



Proposed **FY 2023 Budget**

FY 2023-2027 Capital Investment Plan
Emerging Stronger Together



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**CITY
MANAGER'S
MESSAGE**



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May 2, 2022

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

This year we celebrate the progress Team Charlotte has made as our community and city continue to recover with resiliency from the COVID-19 pandemic. The rebound that Charlotte continues to experience has been guided by intentional decision making in the delivery of core services alongside initiatives designed to advance City Council’s Strategic Priorities. Team Charlotte accomplished a lot in Fiscal Year 2022. Moving into Fiscal Year 2023, people and priorities will highlight Team Charlotte’s advancement and commitment to being responsible stewards of community resources. I am grateful for your direction and support throughout the budget development process and am pleased to present a balanced budget for Fiscal Year 2023 to further advance your priorities for our community.

Strategic Priorities

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

Proposed FY 2023 Budget (Net of Transfers)	
General Fund	\$784,800,000
Transfer to Other Funds	-\$62,770,265
Sub-Total General Fund	\$722,029,735
Aviation	\$807,825,713
Charlotte Area Transit System (CATS)	\$257,421,461
Charlotte Water	\$614,795,193
Storm Water	\$113,242,034
Sub-Total Nongeneral Funds	\$1,793,284,401
General Capital Investment Plan	\$307,202,131
General Capital Debt Service	\$56,640,291
Pay-As-You-Go Funds	\$1,011,320
Sub-Total Capital Investments	\$366,991,632
Debt Service - Nongeneral Funds	\$158,827,268
Special Revenue and Internal Service Funds	\$205,911,359
Total All Funds	\$3,244,906,505

Budget Highlights

- Balances budget without a property tax increase
- Maintains or enhances core services
- Maintains operating reserve levels; no use of one-time revenues such as General Fund balance
- Protects current employees—no layoffs or furloughs
- Continues to invest in our employees:
 - Provides an eight percent salary increase for all General Hourly Employees (four percent increases in both July and January)
 - Raises minimum hourly pay to \$20 for 40-hour per week city employees by January
 - Provides a four percent merit pool for salaried employees
 - Provides a three percent market adjustment (1.5 percent increase in both July and January) plus a 2.5 to 5 percent step increase for all eligible public safety pay plan employees
 - Provides a one-time retention incentive equivalent to two percent salary for all hourly and Public Safety Pay Plan employees; and salaried positions in grade 19 or below (Supported by the American Rescue Plan Act Fund)
 - Creates a 2.5 percent salary incentive for job classifications that require a Commercial Driver’s License
 - No increase to employee healthcare premiums
 - Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts
 - Provides for homeownership assistance for city employees through the House Charlotte homeowner assistance program, with \$2 million in the program reserved for city employees
 - Continues offering CATS all-access transit pass to employees
- Operationalizes the SAFE Charlotte Plan:
 - Adds two new Alternatives to Violence sites with \$1 million in Federal Funds
 - Proposes \$1 million for SAFE Charlotte Grant program supporting community organizations
 - Launches Civilian Assistance: Respond, Engage, Support (CARES) Team for mental health, substance abuse, homelessness calls for service
 - Awarded \$330,000 from the State to support administration and evaluation of CARES Team (one of three North Carolina cities)
 - Updates internal operations at CMPD
 - Provides \$118,000 to update the Early Intervention System
- Invests \$4.5 million on city building sustainability, including \$1.45 million for electric vehicle supply equipment locations, and adds 55 fully electric vehicles to the city’s fleet
- Allocates \$48.8 million within the five-year CIP to construct three fire stations, one of which will be the city’s first all-electric fire station
- Proposes the 2022 Bond, highlights include:
 - Provides the third consecutive \$50 million allocation to create and preserve affordable housing

- More than triples the 2020 Bond funding for the Sidewalk Program, from \$15 million to \$50 million
- Doubles the 2020 Bond totals for the Bike Program, from \$4 million to \$8 million
- Provides \$17.1 million of funding for the Vision Zero strategy:
 - \$12.6 million to enhance Transportation Safety, more than six times the previous bond funding of \$2 million in the 2018 and 2020 bonds
 - \$4.5 million for Street Lighting to implement new street lighting projects along high-injury network streets or to enhance existing street lighting by converting existing lights to LED
- Invests \$10 million for the Corridors of Opportunity
- Provides \$10 million for congestion mitigation improvements in the South Charlotte, Steele Creek, and University City areas
- Proposed \$157.3 million towards new capital roads and intersection infrastructure projects over the next four bonds. FY 2023 includes:
 - \$12.7 million to improve Eastway Drive/Shamrock Drive Intersection
 - \$7.3 million to improve Rea Road
- Replaces \$6.8 million state funding reduction to street resurfacing, plus adds \$3.4 million in resources to the program
- Proposed \$16 million from ARPA Tranche 2 for community investments that support job and workforce development and, Minority Women, and Small Businesses (MWSBE)
- \$1.3 million in direct MWSBE support including \$800,000 for a Capital Access Program and CBI Bonding Program
- Supports the ADA program with \$209,918 for new positions along with an additional \$4.25 million in program funding
- Proposes \$30 million from ARPA Tranche 2 for affordable housing initiatives that support strategic partnerships, reduce displacement risk, and advance staying in place

