00-\$19.95	\$8.38-\$19.95	-7.0 to 0.0 %
Tenant Fees:				
Airport Identification Cards	Per card	\$35.00	\$35.00	0.0 %
Background Check	Per Badge Issued	\$13.00	\$13.00	0.0 %
Fingerprinting	Per Application	\$32.00	\$32.00	0.0 %
Employee Parking Cards (Standard)	Per month	\$35.00	\$35.00	0.0 %
Employee Parking Cards (Premium)	Per month	N/A	\$70.00	N/A
Employee Parking Cards (Premier)	Per month	N/A	\$200.00	N/A

City Clerk's Office			
10. Non-Regulatory Fees: Voluntary Annexation and Passports	FY 2021	FY 2022	% Change
Voluntary Annexation Petition:			
Voluntary Annexation Petition Fee	\$400	\$400	0.0 %
Passport Fees:			
Passport Processing Fee	\$35	\$35	0.0 %
Passport Photo Fee	\$15	\$15	0.0 %

Proposed FY 2022 User Fees

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2021	FY 2022	% Change
Opening and Closing Fees - Adult:			
Weekdays	\$1,100	\$1,300	18.2%
Weekdays after 3:30 p.m.	\$1,600	\$1,800	12.5%
Saturdays	\$2,250	\$2,500	11.1%
Sunday and Holidays	\$2,500	\$2,700	8.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$400	\$470	17.5%
Indigent (Catholic Social Services-Weekdays) Cremation	\$200	\$235	17.5%
Opening and Closing Fees - Infant/Child (up to 3 feet):			
Weekdays	\$400	\$400	0.0%
Weekdays after 3:30 p.m. and Saturday	\$600	\$600	0.0%
Sunday and Holidays	\$800	\$800	0.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$200	\$200	0.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$100	\$100	0.0%
Cremations (burial) (In-ground):			
Weekdays	\$600	\$700	16.7%
Weekdays after 3:30 p.m.	\$700	\$800	14.3%
Saturdays	\$1,000	\$1,100	10.0%
Sunday and Holidays	\$1,250	\$1,350	8.0%
Second Right of Interment	\$750	\$850	13.3%
Disinterment:			
Adult	\$3,000	\$3,200	6.7%
Infant/Child (up to 3 feet)	\$1,000	\$1,000	0.0%
Reinterment:			
Adult	\$1,100	\$1,300	18.2%
Infant/Child (up to 3 feet)	\$400	\$400	0.0%
Sale of Grave Spaces:			
Sale of Grave-Adult (Oaklawn, North Pinewood, and West Pinewood)	\$1,200	\$1,400	16.7%
Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)	\$2,500	\$2,700	8.0%
Sale of Grave-Adult (Evergreen)	\$1,600	\$1,800	12.5%
Sale of Grave-Infant	\$600	\$600	0.0%
Sale of Cremain Space In Ground (Elmwood, Ninth Street, and Pinewood)	\$1,200	\$1,400	16.7%
Sale of Cremain Space In Ground (Evergreen)	\$900	\$1,080	20.0%
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)	\$800	\$1,000	25.0%
Sale of Cremain Single Space In Niche (Evergreen)	\$1,000	\$1,200	20.0%
Sale of Cremain Double Space in Niche (Evergreen)	\$1,400	\$1,600	14.3%
Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn, West Pinewood, North Pinewood)	\$240	\$210	-12.5%
Perpetual Care Charge (one-time fee per grave space)-Adults (Evergreen)	\$320	\$270	-15.6%
Perpetual Care Charge (one-time fee per grave space)-Infants	\$120	\$90	-25.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Oaklawn, West Pinewood, North Pinewood)	\$160	\$225	40.6%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Evergreen)	\$180	\$160	-11.1%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Elmwood, Ninth Street, Pinewood)	\$240	\$210	-12.5%
Perpetual Care Charge (one-time fee per grave space)-Single Niche (Evergreen)	\$200	\$180	-10.0%
Perpetual Care Charge (one-time fee per grave space)-Double Niche (Evergreen)	\$280	\$240	-14.3%

Proposed FY 2022 User Fees

General Services (continued)			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2021	FY 2022	% Change
Perpetual Care Mausoleum Charge (per space)	50%	50%	0.0%
Ossuary Burial for Cremation	\$300	\$300	0.0%
Amenities:			
Flower Vase Installation	\$100	\$120	20.0%
Non-Permanent Burial Container/Adult	\$300	\$360	20.0%
Lettering of Niche Cover - Evergreen (two lines/name-date)	\$350	\$420	20.0%
Tent, Chair, or Cremation Setup	\$500	\$500	0.0%
Sale and Installation of City Vase	\$200	\$200	0.0%
Monument Foundation Construction (per square inch)	\$1.00	\$1.00	0.0%
Marker Installation (per square inch)	\$1.00	\$1.00	0.0%
Special Request Maintenance (per hour)	\$150	\$150	0.0%
Transfer Burial Rights	\$100	\$100	0.0%

Proposed FY 2022 User Fees

General Services

11b. Non-Regulatory: Public and Employee Parking Fees

	FY 2021	FY 2022	% Change
Employee Parking	\$25/Month	\$25/Month	0.0%
Public Parking:			
First 1/2 hour	\$1.50	\$1.50	0.0%
Additional time (1/2 hour increments)	\$1.50	\$1.50	0.0%
Maximum per day	\$15.00	\$15.00	0.0%
After Hours and Weekends:			
Weekends Fri 7 p.m. - Mon 7 a.m.	N/A Same as weekday	N/A Same as weekday	0.0%

General Services

11c. Non-Regulatory Fees: Telecommunication Tower Lease

	FY 2021	FY 2022	% Change
New lease:			
Application Fee	\$500	\$500	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease Extension:			
Application Fee	\$500	\$500	0.0%
Lease Extension	\$5,000	\$5,000	0.0%
Lease Amendment/Modification:			
Application Fee	\$500	\$500	0.0%
Amendment/Modification	\$5,000	\$5,000	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease Termination:			
Lease Termination	\$5,000	\$5,000	0.0%

Storm Water Services

12. Non-Regulatory Fees: Land Development

	FY 2021	FY 2022	% Change
Administrative Review Fee	\$560 per project	\$560 per project	0.0%
Expedited As-built Plan Review	\$2,500 per project	\$2,500 per project	0.0%

Proposed FY 2022 User Fees

Planning, Design and Development			
13. Non-Regulatory Fees: Land Development			
	FY 2021	FY 2022	% Change
Bond Administration Service	\$650/per surety posted, renewal, replacement, adjustment or release	\$650/per surety posted, renewal, replacement, adjustment or release	0.0%
Expedited Pre-submittal Meeting	\$560 per meeting	\$560 per meeting	0.0%
Expedited Minor Plat	\$1,000	\$1,000	0.0%
Expedited Revised Plat	\$1,000	\$1,000	0.0%
Expedited Final Plat	\$1,000	\$1,000	0.0%
Expedited Plan RTAP/Commercial Review	\$5,000 per project	\$5,000 per project	0.0%
Enhanced Plan Review	\$30,000 per project	\$30,000 per project	0.0%
Tree Ordinance Tree Planting Payment in Lieu Fee	\$80,100 per acre	\$80,100 per acre	0.0%
Tree Ordinance Tree Planting Payment in Lieu Fee	\$750 per tree in planting strip	\$750 per tree in planting strip	0.0%
Tree Ordinance Tree Planting Payment in Lieu Fee	\$6,500 per tree in tree pit	\$6,500 per tree in tree pit	0.0%
Transit Oriented Development (TOD) Payment in Lieu Fee	\$4.75 per square foot	\$4.75 per square foot	0.0%

Proposed FY 2022 User Fees

Police			
14. Non-Regulatory Fees: Animal Care and Control Fees			
	FY 2021	FY 2022	% Change
Animal Control Adoption Fees:			
Adult Dog/Cat	\$30	\$30	0.0 %
Adult Dog/Cat for Senior Citizen 62 and older	No Charge	No Charge	0.0 %
Puppy/Kitten	\$30	\$30	0.0 %
Puppy/Kitten for Senior Citizen 62 and older	No Charge	No Charge	0.0 %
Rescue Group Dog/Cat Approved Adoption	No Charge	No Charge	0.0 %
0 - 3 feet Snake	\$25	\$25	0.0 %
> 3 - 6 feet Snake	\$50	\$50	0.0 %
>6 feet Snake	\$75	\$75	0.0 %
Small Pot Belly Pig	\$25	\$25	0.0 %
Medium Pot Belly Pig	\$15	\$15	0.0 %
Large Pot Belly Pig	\$5	\$5	0.0 %
Rats	\$2	\$2	0.0 %
Mice	\$1	\$1	0.0 %
Hamster/Gerbil	\$3	\$3	0.0 %
Chinchilla	\$35	\$35	0.0 %
Guinea Pigs	\$5	\$5	0.0 %
Rabbits	\$5	\$5	0.0 %
Chickens	\$2	\$2	0.0 %
Turkeys	\$5	\$5	0.0 %
Ferrets	\$25	\$25	0.0 %
Small Iguana	\$25	\$25	0.0 %
Medium Iguana	\$50	\$50	0.0 %
Large Iguana	\$75	\$75	0.0 %
Finch	\$5	\$5	0.0 %
Parakeet /Canary	\$10	\$10	0.0 %
Parrot - Max Price	Market Rate	Market Rate	0.0 %
Gray Cockatiel	\$25	\$25	0.0 %
Lutino Cockatiel	\$50	\$50	0.0 %
Peach Faced Lovebird	\$25	\$25	0.0 %
Other Lovebird	\$50	\$50	0.0 %
Horse/Cow	Auction Starting Price	Auction Starting Price	0.0 %
Goats	\$15	\$15	0.0 %
Animal Spay/Neuter Fees:			
Canine Spay	\$70	\$70	0.0 %
Canine Neuter	\$65	\$65	0.0 %
Feline Spay	\$50	\$50	0.0 %
Feline Neuter	\$45	\$45	0.0 %
Rabbit Spay	\$45	\$45	0.0 %
Rabbit Neuter	\$45	\$45	0.0 %
Internal Clinic Services			
Medical Veterinary Services and pharmaceuticals	N/A	Market Rate	N/A
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	\$40/\$15/\$15/\$8	\$40/\$15/\$15/\$8	0.0 %
Feline	\$25/\$9/\$15/\$8	\$25/\$9/\$15/\$8	0.0 %
Livestock	\$55/\$18/\$0/\$0	\$55/\$18/\$0/\$0	0.0 %
Wildlife Processing Fee	\$40	\$40	0.0 %
Animal Surrender	\$10	\$10	0.0 %