Economic Outlook

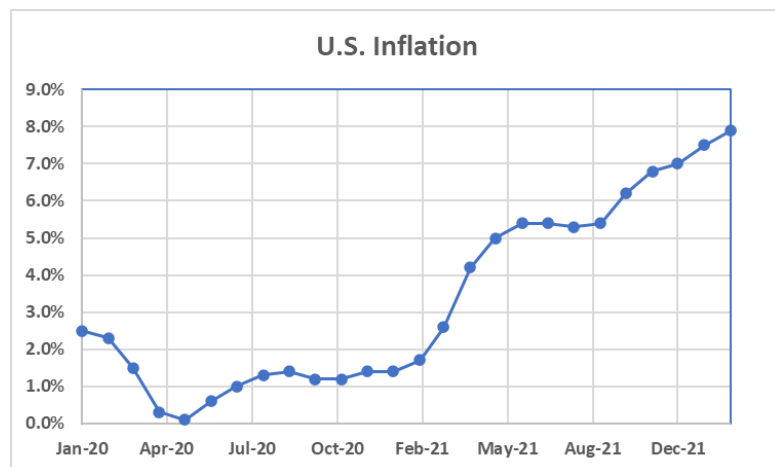
National Economy

The COVID-19 pandemic dipped the U.S. economy into a recession in February 2020, ending the longest economic expansion in the history of U.S. business cycles. More than 20 million jobs were lost between February and April 2020. In April 2020 during the beginning of the pandemic, the nation's unemployment rate peaked at nearly 15 percent.

However, the economy rebounded rapidly with historically unprecedented growth rates. Although COVID-19 continues to cause global supply chain issues, real Gross Domestic Product (GDP) increased by 5.7 percent in 2021, the fastest growth we have seen since 1984. The rollout of vaccines and easing of pandemic restrictions has brought the unemployment rate down to pre-pandemic levels of 3.6 percent, with more than 19 million jobs coming back to the economy as of March 2022. Most of the job gains have been in industries that were greatly impacted by the pandemic including leisure and hospitality, professional and business services, retail trade, and manufacturing.

While it may seem as if the country has rebounded with regards to the pandemic, the U.S. like every other nation continues to feel the impacts of major supply chain disruptions and worldwide shortages. The

supply chain disruptions coupled with pent-up demand for goods following the reopening of the economy has led to the fastest increase in prices since the early 1980s. The Consumer Price Index for All Urban Consumers, a measure of inflation, rose 7.9 percent from February 2021 to February 2022. The index for food grew by 7.9 percent, the index for energy increased by 25.6 percent, and the index for all items less food and energy grew by 6.4 percent over the same period.



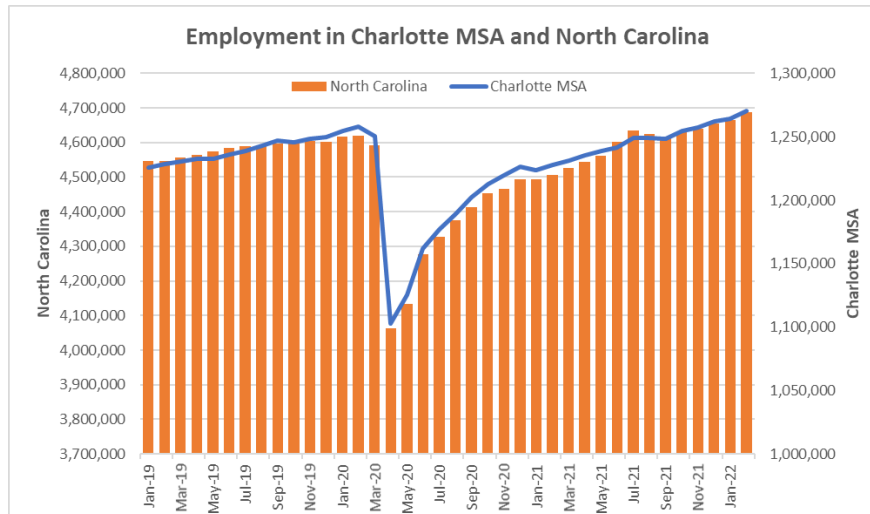
Source: U. S. Bureau of Labor Statistics

To combat the persistent inflation consumers have experienced, the Federal Reserve began tightening monetary policy by raising interest rates.

The Russia-Ukraine conflict has been an additional shock to the global economy. Russia and Ukraine are major commodity producers, and the conflict between the two nations has exacerbated disruptions in the global energy marketplace where suppliers were already having difficulties meeting surging post-pandemic demands. The national average price for gasoline has increased by more than \$1 per gallon as of the end of March 2022 compared to the same period a year ago. Oil price shocks have typically been followed by economic contractions (recessions), forecasting the potential for broader economic challenges in the future.

Regional Economy

The state recorded its highest pre-pandemic employment level of 4.62 million jobs in February 2020, with an unemployment rate of 3.5 percent. Between February and April 2020, 558,500 jobs were lost at the state level as a result of the pandemic. The state's economy has added jobs since May 2020, adding an average of about 30,000 jobs per month. As of March 2022, employment stands at 4.69 million, about 67,600 jobs above the pre-pandemic high of February 2020.



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

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 155,700 jobs were lost from the regional economy at the start of the pandemic. Almost 60 percent of these lost jobs were within 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 8,000 jobs each month. As of February 2022, a total of 168,000 jobs have been added back to the regional economy surpassing pre-pandemic employment levels.

Local Economic Impact

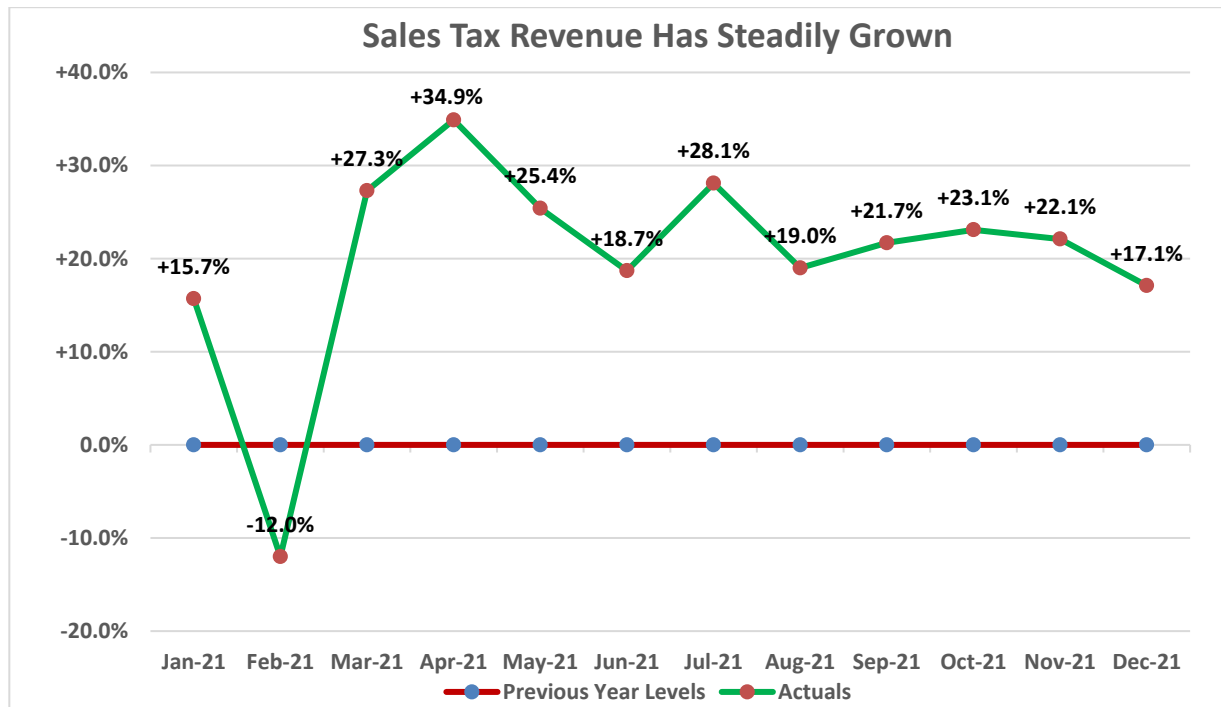
Hospitality tax revenues are driven by the leisure and hospitality sector and fell by more than 19 percent in FY 2020. In FY 2021, occupancy taxes fell by more than 30 percent. At the start of the pandemic, with stay-at-home orders in place, local occupancy tax and rental car tax revenues declined by more than 90 percent year-over-year. As restrictions have eased and spectators have returned to events, these hospitality tax revenues have recovered, surpassing pre-pandemic highs in some months. Hospitality tax revenues are forecasted to grow as long as communities do not experience additional pandemic lockdowns or restrictions.