Proposed FY 2022 User Fees

Solid Waste Services

15. Non-Regulatory Fees: Annual Solid Waste Fee

Fee	FY 2021	FY 2022	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$67.66	\$75.02	10.9%
Residential: Single Family	\$67.66	\$75.02	10.9%
Small Business (<512 gallons/week)	\$250.00	\$250.00	0.0%

Any complex can request a fee refund if the city could not service the complex or the complex chooses to contract for its own solid waste services.

Transportation

16. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit

	FY 2021	FY 2022	% Change
Land Development Expedited Review	\$1,000	\$1,000	0.0%
Land Development Expedited Review Revision	N/A	\$780	N/A
Shared Mobility ROW Permits:			
eBikes/Bike Share (per unit)	\$10	\$10	0.0%
E-scooter Permit	N/A	Dynamic	N/A
Parking Meters (Per hour)	\$1	\$1	0.0%
Parking Permits:			
Parking Permits (4 th Ward, 3 rd Ward, etc.) ¹	\$30	\$30	0.0%
Replacement Permits ¹	\$5	\$5	0.0%
Off-Duty Police Officer Permit:			
Permit	\$50	\$50	0.0%
Permit Renewal	\$50	\$50	0.0%

¹A \$3.50 transaction fee is charged in addition to the permit fee

Charlotte Water

17. Non-Regulatory Fees: Land Development

	FY 2021	FY 2022	% Change
Charlotte Water Land Development Expedited Review	\$6,810	\$6,810	0.0%

Proposed FY 2022 User Fees

Storm Water Services			
18. Other Fees: Storm Water Rates	FY 2021	FY 2022	% Change
Single-family:			
Tier I - <2,000 square feet of impervious area	\$5.85/month	\$6.04/month	3.2 %
Tier II - 2,000 to <3,000 square feet of impervious area	\$8.62/month	\$8.91/month	3.4 %
Tier III - 3,000 to <5,000 square feet of impervious area	\$12.76/month	\$13.17/month	3.2 %
Tier IV - ≥5,000 square feet of impervious area	\$21.11/month	\$21.78/month	3.2 %
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	\$152.35/month	\$157.23/month	3.2 %

Charlotte Water			
19. Other Fees: Water & Sewer Rates	FY 2021	FY 2022	% Change
Water Rates:			
Fixed:			
Billing Fee	\$4.22	\$4.22	0.0%
Availability Fee	\$1.29	\$1.29	0.0%
Volume Rate:			
Tier I - (0-4 ccf) ¹	\$1.69	\$1.77	4.7%
Tier II - (5-8 ccf)	\$2.18	\$2.29	5.0%
Tier III - (9-16 ccf)	\$5.04	\$5.29	5.0%
Tier IV - (16+ ccf)	\$9.55	\$10.03	5.0%
Non-Residential (ccf)	\$2.92	\$3.07	5.1%
Sewer Rates:			
Fixed:			
Billing Fee	\$4.22	\$4.22	0.0%
Availability Fee	\$8.70	\$8.70	0.0%
Volumetric - residential, commercial, others (ccf) ² :	\$5.19	\$5.43	4.6%
Industrial Waste	\$0.27	\$0.27	0.0%
Common Residential Connection Fee:			
Water	\$2,933	\$3,020	3.0%
Sewer	\$4,005	\$4,383	9.4%
Common Residential System Development Fee:			
Water	\$846	\$1,000	18.2%
Sewer	\$2,618	\$3,214	22.8%
The typical monthly water and sewer bill for residential customers is estimated to be \$70.39, an increase of \$2.33 per month (3.42%). The typical bill assumes 5,236 gallons or 7 ccf used each month.			

¹1 ccf = 748 gallons

²Up to 16 ccf for residential customers

Proposed FY 2022 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

Chapter 2, Section 2-1 (a - e)

(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Nonregulatory user fees means fees charged to those who receive governmental services or use governmental facilities. The term "nonregulatory user fees" does not include fees charged incident to a regulatory program except to the extent that fees are to defray the cost of providing a higher degree of service than is otherwise provided in conjunction with the regulatory program whether or not regulatory user fees are charged. For purposes of this section, nonregulatory user fees shall not include stormwater service charges established pursuant to chapter 18, article II, of this Code or water and sewer service user charges and other fees and charges established pursuant to chapter 23 of this Code.

Regulatory user fees means fees associated with or incident to a regulatory program. The purpose of regulatory user fees is to meet some or all of the costs occasioned by the regulated action.

(b) Regulatory user fees. The City Manager, or his designee, may establish and revise from time to time regulatory user fees in accordance with regulatory user fee policies established by the City Council, which policies shall be in accordance with generally accepted accounting principles.

(c) Nonregulatory user fees. The City Manager, or his designee, may establish and revise from time to time nonregulatory user fees. To the extent that the City Council has established policies regarding nonregulatory user fees, fees shall be in accordance with such policies.

(d) Notification of council of new or increased fees. The City Manager shall notify the Mayor and City Council of any new regulatory or nonregulatory fee or any increase in a regulatory or nonregulatory fee through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee.

(e) Schedule of fees. A complete schedule of regulatory user fees and nonregulatory user fees shall be available for inspection in the office of the City Clerk.

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

Step 1: Department's total direct and indirect budgeted costs = Fully Allocated Cost

Direct & Indirect Costs	Eligible Budget	Fee Activity 1		Fee Activity 2		Fee Activity 3		Non User Fee Activity	
Staff Member 1	\$30,000	40 %	\$12,000	25 %	\$7,500	30 %	\$9,000	5 %	\$1,500
Staff Member 2	\$35,000	15 %	\$5,250	10 %	\$3,500	35 %	\$12,250	40 %	\$14,000
Building Rent	\$12,000	25 %	\$3,000	20 %	\$2,400	15 %	\$1,800	40 %	\$4,800
Fully Allocated Cost	\$77,000		\$20,250		\$13,400		\$23,050		\$20,300

Step 2: Fully Allocated Cost divided by average number of units = Cost Per Unit

Description	Fee Activity 1		Fee Activity 2		Fee Activity 3	
Fully Allocated Cost		\$20,250		\$13,400		\$23,050
Average # of permits/applications		500		40		24
100% Cost per Unit		\$40.50		\$335.00		\$960.42

Step 3: Cost per Unit multiplied by cost recovery rate = Fee

Direct & Indirect Costs	Fee Activity 1		Fee Activity 2		Fee Activity 3	
100% Cost to Applicant/Customer		\$40		\$335		\$960



COMPENSATION AND BENEFITS

This page intentionally left blank.

Compensation and Benefits

EXECUTIVE SUMMARY

Background

Human resource programs are developed and administered according to the Human Resources Philosophy adopted by the City Council. The City of Charlotte is committed to attracting and retaining qualified, productive, and motivated employees who will provide efficient and effective services to its citizens.

Compensation and benefits recommendations are guided by the mission to help employees THRIVE by creating a work environment that embraces diversity. The city recognizes and values the unique and changing needs of our workforce throughout their career life cycle.

FY 2022 guiding principles:

- Pay will be based on performance while considering market conditions.
- Base pay is the primary type of pay used to maintain market competitiveness. City Council's approved policy is that market competitiveness for a specific job is based on the median of actual salaries paid in the applicable recruitment area for jobs of a similar nature.
- Employees may also be rewarded for attaining specific skills which make them more flexible and useful in helping the city meet its goals, such as language incentives.
- Benefits plans will provide an appropriate level of income protection against unexpected health, life and disability risks.
- Health care costs will be aggressively managed with employees sharing in the cost of benefits.
- Wellness initiatives will be integrated across human resources programs.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through ongoing surveys of the pay and benefits practices of other employers. Human Resources recently completed a review of local, regional and national pay increase trends, as well as a review of employer benefits practices. Competitive practice survey information was compiled and analyzed from several consulting firms representing a large number of employers. A summary of the average market movement can be found in **Attachment A**.

Survey Findings

- According to the World at Work's 2020/2021 Salary Budget Survey, respondents project that salary budget increases for 2021 will remain steady, matching 2020 and holding at 2.9% (median: 3.0%).
- Mercer Consulting's *March 2021 U.S. Compensation Planning Pulse Survey* reports the actual average increases delivered so far in 2021 was 2.9%, but that number dips to 2.6% when including those companies that did not deliver increases.
- AON Hewitt's *Salary Increase and Turnover Study – September 2020* reports that 84% of organizations

Compensation and Benefits

surveyed are projecting salary increases in 2021.