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 FY 2019. As the housing supply continues to increase (as seen in 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 property tax revenues to be negatively affected.

Home sale prices have skyrocketed, with the median sales price of homes in Charlotte rising 57 percent between March 2019 and March 2022. Although home prices have increased substantially, these increases are not captured in the city’s property tax revenue until the county reassesses property values. During periods between revaluations, only values from new homes or additions to old homes are added to the city’s property tax base. As a result, FY 2023 increases to the total assessed value of real property are due solely to natural growth from new construction and renovations. In FY 2023, property tax revenue is projected to grow by 2.6 percent driven primarily by real property growth.

Sales tax distributions make up about 15 percent of the city’s General Fund revenues. Stay-at-home orders caused consumers to defer making purchases and save their financial resources. The three economic impact payments that were passed and signed into law since the beginning of the pandemic have helped a great deal in promoting consumer spending. As the economy opened up and restrictions were lifted, consumers purchased at a higher rate because of pent-up demand and the higher spending power from federal government stimulus payments. Higher prices as measured by inflation have also caused an increase in the total amount spent by consumers. The General Fund sales tax year-to-date growth as of December 2021 (first half of FY 2022) was 17.1 percent compared to same time period a year ago. Although household savings are up, rising prices for goods and service available creates a situation where the high inflation erodes purchasing power.

FY 2023 Projection



Utility franchise taxes are the third largest revenue source for the city’s General Fund, accounting for approximately seven percent of General Fund 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

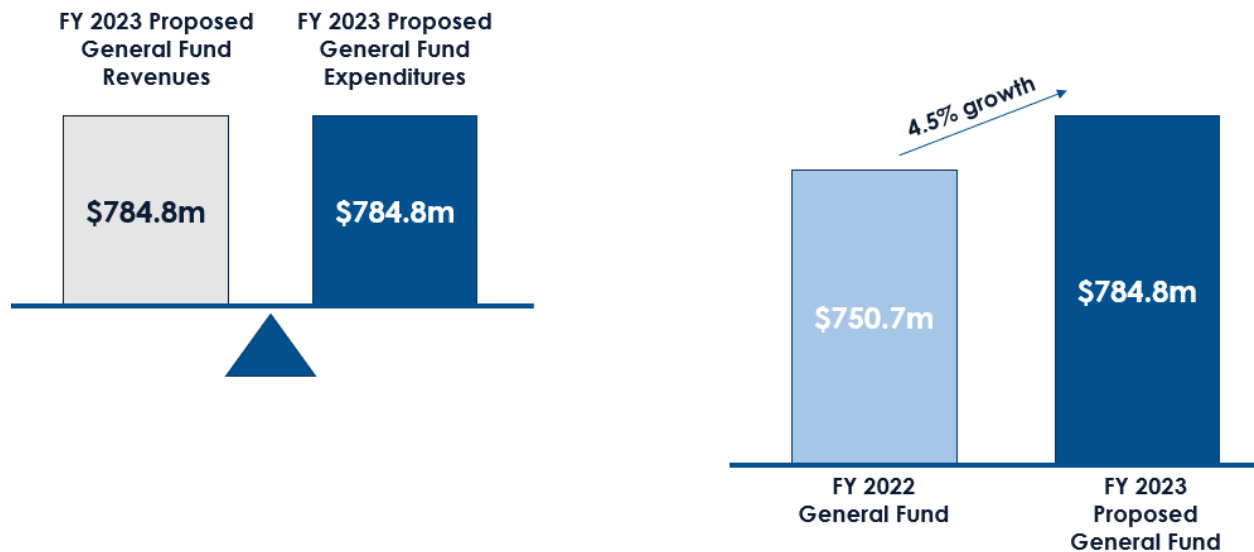
primarily due to decline in business activity, payment defaults, more energy efficient buildings, and milder seasonal weather. In FY 2021, usage increased by 0.6 percent as households went back to work and were able to pay their utility bills. The Energy Information Administration in its best-case scenario forecasts energy demand will not return to pre-pandemic levels until 2028. However, as utilities seek rate increases, there is potential for this tax revenue to grow. Utility franchise tax is projected to grow to \$51.2 million in FY 2022. In FY 2023, it is projected to grow by about five percent to \$53.7 million.

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 more vulnerable to economic shocks. As the economy continues to recover, revenues in these areas are expected to return to pre-pandemic levels. Overall, due to our solid financial foundation, the shocks within these revenues can be weathered.

Setting the Stage to Emerge a Stronger, More Resilient Organization

Structurally Balanced Budget

Charlotte is known for our strong financial policies and practices. Development of the Proposed FY 2023 Budget included a thorough review of revenue and financial options to ensure that the use of available resources is maximized to serve the community while maintaining a good value to tax and rate payers and consistency with Council priorities.



Building on an Intentional Plan

Over the last six years the city has reinforced sound budget principals to meet service delivery needs of the Charlotte community and improve the work environment for city employees. Building on an intentional plan to continue the success of years past, the FY 2023 budget will:

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

As we begin the new fiscal year, we will remain focused on our priorities and continue to advance key Council initiatives as Team Charlotte continues to diligently serve our community

Budget Listening Sessions

The City of Charlotte Strategy and Budget Department hosted three virtual engagement sessions in February and March. During these sessions, attendees received an overview of the city’s budget process and were provided the opportunity to ask questions and share priorities. The sessions allowed the budget office to receive real-time feedback from Charlotte residents. City staff, including assistant city managers and department directors, were available to answer questions and provide information on city services and how to stay connected throughout the budget process.

Budget Community Input Survey

The annual budget community input survey was designed by the City of Charlotte’s Strategy and Budget Department to gain constructive insights into the budgeting preferences of those who work, live, and play in the City of Charlotte. The survey is one of several tools that the city uses to promote community engagement within the budget development process. Over 1,000 responses were received and reviewed for input. The results of the survey and all engagement sessions are annually shared with City Council.

We Never Stopped Working

Advancing Priorities through Well-Managed Government

Throughout the pandemic and recovery period, employees have never stopped working to advance progress toward Council’s strategic priorities. Highlights of our achievements over the past fiscal year include:

- Supported a pathway for Arts and Culture
- Began community discussion on HIRE Charlotte
- Deployed Housing Trust Funds
- Approved the Charlotte Future 2040 Plan
- Assessed the Transformational Mobility Network
- Launched SAFE Charlotte Initiatives
- Opened the Gold Line Streetcar
- Continued to deliver exceptional core services



Our strong financial foundation was a key factor in our ability to reach these achievements. By maximizing operational efficiencies, we have identified almost \$13.4 million in General Fund budget savings in the last three years, including \$5 million for FY 2023, and maximized the use of one-time Federal Funds. Our focus on Well-Managed Government has allowed us to be resilient throughout the evolving challenges we continue to face.

Continuing to Stabilize the Community

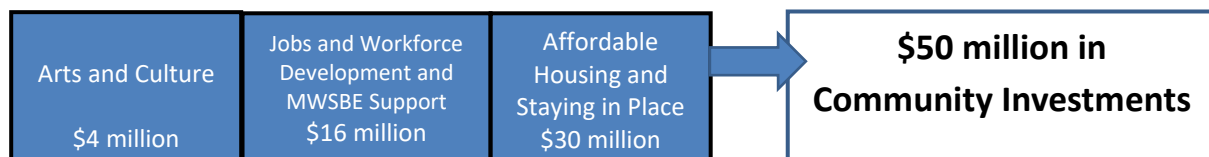
CARES Act, ARPA Phase 1, ARPA Phase 2

The city has effectively deployed federal funds over the last two years and will continue to invest in the community with additional federal funding through FY 2023. Combined with our strong financial foundation, the Coronavirus Aid, Relief, and Economic Security (CARES) Act funding of \$154.5 million allowed the city to support community investments as well as vital city operations. Almost 60 percent of CARES Act funding was dedicated to community investments that supported small businesses, local arts, and residents. The remaining funds were programmed to make improvements in the city's technology infrastructure, meet public health guidelines for employees, and support front-line employee incentives.

As the city received its first allocation of American Rescue Plan Act (ARPA) funding, \$70.8 million in resources were allocated toward the community and city operations. Nearly 85 percent of the funding pot was earmarked toward community investments, with \$17 million going toward housing and homelessness, \$16 million dedicated to workforce and economic development, and \$27 million in funds for other community vitality initiatives such as addressing the digital divide and arts and culture. The remaining \$10.8 million in ARPA funds were planned for city operations, totaling only 15 percent of the city's first ARPA allocation and well below the national average of 38 percent.

Community Support

Planning for new investments, \$70.8 million will soon be available in the city's Phase 2 of ARPA funding, and the majority of this funding (\$50 million) is proposed to once again go back into the community. The vision for this phase of funding will be guided by City Council and strategic priorities to shape the future of Charlotte. The remaining funds are intended to be utilized to support employees and operations.