- Employees now have added financial concerns, with 61% reporting at least some new financial concerns due to the coronavirus, and 25% indicating a moderate or high degree of worry. Willis Towers Watson Insights: Impact of the Coronavirus on Employee Experience.
- According to the annual Mercer *National Survey of Employer-Sponsored Health Plans for 2020*, with the pandemic disrupting health care utilization and adding stress to employees' lives, employers are focusing on supporting behavioral health; developing future-focused strategies for virtual health care; and seeking new ways to engage employees whether they are at worksites or remote.

Conclusions and Recommendations

- **Compensation**
 - In the Public Safety Pay Plan, the following is recommended:
 - Merit steps of 2.5 percent to five percent be funded.
 - Market adjustment to the pay steps funded at 1.5 percent effective July 3, 2021.
 - Revisions to Fire steps to better align with market competitiveness effective November 13, 2021.
 - Add one 2.5 percent step to the top of Firefighter II and one 2.5 percent step to the top of Firefighter Engineer effective November 13, 2021.
 - Adjust all Fire Captain steps by 3.75 percent effective November 13, 2021.
 - In the Salaried Pay Plan, the following is recommended:
 - Merit increase pool funded at 3.0 percent.
 - In the Hourly Pay Plan, the following is recommended:
 - Merit increase pool funded at 1.5 percent.
 - Market adjustment to the ranges of 1.5 percent effective December 4, 2021.
 - Increase annualized minimum pay to \$38,090 by the end of the fiscal year.
 - For Mayor and City Council compensation the following is recommended:
 - Increase Mayor annual base salary to \$39,646 and expense allowance to \$20,222, aligning the Mayor to the Chairperson of the Mecklenburg County Board of Commissioners.
 - Increase City Council annual base salary to \$32,638 and expense allowance to \$19,806, aligning City Council to the Mecklenburg County Board of Commissioners.

Compensation and Benefits

- **Benefits**

- At least a five percent reduction to employee medical plan premiums.
- Decrease in-network individual deductibles by \$250 across all medical plans (unless unallowable by IRS regulations).
- Five percent reduction to retiree medical plan premiums for non-Medicare eligible retirees with 20 years of service.
- Authorize the City Manager to implement plan enhancements in the dental plan dependent on the results of a bid process that is in progress.
- Increase the city contribution to the 457 plan for employees in the Charlotte Firefighters' Retirement System by one percent.

Compensation and Benefits

FY 2022 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The city's Public Safety Pay Plan, as shown in **Attachments B and C**, covers all Police classes below the rank of Police Lieutenant and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through the steps, and the second is market adjustments to the steps. The following recommendations are made:

- Merit steps of 2.5 percent to five percent be funded.
- Market adjustment to the pay steps funded at 1.5 percent effective July 3, 2021.
- Revisions to Fire steps effective November 13, 2021, to better align with market competitiveness.
 - Merge Firefighter II steps six and seven from two 2.5 percent steps to one five percent step.
 - Merge Firefighter Engineer steps three and four from two 2.5 percent steps to one five percent step.
 - Add a 2.5 percent step to the top of Firefighter II.
 - Add a 2.5 percent steps to the top of Firefighter Engineer.
 - Adjust Fire Captain steps by 3.75 percent each.

Salaried Pay Plan

The city's Salaried Pay Plan covers all salaried exempt city employees. This pay plan consists of 26 traditional ranges, each with a minimum and maximum. There is no general pay (market) adjustment for employees in this pay plan like there is for employees in the Public Safety and the Hourly Pay Plans. Merit increases are based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a three percent merit pool. Departments are expected to manage within their department personnel services budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the competitive rate for their specific job. Increases may be awarded as base pay and/or lump sum on the employee's merit date, with merit dates varying by employee throughout the year.
- A 1.5 percent market adjustment to the Salaried Pay Plan, as reflected in **Attachment D**. The impact of this recommendation will be to change the minimum and maximum rates in the pay grades. Because no employee salary falls below the minimum of their respective pay grade, no employee will receive an increase as a result of this recommendation.

Hourly Pay Plan

The city's Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. This pay plan

Compensation and Benefits

consists of 20 traditional ranges, each with a minimum and maximum. Hourly employees typically receive an annual market adjustment. These employees also typically receive a merit increase each year. Merit increases are based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a 1.5 percent merit pool. Departments are expected to manage within their personnel services budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the midpoint for their specific job. Increases may be awarded as base pay or lump sum on the employee's merit date, with merit dates varying by employee throughout the year.
- A 1.5 percent market adjustment to the Hourly Pay Plan, as reflected in **Attachment E**. Hourly employees will receive this increase effective December 4, 2021.

General Employees Currently Earning Below an Annualized Salary of \$38,090 per year

In FY 2020, City Council brought the minimum starting pay for City of Charlotte employees to \$16.00 per hour, or \$33,280 per year. To continue to attract and retain employees in a competitive market, to remain an employer of choice, and to provide good paying jobs, it is recommended that the city's minimum pay be increased to sixty percent of the Annual Median Household Income for the City of Charlotte, which is an annualized \$38,090 by the end of FY 2022. The following recommendations are made:

- Funding to bring all non-intern/apprentice, non-rehired-retiree employees, with good performance, hired prior to July 3, 2021 making less than an annualized pay rate of \$38,090, to the city's minimum starting pay, effective the latter of the employee's merit date or the December 3, 2021 market adjustment.
- Funding to bring all non-intern/apprentice, non-rehired-retiree employees, with good performance, hired on or after July 3, 2021, making less than an annualized pay rate of \$38,090, to the city's minimum pay by the end of FY 2022, through a market adjustment.
- Relieve pay compression in Charlotte Mecklenburg Police (Animal Control Officer), Solid Waste Services (Sanitation Technician Senior), Charlotte Area Transit (Special Transportation Driver), and Charlotte Water (Utilities Technicians I and II) created by the increase to minimum pay.

Mayor and City Council Compensation

After a review by the Citizen Advisory Committee on Governance, recommend the following to align the Mayor and City Council with the Mecklenburg County Board of Commissioners.

- Funding to increase the FY 2022 base salary of the Mayor to \$39,646 and the FY 2022 base salary of City Council to \$32,638, effective July 3, 2021. The Mayor's expense allowances, as reflected in Attachment F, will reduce the annual expense allowance to \$9,795, increase the auto allowance to \$5,192, and increase the technology allowance to \$5,235. The City Council's expense allowances, as reflected in Attachment F, will increase the expense allowance to \$9,795, increase the auto allowance to \$4,776, and increase the technology allowance to \$5,235. These funding adjustments will align City Council directly with the Mecklenburg County Board of Commissioners, and the Mayor with the Board Chairperson of the Mecklenburg County Board of Commissioners.

Compensation and Benefits

FY 2022 BENEFITS RECOMMENDATIONS

Funding for Insurance Coverages

The following group insurance coverages are provided and consistent with the Human Resources Philosophy adopted by the City Council: medical, including prescription drug; medical stop-loss; life; dental; employee assistance program; and disability coverage.

Health Coverage

The city's medical insurance program is self-insured for active employees and non-Medicare retirees. Stop-loss insurance is purchased by the city to cover catastrophic claims that exceed \$500,000 per individual in a calendar year. Third-party claims administrators are retained to provide medical management services and pay medical and prescription drug claims. When budgeting for future costs, the two cost components for the medical insurance plan are the claims projected to incur and the administrative fees to be paid to the claims administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The city has a fully-insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

From 2019-2021, employees have not experienced a medical premium increase. This further indicates the positive experience of the employee health clinic – MyClinic.

The following recommendations are being made:

Medical Plans

- Recommended plan design changes include:
 - Reduce the in-network individual deductible up to \$250 in all medical plans (unless unallowable by IRS regulations).
- The city may be conducting a rebidding process for these services in FY22. It is recommended that the City Manager or his designee be authorized to select the vendor and execute the contract and further contract amendments upon completion of the rebidding process.
- Currently, telehealth services are provided by Teladoc. The city is conducting a bidding process for telehealth services. It is recommended that the City Manager or his designee be authorized select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

Prescription Drug Plan

- It is recommended to provide the City Manager or designee the authority to make plan design enhancements within the overall health insurance budget.

Active Employee Health Plan Premiums

- Effective January 1, 2022 reduce medical plan employee premiums by at least 5 percent in all plans and all tiers.

Compensation and Benefits

- Provide the City Manager or designee the authority to establish the wellness incentive design within the overall health insurance budget.

Non-Medicare Retiree Health Plan Premiums

- Effective, January 1, 2022 reduce medical plan retiree premiums by 5% for all plans, all tiers for retirees with 20 years of service.

Medicare-Eligible Retiree Health Plan

- This plan is fully insured and currently administered by AmWINS. Since these plans are fully insured, it is recommended that the City Manager or designee be authorized to approve rate adjustments, plan design changes and vendor contract renewals, and vendor changes as necessary to appropriately fund these plans upon receipt of renewal rates from the Administrator of the Medicare-eligible retiree coverage.
- No changes to the current cost share philosophy for retirees in this plan are recommended.

Employee Assistance Program

- The city currently offers an Employee Assistance Program (EAP) administered by McLaughlin Young. The initial three-year contract term expires December 31, 2022 with two one-year renewals. Upon receipt of renewal information, it may be necessary to rebid the EAP plan.
- It is recommended that the City Manager or designee be authorized to select a new vendor(s) and execute the contract and further contract amendments if a new vendor is selected.