Affordable Housing: Keeping Momentum

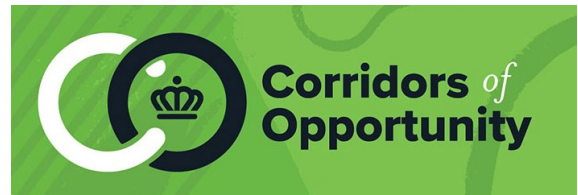


Over 12,000 units and shelter beds were created and preserved since the Housing Trust Fund began. To maintain this momentum the Proposed FY 2023 Budget adds another \$50 million from the Affordable Housing Bond to support the Housing Trust Fund. An important driver of our success will be collaborating across sectors and leveraging partnerships. The FY 2023 Affordable housing Bond is complemented by a combined \$55.5 million in ARPA funding and prior-year appropriations in Corridors Housing, making a total of \$105.5 million available to support Affordable Housing moving forward.

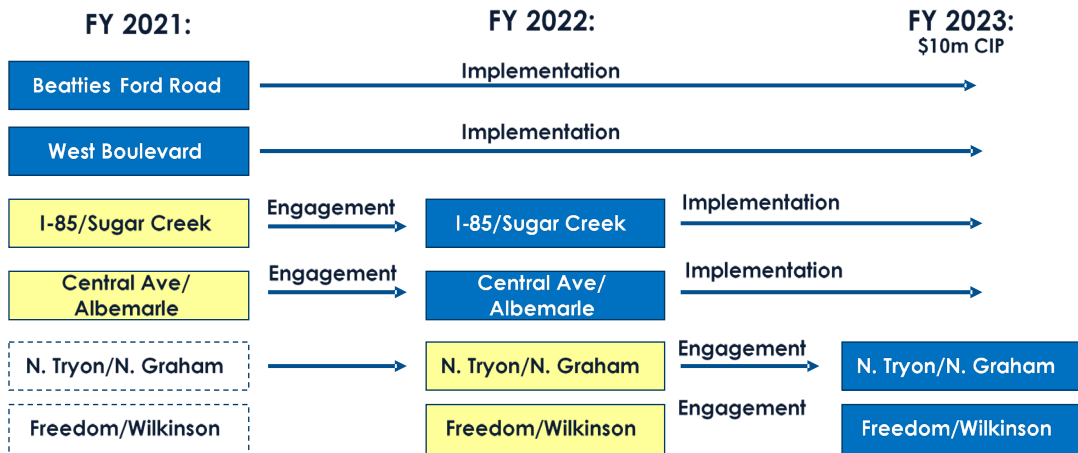


Leveraging Funds, Investing in Corridors

The Corridors of Opportunity began when six corridors in Charlotte with systemically high unemployment and poverty rates were identified as focus areas for a special initiative. Since inception, \$60 million in current and planned city investment has leveraged almost \$100 million in private and philanthropic investment for our Corridors of Opportunity, and investments into our corridors will continue as partnerships are strengthened and funding is leveraged to maximize the impact on our six corridors of opportunity. Projects focus on the creation of public spaces, violence prevention programs, and initiatives focused on exploring mobility options, cultural preservation, affordable housing, community building, and digital inclusion through the provision of public WiFi.



Continuing Plan in Corridors:



Source: MAPS 2030

Notable projects completed include activation of a city-owned parcel to create a pocket-park in the Historic Washington Heights neighborhood, continued support of the West Boulevard Neighborhood Coalition in the creation of a merchant organization and capacity building, upgraded street lighting along the West Sugar Creek corridor, and the implementation of the Alternatives to Violence (ATV) program along Beatties Ford Road. In FY 2022, the city was able to complete comprehensive engagement which informed Playbooks for the I-85/West Sugar Creek and Albemarle/Central corridors. As we shift into FY 2023, city staff will work to identify implementable projects within these two corridors that reflect the vision and goals articulated in their respective Playbooks. In addition, FY 2023 will see the start of comprehensive engagement within the remaining two corridors, North Tryon/Graham and Freedom/Wilkinson.

Total Corridor investment highlights include:

- 2020 CIP Bond - \$14.5 million
- FY 2021 Pay-As-You-Go - \$10 million
- FY 2021 General Fund - \$1.25 million
- FY 2021 CARES Act Allocation - \$1.5 million
- FY 2022 Pay-As-You-Go - \$14 million
- FY 2022 General Fund and CDBG - \$1 million (Part of SAFE Charlotte)
- 2022 Proposed CIP Bond - \$10 million
- 2024 Planned CIP Bond - \$10 million

Building a Connected City

Investing in Fire Station Facilities

The Proposed FY 2023 Budget provides funding to construct new fire facilities and replace existing fire facilities that no longer function properly for Charlotte Fire. The Fire Facilities Master Plan prioritized all Fire facility construction requests by assessing need and function, determining outstanding maintenance

requirements, and analyzing call load and response times. This funding is intended to complete Fire's highest-priority needs.

This multi-year program is intended to construct 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. Station 30 will be one-of-a-kind as the city's first all-electric fire house, complete with an electric fire truck and charging technology.

Street Resurfacing



The City of Charlotte currently maintains 5,479 lane miles of streets. Average annual growth of Charlotte's street network is over 30 lane miles each year. This includes new street construction by the city and developers and the acceptance of private streets located within city limits.

Within the city's resurfacing program, there are two main goals. The first is to extend the life of the pavement assets of the city, and the second is to reduce the costs associated with maintaining this large asset. The primary measure used to quantify the overall health of the pavement system is the Pavement Condition Rating. Charlotte's current Pavement Condition Rating is 82 out of 100.

As our street system and costs increase, funding for the resurfacing program has not kept pace. Annual Powell Bill funding from NCDOT was recently reduced by \$6.8 million annually. This reduction, plus inflationary increases in the cost of labor, services, and supplies, puts significant stress on the city's street resurfacing program. The Proposed FY 2023 Budget increases resources for this program in both the operating budget and the city's CIP.

In the CIP, the city has increased the Street Resurfacing Transportation Bond program by \$13.6 million in the 2022 Bond. This is in addition to \$8 million that was already included in the planned 2022 Bond. These additional funds are included in an effort to replace the state funding reduction during the biennium.

Beyond replacing the reduction, the city will also take action to increase the total Powell Bill resurfacing operating allocation in two ways. First, the optional \$1.1 million distribution from Powell Bill to the Stormwater Program will be eliminated in FY 2023, keeping more resources in the resurfacing program. The Stormwater program fee model has been adjusted to account for this change without impacting services.

Additionally, a \$1 million General Fund operating supplement and a \$1.25 million increase in the PAYGO supplement will be transferred to the Powell Bill Fund. The General Fund allocation will be partially supported by a 50 cents per hour parking fee increase in the city's Park-It Program. This is the city's first increase since 1997 and represents a maximum increase of \$1 due to the current two-hour limit. The

increase, plus the inclusion of Saturday, adds approximately \$700,000 in revenue that will be used for the program.

In total, resources available for resurfacing in FY 2023 will have increased to approximately \$28 million, which is \$3.4 million more than what was available even prior to the state’s funding reduction. The resources are intended to allow CDOT to manage a resurfacing cycle of 25-29 years despite historical cost pressures on the system. Moving forward beyond FY 2023, the plan is to continue growing the General Fund operating supplement and reduce the cycle further.

Sidewalks

Funding Summary	
2020 Bond	2022 Bond
\$15 M	\$50 M

The Sidewalk Program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe, useful, and inviting. For FY 2023, \$50 million, or more than three times the amount from the last bond cycle is being planned for this program. The work funded through this program is guided by City Council-adopted plans such as the Charlotte WALKS Pedestrian Plan. Projects within this program complete critical sidewalk gaps, make strategic sidewalk connections, and include accessibility improvements in public rights-of-way and removal of barriers in compliance with the Americans with Disabilities Act.

Congestion Mitigation

Charlotte’s growing population has impacted the city’s transportation network in the form of traffic congestion. The Congestion Mitigation Program is intended to help mitigate congestion and improve traffic flow in targeted areas through small-scale, quick infrastructure projects. Projects may include adding turn lanes at intersections, extending existing lanes, or making new road connections to enhance the street grid. In prior years, \$15 million was previously programmed for congestion mitigation efforts that were shovel ready, quick-win projects. Planned funding for FY 2023 will continue efforts to improve congestion in the South Charlotte, Steele Creek, and University City areas with \$10 million in funding from the 2022 bond.

Charlotte Bikes Plan

The City of Charlotte's Bicycle Program works to make bicycling in Charlotte safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods. The FY 2023 Proposed Budget funds the Bike Program at \$8 million, which is twice the funding that was allocated in the previous bond.



Vision Zero (\$17.1 million)

Enhance Transportation Safety (\$12.6 million)

The purpose of the Transportation Safety program is 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

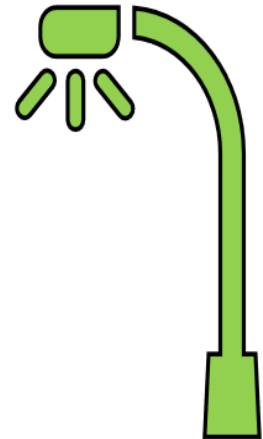


global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all.

Projects within this program could include neighborhood traffic calming efforts such as the reduction of speed limits or the addition of speed calming devices, spot safety treatments, small infrastructure projects such as pedestrian crossings, or signal technology solutions such as Accessible Pedestrian Signal push buttons, flashing beacons, and Leading Pedestrian Intervals, especially along transit routes and near schools. The 2022 Bond includes \$12.6 million of funding, which is more than six times the previous bond funding of \$2 million in the 2018 and 2020 bonds.