Dental Plan

- A bidding process is currently underway for dental. As part of the bidding process, plan design enhancements will be reviewed. It is recommended that the City Manager or designee be authorized to make plan design enhancements and set employer contributions within the overall health insurance budget.

Flexible Spending Account & Health Savings Account Administration

- The Flexible Spending Accounts and Health Savings Accounts are administered by Health Equity. The current contract will expire December 31, 2022. The city will be conducting a rebidding process for administration of these plans.
- It is recommended that the City Manager or designee be authorized to select a new vendor(s) and execute the contract and further contract amendments if a new vendor is selected.

Health Advocacy

- Health advocacy services are administered by Health Advocate The initial three-year contract term expires December 31, 2022 with two one-year renewals. Upon receipt of renewal information, it may be necessary to rebid health advocacy services.

Compensation and Benefits

- It is recommended that the City Manager or designee be authorized to select a new vendor(s) and execute the contract and further contract amendments if a new vendor is selected.

Short-Term Disability, Long-Term Disability and Family Medical Leave Administration (FMLA)

- The city currently contracts with Unum for short-term disability administration, long-term disability carrier and for FML administration.
- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized to establish the plan design, select a vendor and execute the contract(s) and further contract amendments with the selected vendor upon completion of the rebidding process.

Life Insurance

- Currently the group life insurance program is administered by Symetra. The current contract expires December 31, 2022.
- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized either to renew the current contract or select a new vendor, execute the contract and further contract amendments with the selected vendor, and to establish the plan design.

Stop Loss Insurance

- The city currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. The policy expires December 31, 2021.
- The city will be conducting a rebidding process for stop-loss insurance. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Voluntary Benefits

- The city currently offers the following voluntary benefits Critical Illness, Hospital Indemnity, Accident Insurance and Group Legal with Identity Theft.
- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized either to renew the current contract or select a new vendor, execute the contract and further contract amendments with the selected vendor, and to establish the plan design.

Wellness

- The city currently contracts with CommonWealth to provide financial empowerment classes. Recommend the City Manager or designee be authorized to renew this contract.

Compensation and Benefits

- The city will be conducting a bidding process for financial wellness. It is recommended that the City Manager or his designee be authorized select a vendor and execute the contract(s) and further contract amendments with the selected vendor upon completion of the bidding process.
- The city will be conducting a bidding process for fitness services. It is recommended that the City Manager or his designee be authorized select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.
- Currently, the city contracts with Livongo for prediabetes and diabetes monitoring supplies and services. This contract expires November 30, 2021. Recommend the City Manager or designee be authorized to renew this contract or rebid these services, select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.
- The city is reviewing wellness solutions for behavioral health, food insecurity, stress and anxiety, tobacco cessation, and substance abuse. It is recommended that the City Manager or his designee be authorized to select a solution(s) and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

Whole Life

- The city currently contracts with Unum for whole life insurance.
- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized to establish the plan design, select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Deferred Compensation

- It is recommended the City Manager or designee be authorized to increase the city contribution to the 457 plan for employees in the Charlotte Firefighters' Retirement System by one percent effective January 2022.

Compensation and Benefits

Attachments

Attachment A – Market Movement Summary

Summary of actual market movement for 2017-2020, 2021 projected market movement, and the five-year market movement average.

Attachment B – Recommended FY 2022 Public Safety Pay Plan Structure Effective July 3, 2021

New minimum, maximum and step rates in the Public Safety Pay Plan based on the 1.5 percent structural market adjustment recommended for FY 2022.

Attachment C – Recommended FY 2022 Public Safety Pay Plan Structure Effective November 13, 2021

Structural revisions to Public Safety Pay Plan recommended for FY 2022.

Attachment D – Recommended FY 2022 Salaried Pay Plan Structure

Twenty-six range Salaried Pay Plan recommended for FY 2022.

Attachment E – Recommended FY 2022 Hourly Pay Plan Structure

New minimum and maximum rates in the Hourly Pay Plan based on the 1.5 percent structural adjustment recommended for FY 2022.

Attachment F- Mayor and City Council Compensation

FY 2021 and Recommended FY 2022 Mayor and City Council Compensation

Compensation and Benefits

Attachment A

Market Movement Summary

(Average Percent Change)

Source	2018 Actual Market Movement	2019 Actual Market Movement	2020 Actual Market Movement	2021 Actual Market Movement	2022 Projected Market Movement (to date)	5 Year Average Market Movement
National Statistics Provided by World at Work, Hewitt, Mercer	3.1	3.0	3.0	2.9	2.9	3.0
National Municipalities	3.0	2.5	3.0	1.6	0.5	2.1
Charlotte Area Municipalities	3.2	3.0	3.0	3.7	4.1	3.4
Large Charlotte Employers (private sector)	2.7	3.0	3.0	2.7	2.7	2.8
Catapult (The Employers Association)	3.1	3.4	3.5	2.5	2.2	2.9
City of Charlotte Salaried Pay Plan	3.0	3.0	3.0	3.0	3.0 (Benchmark)	3.0

Compensation and Benefits

Attachment B

Recommended FY 2022 Public Safety Pay Plan Effective July 3, 2021

FY 2022 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

New Hire

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	SPO I	SPO II
POLICE OFFICER 3102	\$893.14 \$46,443	5.0% \$937.80 \$48,766	5.0% \$984.69 \$51,204	5.0% \$1,033.92 \$53,764	5.0% \$1,085.62 \$56,452	5.0% \$1,139.90 \$59,275	5.0% \$1,196.90 \$62,239	5.0% \$1,256.74 \$65,350	5.0% \$1,319.58 \$68,618	5.0% \$1,385.56 \$72,049	5.0% \$1,454.84 \$75,652	5.0% \$1,527.58 \$79,434
POLICE SERGEANT 3110	Step 1 \$1,722.23 \$89,556	Step 2 2.5% \$1,765.29 \$91,795	Step 3 5.0% \$1,853.55 \$96,385	Step 4 5.0% \$1,946.23 \$101,204								

Police Incentives

2nd Language, Training Officer 5%
2 Yr degree 5% (Srg and RAC not eligible)
4 Yr degree 10% (Srg and RAC not eligible)

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

FIREFIGHTER I 3006	Step 1 5.0% \$849.62 \$44,180	Step 2 5.0% \$892.09 \$46,389	Step 3 5.0% \$936.69 \$48,708	Step 4 5.0% \$983.52 \$51,143	Step 5 5.0% \$1,032.69 \$53,700											
FIREFIGHTER II 3008				Step 1 \$983.52 \$51,143	Step 2 5.0% \$1,032.69 \$53,700	Step 3 5.0% \$1,084.33 \$56,385	Step 4 5.0% \$1,139.23 \$59,240	Step 5 5.0% \$1,196.91 \$62,239	Step 6 2.5% \$1,226.84 \$63,795	Step 7 2.5% \$1,257.50 \$65,390	Step 8 2.5% \$1,288.93 \$67,025	Step 9 2.5% \$1,321.16 \$68,700	Step 10 2.5% \$1,354.19 \$70,418			
FF ENGINEER 3011							Step 1 \$1,139.23 \$59,240	Step 2 5.0% \$1,196.91 \$62,239	Step 3 2.5% \$1,226.84 \$63,795	Step 4 2.5% \$1,257.50 \$65,390	Step 5 2.5% \$1,288.93 \$67,025	Step 6 2.5% \$1,321.16 \$68,700	Step 7 2.5% \$1,354.19 \$70,418	Step 8 2.5% \$1,388.04 \$72,178	Step 9 2.5% \$1,422.75 \$73,983	Step 10 2.5% \$1,458.31 \$75,832
FIRE CAPTAIN 3016	Step 1 \$1,660.61 \$86,352	Step 2 2.5% \$1,702.13 \$88,511	Step 3 5.0% \$1,787.23 \$92,936	Step 4 5.0% \$1,876.59 \$97,583												

Fire Incentives

2nd Language, Haz-Mat, Search & Rescue,
Dive, Aircraft Rescue 5%
2 Yr degree 5% (Captain not eligible)
4 Yr degree 10% (Captain not eligible)

Compensation and Benefits

Attachment C

Recommended FY 2022 Public Safety Pay Plan Effective November 13, 2021

FY 2022 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

New Hire		Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	SPO I	SPO II
POLICE OFFICER 3102	\$893.14 \$46,443	5.0% \$937.80 \$48,766	5.0% \$984.69 \$51,204	5.0% \$1,033.92 \$53,764	5.0% \$1,085.62 \$56,452	5.0% \$1,139.90 \$59,275	5.0% \$1,196.90 \$62,239	5.0% \$1,256.74 \$65,350	5.0% \$1,319.58 \$68,618	5.0% \$1,385.56 \$72,049	5.0% \$1,454.84 \$75,652	5.0% \$1,527.58 \$79,434
POLICE SERGEANT 3110	Step 1 \$1,722.23 \$89,556	Step 2 2.5% \$1,765.29 \$91,795	Step 3 5.0% \$1,853.55 \$96,385	Step 4 5.0% \$1,946.23 \$101,204								

Police Incentives

2nd Language, Training Officer 5%
2 Yr degree 5% (Srg and RAC not eligible)
4 Yr degree 10% (Srg and RAC not eligible)

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

	Step 1	Step 2	Step 3	Step 4	Step 5											
FIREFIGHTER I 3006	\$849.62 \$44,180	5.0% \$892.09 \$46,389	5.0% \$936.69 \$48,708	5.0% \$983.52 \$51,143	5.0% \$1,032.69 \$53,700											
FIREFIGHTER II 3008				Step 1 \$983.52 \$51,143	Step 2 5.0% \$1,032.69 \$53,700	Step 3 5.0% \$1,084.33 \$56,385	Step 4 5.0% \$1,139.23 \$59,240	Step 5 5.0% \$1,196.91 \$62,239	Step 6 5.0% \$1,257.50 \$65,390	Step 7 2.5% \$1,288.94 \$67,025	Step 8 2.5% \$1,321.16 \$68,700	Step 9 2.5% \$1,354.19 \$70,418	Step 10 2.5% \$1,388.05 \$72,178			
FF ENGINEER 3011							Step 1 \$1,139.23 \$59,240	Step 2 5.0% \$1,196.91 \$62,239	Step 3 5.0% \$1,257.50 \$65,390	Step 4 2.5% \$1,288.94 \$67,025	Step 5 2.5% \$1,321.16 \$68,700	Step 6 2.5% \$1,354.19 \$70,418	Step 7 2.5% \$1,388.05 \$72,178	Step 8 2.5% \$1,422.75 \$73,983	Step 9 2.5% \$1,458.32 \$75,832	Step 10 2.5% \$1,494.77 \$77,728
FIRE CAPTAIN 3016	Step 1 \$1,722.88 \$89,590	Step 2 2.5% \$1,765.96 \$91,830	Step 3 5.0% \$1,854.25 \$96,421	Step 4 5.0% \$1,946.97 \$101,242												

Fire Incentives

2nd Language, Haz-Mat, Search & Rescue,
Dive, Aircraft Rescue 5%
2 Yr degree 5% (Captain not eligible)
4 Yr degree 10% (Captain not eligible)

Compensation and Benefits

Attachment D

Recommended FY 2022 Salaried Pay Plan Structure Effective July 3, 2021

Range	Minimum	Midpoint	Maximum
Range 1	\$46,054	\$57,568	\$71,960
Range 2	\$48,357	\$60,446	\$75,558
Range 3	\$50,775	\$63,469	\$79,336
Range 4	\$53,313	\$66,642	\$83,302
Range 5	\$55,980	\$69,975	\$87,469
Range 6	\$58,779	\$73,474	\$91,842
Range 7	\$61,718	\$77,147	\$96,434
Range 8	\$64,803	\$81,004	\$101,255
Range 9	\$68,043	\$85,054	\$106,317
Range 10	\$71,445	\$89,307	\$111,634
Range 11	\$75,018	\$93,773	\$117,216
Range 12	\$78,769	\$98,461	\$123,076
Range 13	\$82,707	\$103,384	\$129,230
Range 14	\$86,843	\$108,553	\$135,692
Range 15	\$91,185	\$113,981	\$142,477
Range 16	\$95,744	\$119,680	\$149,600
Range 17	\$100,531	\$125,664	\$157,080
Range 18	\$105,558	\$131,947	\$164,934
Range 19	\$110,836	\$138,544	\$173,181
Range 20	\$116,377	\$145,472	\$181,840
Range 21	\$128,015	\$160,019	\$200,024
Range 22	\$140,817	\$176,021	\$220,027
Range 23	\$154,899	\$193,623	\$242,029
Range 24	\$170,388	\$212,986	\$266,232
Range 25	\$187,427	\$234,284	\$292,855
Range 26	\$215,541	\$269,427	\$336,783

Compensation and Benefits

Attachment E

Recommended FY 2022 Hourly Pay Plan Structure Effective December 4, 2021

Range	Minimum	Midpoint	Maximum
Range 1	\$33,280	\$33,658	\$42,073
Range 2	\$33,280	\$35,341	\$44,177
Range 3	\$33,280	\$37,108	\$46,386
Range 4	\$33,280	\$38,963	\$48,704
Range 5	\$33,280	\$40,912	\$51,140
Range 6	\$34,365	\$42,957	\$53,696
Range 7	\$36,084	\$45,105	\$56,381
Range 8	\$37,888	\$47,360	\$59,200
Range 9	\$39,782	\$49,728	\$62,160
Range 10	\$41,772	\$52,215	\$65,268
Range 11	\$43,861	\$54,826	\$68,533
Range 12	\$46,054	\$57,568	\$71,960
Range 13	\$48,357	\$60,446	\$75,558
Range 14	\$50,775	\$63,469	\$79,336
Range 15	\$53,313	\$66,642	\$83,302
Range 16	\$55,980	\$69,975	\$87,469
Range 17	\$58,779	\$73,474	\$91,842
Range 18	\$61,718	\$77,147	\$96,434
Range 19	\$64,803	\$81,004	\$101,255
Range 20	\$68,043	\$85,054	\$106,317

Note: Minimum pay will change to \$38,090 by the end of FY 2022

Compensation and Benefits

Attachment F

Recommended FY 2022 Mayor and City Council Compensation

FY2021 Annual Compensation					
	Salary	Expense Allowance	Auto Allowance	Technology Allowance	Total Compensation
Mayor	\$28,012	\$10,000	\$4,800	\$3,100	\$45,912
Council Member	\$21,646	\$5,800	\$4,000	\$3,100	\$34,546

Recommended FY 2022 Annual Compensation Effective July 3, 2021					
	Salary	Expense Allowance	Auto Allowance	Technology Allowance	Total Compensation
Mayor	\$39,646	\$9,795	\$5,192	\$5,235	\$59,868
Council Member	\$32,638	\$9,795	\$4,776	\$5,235	\$52,444



SUMMARY STATISTICS AND POLICIES

This page intentionally left blank.

A leading city of the southeastern United States, Charlotte is the 15th most populous city in the U.S. and the most populous in North Carolina. Charlotte's location, business-friendly climate, educational and health care resources, and recreational and cultural amenities reinforce its status as a growing regional center in the Southeast.

Charlotte is consistently ranked among the fastest-growing cities in the U.S. According to the Charlotte Planning, Design, and Development Department, Charlotte's population increased 28.5 percent from 2011 (731,424 people) to 2022 (940,144 people).

This City Profile is a look into Charlotte's high quality of life and the many attractions that continue to bring new residents, visitors and businesses to the city.

HISTORY AND LOCATION

- ⇒ Charlotte was incorporated in 1768 and became the county seat in 1774.
- ⇒ Referred to as the "Queen City", Charlotte earned its name from the German born Queen Charlotte, wife of England's King George III. The county earned its name from Queen Charlotte's birthplace, Mecklenburg, Germany.
- ⇒ The city presently covers 311.2 square miles of the 546 square miles in Mecklenburg County. Charlotte lies in the Piedmont region, between the Appalachian Mountains and the Atlantic Ocean. It is the largest city between Baltimore Maryland and Jacksonville, Florida.

GOVERNMENT STRUCTURE

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

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



Council-Manager form of government since 1929

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

TRANSPORTATION AND DISTRIBUTION HUB



Location and infrastructure combine with a robust production workforce to make Charlotte an ideal region for transportation, distribution, and logistics operations. The Charlotte region is strategically located between major ports and inland cities, and is within a 12-hour drive of 53 percent of the nation's population. Transportation assets in the region include the Charlotte Douglas International Airport, four interstate highways (I-85, I-77, I-485, and I-40), an inland terminal, and two intermodal facilities. Charlotte is also the center of the country's largest consolidated rail system with two major rail roads, Norfolk Southern Railway and Chessie-Seaboard Merger (CSX) Transportation.

Foundational to the economic success of the Charlotte region, Charlotte Douglas International Airport (CLT) leads the state as the top economic engine among airports, according to the North Carolina Department of Transportation (NCDOT) Division of Aviation. For 2020, CLT ranked 6th nationwide in aircraft movements (397,983) and served 27.2 million passengers according to the Airports Council International.

BUSINESS CLIMATE

Charlotte enjoys a vibrant, active, and highly diversified economy that continuously supports business development and expansion for companies of all sizes. The city has become a key player in not only attracting new talent and innovative companies, but also focusing on supporting growing small businesses and startups. Charlotte is a city that works hard and plays even harder, with a booming business landscape that welcomes newcomers into an inclusive and resilient community.

- The region's economy, which is the largest in the Carolinas, ranks 23rd in the U.S. and accounts for about 21 percent of the total output of the Carolinas.
- Seven Fortune 500 companies are headquartered in Charlotte, including:
 - Bank of America (25)
 - Lowe's (44)
 - Honeywell (92)
 - Truist (92)
 - Duke Energy (123)
 - Sonic Automotive (301)
 - Brighthouse Financial (457)
- Charlotte is consistently ranked for being a top place to live, work and play:
 - #1 city for STEM job growth (RCLCO, 2020)
 - #2 city for population growth (LinkedIn, 2021)
 - #4 quality of life index (Numbeo, 2019)
- More than 1,000 foreign-owned firms regionwide employ more than 66,000 people from 45 different countries.



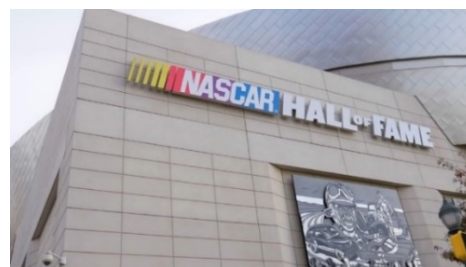
RECREATIONAL, VISITOR, AND CULTURAL EVENTS

Charlotte's Venues

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

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

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



Activities and Sporting Events

Charlotte hosts a variety of sporting events and tournaments each year, in addition to three major and two minor league sports franchises



- The Carolina Panthers of the National Football League (NFL) have played in Charlotte for more than 20 years. The Panthers play at Bank of America Stadium, a privately owned, 73,778-seat stadium in Uptown Charlotte.
- The Charlotte Hornets of the National Basketball Association play in Uptown Charlotte at the Spectrum Center.
- The Charlotte Knights of Minor League Baseball (MiLB), a Triple-A affiliate of the Chicago White Sox, play at the Truist Field in Uptown.
- The Charlotte Checkers of Minor League Hockey, a top-ranked minor league affiliate of the Carolina Hurricanes, play at the Bojangles' Coliseum.
- The Charlotte Football Club of Major League Soccer will kick off its inaugural season in 2022 in a newly renovated Bank of America Stadium with soccer-specific upgrades.
- Professional soccer with the Charlotte Independence.

- Bank of America Stadium hosts the Atlantic Coast Conference (ACC) college football championship and the Duke's Mayo Bowl; a post-season college football game featuring a matchup between an ACC and Southeastern Conference (SEC) team.
- In 2021, the Professional Golfer's Association's (PGA) Wells Fargo Championship will return to Quail Hollow in Charlotte.
- The U.S. National Whitewater Center, located on the Catawba River, is the world's largest artificial whitewater river and the U.S. Olympic training site. The Whitewater Center includes 400 acres for activities including whitewater rafting, kayaking, mountain biking, rock climbing, and rope courses.

Arts, Culture, and Science

Charlotte is the cultural hub of the region and offers a diverse selection of performances, art collections and interactive exhibits to engage residents and visitors of all ages.

- The Bechtler Museum of Modern Art opened in 2010 and features a collection of more than 1,400 works by the most important and influential artists of the mid-20th century.
- Blumenthal Performing Arts operates six theaters on three campuses in uptown Charlotte and is home to a number of arts organizations including the Charlotte Symphony Orchestra and Charlotte Ballet.
- The Harvey B. Gantt Center for African American Arts + Culture celebrates the contributions of Africans and African Americans to American culture and serves as a community epicenter for music, dance, theater, visual art, film, arts education programs, literature and community outreach.
- North Carolina's first art museum, the Mint Museum is a leading, innovative cultural institution and museum of international art and design. With two locations — Mint Museum Randolph and Mint Museum Uptown — the Mint boasts one of the largest collections in the Southeast.
- Discovery Place is a network of four hands-on museums in three different cities, including the Discovery Place Science and Discovery Place Nature museums in Charlotte. Discovery Place brings together science, nature and design to enrich, educate and improve the community.



EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools (CMS)

- CMS is a consolidated city-county public school system with approximately 140,073 students. CMS students are educated in 179 schools that include magnet programs that develop the talents of students who have interests in talents in specific areas.

Higher Education

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

- **Central Piedmont Community College** offers nearly 300 associate degree, diploma, and certificate programs at six campuses within Mecklenburg County.
- **University of North Carolina at Charlotte**, a public urban research institution offers bachelor, graduate, and doctoral degrees through eight professional colleges.
- **Davidson College**, a liberal arts college in Davidson, North Carolina, serves nearly 2,000 students.
- **Queens University** offers 44 majors and the student body represents 40 countries.
- **Johnson & Wales University's** Charlotte campus, home to more than 1,800 students, offers degrees ranging from baking and pastry arts, to fashion merchandising and retailing, to corporate accounting and financial analysis.
- **Johnson C. Smith University** is a Historically Black College and University (HBCU) offering 26 undergraduate or graduate degrees.
- **Pfeiffer University's** Charlotte campus offers adult learners the opportunity to earn both undergraduate and graduate degrees.
- **Wake Forest University Charlotte Center** continues to have a strong graduate school presence in Charlotte with several top- ranked MBA programs. In March of 2021, Wake Forest University announced, in collaboration with Atrium Health, its plans for a Wake Forest School of Medicine Charlotte campus.
- **Northeastern University's** Charlotte campus has offered graduate programs in uptown Charlotte since 2011.



HEALTHCARE

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

- **Atrium Health** is one of the nation's largest public hospital systems. It operates or manages more than 40 hospitals and more than 900 care locations across the Carolinas and Georgia. Atrium Health's Carolinas Medical Center has been recognized as Charlotte's top medical center by U.S. News and World report for four consecutive years. Atrium Health will partner with Wake Forest University to open a four-year medical school in Charlotte in 2024.
- With a 622-bed medical center and more than 700 physicians on staff, **Novant Health Presbyterian Medical Center** is one of the largest medical providers in the region.

Charlotte City Profile

(all figures represent FY2022 unless otherwise noted)

Total Full-Time-Equivalent Employees	8,281.75	Fire Protection	
Total Budget	\$2.7 billion	Fire Prevention Inspectors	40.00
General Fund (net of transfers)	687.6 million	Firefighters	1,104.00
General Bonded Debt per capita (FY 2020)	\$694.4 million		
General Bonded Debt % of Property Value (FY 2020)	0.43%	Police Protection	
Debt Service % of Non Capital Expenditures	13.2%	Sworn Police Officers	1,979.00
Assessed value (2020)	\$148.2 billion	Civilian	475.50
		Storm Water Rates	
Land Area (square miles) (as of February 2021)	311.2	Single Family (monthly) < 2,000 sq feet	\$6.04
		Single Family (monthly) 2,000 to <3,000 sq ft	\$8.91
Retail Sales - Meck County (2020)	\$23.7 billion	Single Family (monthly) 3,000 to <5,000 sq ft	\$13.17
General Obligation Bond Ratings	AAA	Single Family (monthly) 5,000 sq ft & up	\$21.78
		Commercial (monthly) per impervious acre	\$157.23
Mecklenburg County Building Permits (2020)	22,406		
		Utilities	
Population		Water Accounts (projected)	300,235
2010 Census	731,424	Sewer Accounts (projected)	270,133
2019	919,503	1 ccf = 748 gallons	
		Water Rates for ccf use (typical)	\$13.95
Unemployment Rate (Mecklenburg County)		Fixed Charge	\$5.51
2018 (as of February)	4.2%	Typical Total Water Rates	\$19.46
2019 (as of February)	3.9%		
2020 (as of February)	3.2%	Sewer Rates	\$38.01
2021 (as of February)	5.7%	Fixed Charge	\$12.92
		Typical Total Sewer Rates	\$50.93
Top Principal Taxpayers (2020)			
Wells Fargo Bank	1.2%	Typical Residential User's Monthly Fee	\$70.39
Duke Energy Corporation	1.2%		
Bank of America	1.1%	Median Household Income - 2018	\$63,483
American Airlines/US Airways Group Incorporated	0.6%		
Time Warner Entertainment	0.3%	Charlotte Area's Largest Employers (2020)	
Parkway Properties	0.3%	Atrium Health	35,700
SouthPark Mall	0.3%	Wells Fargo & Co.	23,500
301 College Street	0.2%	Wal-Mart Stores, Incorporated	17,100
AT&T	0.2%	Bank of America Corp.	15,000
Piedmont Natural Gas	0.2%	Novant Health Inc.	11,698

Charlotte City Profile

Real Property Tax

1-cent on the property tax rate	\$15,119,518
General Fund	27.31¢
Muni Debt Service for Capital	6.77¢
Pay-As-You-Go Capital	0.73¢
Total Property Tax Rate (per \$100 valuation)	34.81¢

Local Sales Tax

State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%
Total (as of July 1, 2021)	7.25%

Occupancy Tax (FY 2022)

First 3-Percent	3.0%
Second 3-Percent	3.0%
NASCAR Hall of Fame Tax	2.0%
Total	8.0%

Prepared Food Tax (FY 2022)

City/County	1.0%
-------------	------

Municipal Service Districts (FY 2022)

District	
01 - Center City	1.36¢
02 - Center City	2.27¢
03 - Center City	3.38¢
04 - South End	3.90¢
05 - University City	2.79¢
*per \$100 valuation	

Regional City and County Property Tax Rates

Charlotte FY 2022 Proposed	34.81¢
Mecklenburg County FY 2021 Adopted	61.69¢

FY 2021 Tax Rates for Towns/District

Cornelius	22.20¢
Davidson	29.00¢
Huntersville	24.00¢
Matthews	28.00¢
Mint Hill	25.50¢
Pineville	33.00¢
Police Service District	17.81¢
Stallings	21.50¢

Motor Vehicle Registration Fee (FY 2021)

Charlotte	\$30.00
-----------	---------

Solid Waste Fees

Charlotte	
Single-Family & Mobile Homes	\$75.02
Multiple Family	\$75.02
County	
Single-Family & Mobile Homes	\$39.50
Multiple Family	\$39.50

Car Rental Taxes (FY 2022)

Road Use Tax	8.0%
Charlotte Vehicle Rental Tax	1.5%
Mecklenburg Vehicle Rental Tax	1.5%
Airport Tax (If applicable)	10.0%
U-Drive-it Vehicle Rental tax	5.0%

Budget Principles

Using the framework set forth by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, and the City Code of Ordinances that includes the city charter, the city will follow the principles outlined below. The development of the city's annual operating budget will be a transparent process that includes community input and involvement.

1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.
2. Program funding will be approved in the overall context of competing priorities across city services. Anticipated future needs will play a prominent role in the prioritization process.
3. The city will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided, when feasible.
4. A budget will provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.
5. A budget will provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.
6. The city will engage in a continual evaluation of the most cost-effective means for providing city services.
7. The city will evaluate the total tax and fee burden – not just the property tax rate – residents pay in exchange for government services as part of the budget development process.
8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.
9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent.
10. The city will continue to promote a user fee goal of 100 percent cost recovery.
11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.
12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.
13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.
14. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the city are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the city's annual comprehensive financial report (ACFR) is prepared using Generally Accepted Accounting Principles.

Financial Policies and Practices

The city's budgetary policies are based on and conform to North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, the City Code of Ordinances that includes the city charter, and generally accepted accounting principles for governmental entities. These broad policies and statutes set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the city and ensure that the city is poised for future growth.

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
 - c. The tax rate shall be set each year based on the cost of providing general government services;
 - d. The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The city will set fees for services to maximize user charges for identifiable services as follows:
 - a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services;
 - b. To the extent practical, any general city service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges;
 - c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.
3. The city will accumulate and maintain a general fund balance equal to or greater than eight percent (city policy is higher at 16 percent) of the next year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As-You-Go Capital Program.
4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.
5. The city will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures.

Inter-fund Policies and Practices

The General Fund will be reimbursed annually by the Enterprise and Internal Service Funds for general and administrative services provided, such as self-insurance, accounting, personnel, and administration.

Financial Policies and Practices

Accounting Policies and Practices

1. The city will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Chief Financial Officer and audited annually.
4. The Finance Department's Procedures Manual will be maintained as a central reference source and handbook for all procedures, which have a fiscal impact within the city. It will serve as the city's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The city's Comprehensive Annual Financial Report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted each year for that recognition.
7. All governmental funds are reported on using the modified accrual basis of accounting. Although the Comprehensive Annual Financial Report reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.
8. Add carryforward of appropriations for encumbrances outstanding at Year End.

Debt Policies and Practices

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city's full assessed value.
3. Variable rate bonded debt will not exceed twenty percent of total outstanding long-term debt.
4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
 - a. New money fixed rate bond issues may be placed on a competitive or negotiated basis,
 - b. New money variable rate bond issues will be placed on a negotiated basis, and
 - c. Refunding bond issues may be placed on a competitive or negotiated basis.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

1. All deposits of the city will be made in designated official depositories and secured as required by North Carolina state statutes. The city may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. The city may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
2. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.

Financial Policies and Practices

City Investment Policy

1. City investments will be managed and maintained in accordance with all applicable Federal and State laws, City Ordinances and other regulatory requirements, specifically NCGS 159-25(a)(6); NCGS 159-30; NCGS 159-31; and NCGS 36C, Article 9 (Uniform Prudent Investor Act).

Standards of Care

- i. Except for cash in certain restricted and special funds, and bond proceeds, the city will consolidate cash and reserve balances from all funds to maximize investment earnings and increase efficiencies around investment pricing and administration.
- ii. Investment income from pooled cash investments will be allocated monthly to participating funds based upon the average cash balance of each fund as a percentage of the total pooled portfolio.
- iii. Unspent debt proceeds will not be commingled with other monies and will be invested separately. Earnings on unspent debt proceeds will be treated as additional proceeds.
- iv. Quarterly reviews will be conducted that will assess the current total holdings across all funds, including cash positions, portfolios, mark to market valuations, credit quality for each security, and any additional compliance issues.
- v. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible custody account prior to the release of funds. This type of settlement process is used to minimize custodial credit risk.
- vi. All securities in the city's name will be held by an independent third-party trust custodian selected by the city. In September of each year, the safekeeping institution will be required to provide a copy of its most recent Statement of Auditing Standards (SAS) No. 70 as well as its disaster recovery and cyber security plans to Finance – Treasury for review by the Investment Committee.
- vii. Where allowed by North Carolina General Statute Chapters 159-30 and 31 and in accordance with the GFOA Recommended Practices on the Collateralizing Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit.
- viii. The primary objectives of investment activities are safety, liquidity, and return, in that order.
 - (1) Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - (a) Credit Risk – The city will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:
 - (i) Limiting investments to the types of securities listed in the Investment Policy;
 - (ii) Pre-qualifying and conducting ongoing due diligence of the financial institutions, broker/dealers, and intermediaries with which the City will do business; and
 - (iii) Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
 - (b) Interest Rate Risk – The city will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:
 - (i) Structuring the investment portfolio so that security maturities match cash flow requirements for ongoing operations, thereby, avoiding the need to sell securities on the open market prior to maturity; and
 - (ii) Investing operating funds primarily in shorter-term securities (0-5 years), money market mutual funds, or similar investment pools in accordance with the Investment Policy.

Financial Policies and Practices

- (2) Liquidity – The investment portfolio will remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio will be structured so that securities mature concurrent with cash needs to meet anticipated demands. Since all possible cash flow demands cannot be anticipated, the portfolio should have an amount determined by the internal investment guidelines placed in money market mutual funds or other such accounts which offer same-day liquidity for short-term funds.
- (3) Return – The investment portfolio shall be designed with the objective of regularly meeting or exceeding the average of the 6-month T-bill, 12-month T-bill and the 2-year Treasury rates. These indicators are considered benchmarks for lower risk investment transactions and approximate the city's weighted average maturity (WAM) under normal market conditions. Return on investment is of tertiary importance compared to the safety and liquidity objectives described in this section. Core investments will be limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. It is the city's intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal. However, if economic or market conditions change making it in the city's best interest to sell or trade a security before maturity, that action may be taken. Selling or trading a security may be done under the following circumstances:
- (a) A security with declining credit may be sold early to minimize loss of principal;
 - (b) A security may be sold if reinvesting the proceeds in an alternative security would improve the quality, yield, or target duration in the portfolio;
 - (c) Unanticipated liquidity needs of the portfolio require that the security be sold.

Suitable and Authorized Investments

- i. US Treasuries and Agencies – Investments of this type will be limited to a five-year maturity.
- ii. Government Sponsored Enterprises (GSEs) –The following GSEs may be purchased: FNMA, FHLB, FHLMC, and FFCB. There is no maximum in these securities because of the implied backing of the U.S. Government. Investments of this type will be limited to a five-year maturity.
- iii. Commercial Paper –A maximum of twenty-five percent of the portfolio may be invested in commercial paper with the appropriate A1(S&P)/P1(Moodys)/F1(Fitch) ratings. At least two of these ratings must be in place, and the issue cannot be rated below the highest category by any nationally recognized ratings service that rates the particular obligation. The maximum amount that may be invested in any one issuer is \$20,000,000.
- iv. North Carolina Capital Management Trust (NCCMT) –The City may invest in the government and term portfolios at NCCMT. These money market funds are to be used primarily to meet liquidity requirements as well as in interest rate environments that will yield increased returns. There is no maximum investment in these funds because of the liquidity provided by these accounts and the diversification of investments made by the NCCMT.
- v. Certificates of Deposit – No maximum as all certificates of deposit are 100% collateralized.

Investments, except for North Carolina Capital Management Trust (NCCMT) and Firefighters' Retirement System Fund, are reported at fair value as determined by quoted market prices. The securities of the NCCMT Cash Portfolio, a Securities and Exchange Commission registered money market mutual fund, are valued at fair value, which is the NCCMT's share price. The NCCMT Term Portfolio's securities are valued at fair value. Money market investments that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Non-participating interest earning investment contracts are reported at cost. Investments with an original maturity of three months or less are considered cash equivalents.

City Manager Contract Approval Policy

1. The City Manager is authorized to award contracts, reject bids, re-advertise to receive bids, and waive bid bonds or other deposit requirements pursuant to North Carolina General Statute Chapter 143-129(a). Specifically, the Manager is authorized to:

Financial Policies and Practices

- a. Exempt particular projects from the provision of the North Carolina General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than \$50,000.
 - b. Approve and execute contracts involving informal bids of up to \$500,000 for construction projects previously budgeted in the annual ordinance.
 - c. Approve and execute maintenance contracts in amounts under \$500,000.
 - d. Approve and execute leases of city real property in amounts under \$500,000.
 - e. Approve and execute engineering contracts under \$500,000.
 - f. Approve and execute professional service contracts in amounts under \$500,000.
 - g. Approve and execute change orders to all approved contracts not to exceed \$500,000 in the total amount of change order unless previous authority is authorized by City Council action for the specific contract.
 - h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed \$500,000.
2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).
3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed \$500,000.

Improving the quality of life of residents is the City of Charlotte's mission and the foundation of the CIP. The plan's goal is to maintain or replace high priority infrastructure as needed. By facilitating economic development, enhancing the tax base, and protecting the community's safety and environmental resources, the CIP benefits all segments of the community and supports all roles of municipal government.

City Council-adopted policies for developing and implementing the Capital Investment Plan

1. Evaluate capital projects requests according to the following priorities:
 - 1st priority: Maintenance and/or retrofitting of existing infrastructure
 - 2nd priority: Replacement of existing infrastructure
 - 3rd priority: Expansion of existing infrastructure
 - 4th priority: New infrastructure
2. Develop and implement a capital program based on smart growth principles:
 - Maintain land use planning
 - Sustain effective land use decisions
 - Strengthen neighborhoods
 - Build a competitive economic edge
 - Design for livability
 - Safeguard the environment
 - Expand transportation choices
 - Use public investment as a catalyst
3. Preserve the existing tax base, a fundamental principle for city capital investment decision-making
4. Affirm neighborhoods as a foundation of the community and emphasize a reinvestment program for all neighborhoods
5. Form partnerships with residents and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities
6. Serve as a platform for economic development through the funding of priority projects in targeted investment areas
7. Provide a balanced capital plan, which funds the highest priority community needs in a variety of program areas
8. Anticipate infrastructure and facility needs resulting from future changes in the city's boundaries and density that are consistent with Council's development and growth policies
9. Comply with applicable federal and state mandates

Capital Investment Policies and Practices

1. The city will update annually a five-year Capital Investment Plan, which details the estimated cost, project description, and anticipated funding source for each capital project.
2. The city's adopted Annual Budget Ordinance will include capital project appropriations for all projects with funding identified in the first year of the five-year Capital Investment Plan.
3. Operating Budget expenditures will be used to maintain and provide any salaries, operating costs, and small capital outlay that may be required for adopted Capital Investment Plan Projects once they are completed and in service.
4. The city will strive to fund a portion of capital improvements with Pay-As-You-Go sources of financing that do not increase the city's debt liability.
5. A uniform, citywide methodology based on generally accepted cost accounting principles and best practices will be used for allocating and charging direct and indirect costs to capital projects. This ensures accurate, consistent, and substantiated cost recovery so the city's operating funds are neither subsidized nor inadequately reimbursed for supporting capital programs or placing capital assets into service. This methodology will be periodically reviewed and will apply to funding sources that are not otherwise subject to federal, state, or other requirements (e.g., law, regulation, terms of a grant award, or other legally binding agreements) for direct and indirect cost recovery.

General government debt policies

1. Diversify revenue sources dedicated to capital formation and debt service
2. Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
3. Provide for the issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
4. Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)
5. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
 - Allocation of the property tax rate
 - Investment (interest) income
 - Sales Tax (one-half cent)
 - Other miscellaneous revenues
6. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
 - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent
7. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects
8. Dedicate asset sales to the Capital Investment Plan:
 - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds
9. Maintain the General Government fund balance at 16 percent of the operating budget:
 - Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council
10. Maintain the Enterprise Funds' capital programs on a self-sustaining basis:
 - Charlotte Water, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges
 - The Charlotte Water rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents
 - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit
11. Pursuant to the North Carolina General Statutes, the city's outstanding general obligation debt is subject to a legal limitation based on eight percent of the total assessed value of real and personal property

This page intentionally left blank.



KEY TERMS AND ACRONYMS

This page intentionally left blank.

Adjustments to Proposed Budget: This session provides the opportunity for preliminary Council decisions regarding the Manager's Proposed Budget. By Council practice, each Council member has the opportunity to add or subtract any item or amount from the proposed budget. Council has traditionally required that the adjustments result in a balanced budget. Those items receiving five or more votes from Council members are then voted on at the straw votes session.

Allocation: The expenditure amount planned for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the city's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Budget Adoption: North Carolina State law requires local government to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget and Effectiveness Committee: The Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides Council with a detailed overview of the Manager's proposed budget. This provides a forum for the Manager to share highlights of the budget and for Council to ask initial questions as the budget process moves into the review stage.

Budget Workshop(s): This series of half-day workshops, conducted by Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as Council works to identify and confirm areas of focus, operating and capital investment policies, and review projected revenues and expense information, and review program and service delivery priorities.

Budget Plan-Proposed and Adopted: The City Manager submits to the City Council a proposed expenditure and revenue plan for all city operations for the coming fiscal year. When City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated and legal expenditure limits are established.

Capital Expenditure: An amount of funds, through current operating dollars or debt, spent on an asset with a useful life of at least one year or more with a significant value.

Charlotte Regional Transportation Planning Organization (CRTPO): The transportation body that is responsible for overseeing the development of the transportation system in the greater Charlotte-Mecklenburg region of North Carolina.

Capital Investment Plan (CIP): Annual appropriations from specific funding sources are shown in the city's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, low income housing, and services to low-income neighborhoods.



Key Terms and Acronyms

Objective: Organizational aims or purposes for the next 2-4 years that are the focal point of the organization's initiatives.

Debt Service: Annual principal and interest payments that the local government owes on money that it has borrowed.

Department: City's operating departments.

Enhancement: Requests for new projects, programs, or services or requests for additional funding to existing projects, programs or services.

Enterprise Funds: One of four city departments which are fully funded by operating revenues rather than property taxes. These are Charlotte Douglas Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water.

Financial Partner: Private, non-profit organizations which provide services to the public by use of partial funding from the city.

Fiscal Year: A one-year fiscal period. The city's fiscal year extends from July 1st through June 30th.

Full-Time Equivalent (FTE): A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: It is the difference between assets and liabilities of a particular fund. It incorporates the difference between the revenues and expenditures each year.

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

General Obligation Bonds: Bonds whose payment is guaranteed by the full faith and credit of the government body.

Governance Department: The city's governance departments include the Mayor and City Council, City Attorney, City Clerk, and City Manager's Office.

Hourly Pay Plan: The city's hourly pay plan covers hourly employees in labor, trades, and administrative positions. Hourly employees receive an annual market adjustment equal to half of the Salaried Pay Plan on average as well as a merit increase based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

Internal Service Providers (ISPs): Business unit that provides services to other city departments and charges for those services. Each department budget receiving the service has an ISP budget which is charged by the department providing the service.

Manager/Council Strategy Session: This initial meeting serves to reaffirm Council priorities and develop a framework for addressing the community's concerns and desires for service delivery during the next fiscal year. This discussion also includes any other additional parameters for possible changes to the

budget plan under development.

Metropolitan Transit Commission (MTC): is the policy board for the Charlotte Area Transit System (CATS) and has responsibility for reviewing and recommending all long-range public transportation plans.

Municipal Service District (MSD): Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area, and one in the University City area.

Net of Transfers: Takes into account transfers between funds (General Fund, Enterprise Funds, and Capital Funds).

Non-Departmental Account: Those services or functions that are not specifically associated with a city department.

Nongeneral Funds: Those services or functions not included in the General Fund.

Operating Budget: The portion of the budget plan that represents recurring expenditures such as salaries, utilities, postage, office supplies, fuel, etc.

Pay-As-You-Go Projects (PAYGO): Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

Performance Measure: A quantitative indicator of how programs and services are directly contributing to the achievement of an agency's objectives. These indicators may include measures of inputs, outputs, outcomes, or activities.

Position Number: A term that refers to a unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the PeopleSoft Human Resources System. Only one person at a time can fill a regularly budgeted position.

Program: A group of services within a department, aligned by a common purpose.

Public Hearing on Proposed Budget: This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for citizens to comment on the published budget plan. Notice of the public hearing and the Council discussion process are included in the Charlotte Observer, on the city's website, and on the Government Channel. The budget documents are made available to the public through the regional public libraries and the local university libraries.

Public Safety Pay Plan (PSPP): The city's Public Safety Pay Plan covers all Police classes below the rank of Police Captain and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps, and the second is structural market adjustments to the steps.

Salaried Pay Plan: The city's Salaried Pay Plan covers all salaried city employees with the exception of non-managerial sworn Police and uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

Strategic Priorities: Five strategic areas of focus, which serve as the framework for allocating funds and resources. These are Economic Development; Great Neighborhoods; Safe Communities; Transportation, Planning, and Environment; and Well-Managed Government.

Straw Votes: This session provides the opportunity for Council to vote on each of the items that moved from the adjustments session. Each of these items receiving six or more straw votes will be incorporated into the budget ordinance.

Support Department: The city's support departments include Human Resources, Innovation and Technology, and Finance.

Target: Quantifiable and specific level of achievement, communicates the expected level of performance.

Technical Adjustment: Annual inflationary adjustments including existing contractual cost increases, annualization of costs, or state and federal mandates.

<u>Acronym</u>	<u>Definition</u>
AF	Asset Forfeiture
ARD	Asset Recovery and Disposal
BIG	Business Investment Grant
BLE	Blue Line Extension
CATS	Charlotte Area Transit System
CCF	100 Cubic Feet
CDBG	Community Development Block Grant
CDOT	Charlotte Department of Transportation
CIP	Capital Investment Plan
CLT	Charlotte Douglas International Airport
CMPD	Charlotte Mecklenburg Police Department
CMS	Charlotte Mecklenburg Schools
CNIP	Comprehensive Neighborhood Improvement Program Certificates of
COPs	Participation
CRC	Charlotte-Mecklenburg Community Relations Committee Charlotte
CRTPO	Regional Transportation Planning Organization Charlotte Regional
CRVA	Visitors Authority
EIS	Environmental Impact Statement
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FTE	Full-Time Equivalent
FY	Fiscal Year
GIS	Geographical Information System
GO	General Obligation (bonds)
HOME	HOME Investment Partnerships Program (Federal Housing grant)
HOPWA	Housing Opportunities for Persons with AIDS
MOE	Maintenance of Effort
MPO	Metropolitan Planning Organization
MSD	Municipal Service District
MTC	Metropolitan Transit Commission

Acronym

MWSBE

NCDOT

NECI

OSHA

PAYGO

RFP

SBE

STIG

STS

SWS

Definition

Minority / Women Owned or Small Business Enterprise

North Carolina Department of Transportation

Northeast Corridor Infrastructure

Occupational Safety and Health Act

Pay-As-You-Go

Request for Proposal

Small Business Enterprise

Synthetic Tax Increment Grants

Special Transportation Service

Solid Waste Services