Transportation Safety – Street Lighting (\$4.5 million)

The proposed 2022 Bond dedicates funding to street lighting, which is a key Vision Zero strategy. The 2022 Bond funding of \$4.5 million will be used to implement new street lighting projects along high-injury network streets or to enhance existing street lighting by converting existing lights to LED, which increase visibility, improve safety, and provide environmental sustainability benefits. A quarter of the existing 77,000 streetlights in the system are currently LED and all new street lighting projects install LEDs. In partnership with Duke Energy, the city has the opportunity to help prioritize corridors for upgrades based on safety data such as crash history.



Investing in Road and Intersection Projects

The Advanced Planning Program was established in FY 2020 to evaluate high-priority locations for potential projects. Advanced planning and design work helps to define project scopes, which result in more precise cost estimates and more informed project selections. There are currently four road and intersection projects planned for funding from the Advanced Planning Program and an additional project funded through NCDOT Bonus Allocation funds.

Road Projects

Bryant Farms to Ardrey Kell Road - The extension of Bryant Farms to Ardrey Kell Road expands upon the completed (2018 and 2020 Bonds) Phase 1 segment from Elm Lane to Rea Road and will provide additional connectivity and alternative east-west route choices for this area. There is \$10 million in the 2024 Bond and \$43 million in the 2026 Bond for a planned total of \$53 million for this project.

Robinson Church Road - The Robinson Church Road project creates a complete street from WT Harris Boulevard to Hood Road (about 2.65 miles) plus creates a roundabout at the road's intersection with Plott Road. The project will allow for construction of landscaped medians, curb and gutter, a multi-use path, planting strips, and, where needed, pedestrian refuge islands. The city was awarded \$6.2 million from CRTPO for construction of the portion between WT Harris Boulevard and Plott Road. There is \$7.8 million

in the 2024 Bond, \$18.5 million in the 2026 Bond, and \$32.5 million in the 2028 Bond for this project, for a total of \$58.8 million.

Rea Road Widening - The Rea Road Widening project will extend a third southbound through lane from the I-485 off-ramp to Williams Pond Ln, the northbound lane from just south of Ballantyne Commons Parkway to I-485, as well as add left and right turn lanes at key intersections. This project is a partnership with the state. The total project cost is proposed as \$14 million, with the city paying a little over half of the project cost (\$7.3 million from the FY 2022 Bond) and the state funding the remaining amount (\$6.7 million from NCDOT Bonus Allocation).

Intersection Projects

Eastway Drive/Shamrock Drive - 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 \$12.7 million from the 2022 Bond, \$10.5 million from the 2024 Bond, \$8 million anticipated from the North Carolina Department of Transportation (NCDOT), and an additional \$7,819,000 from the Charlotte Regional Transportation Planning Organization (CRTPO).

Ashley Road/Tuckaseegee Road/Freedom Drive - This project modifies the intersection of Ashley Road, Tuckaseegee Road, and Freedom Drive to extend turn lanes and add pedestrian refuge islands, wider sidewalks, and bicycle lanes. The project supports a more connected pedestrian and bikeway network in the area and will improve safety and traffic operations. There is \$15 million in bond funding programmed for this project with \$5.2 million in the 2026 Bond and \$9.8 million in the 2028 Bond for this project.

Planning for the Future

As has been demonstrated over the past few years, we never know what challenges or opportunities the future may bring. In order to ensure capacity for Council to adjust to emerging needs, \$125 million has been set aside within the capital plan’s bond capacity from 2024-2028 for use on Council’s future priorities that require infrastructure funding.

Providing Pathways for Upward Mobility

One of the city’s strategic priorities includes a targeted focus on workforce development. Providing pathways for upward mobility was a crucial need prior to the pandemic and even more so now. The city has several key initiatives designed specifically to help Charlotte’s Workforce Ecosystem grow and become more equitable.

HIRE Charlotte



HIRE Charlotte will unite employers throughout Charlotte-Mecklenburg, led by a five-pronged approach of long-term and immediate goals, to enhance the community employment ecosystem. This network of coordination and growth plan will include components to centralize industry recruitment and upward mobility, provide training and development for soft skills, and provide industry specific hard skill training and development.

Improving How We Do Business

The Charlotte Business INclusion (CBI) Program seeks to enhance competition and participation of small, minority, and women owned firms in city contracting and to promote economic growth and development in the City of Charlotte. Minority, Women, and Small Business Enterprises (MWSBEs)



are major contributors to the state and local economies. The success of Charlotte's MWSBEs is essential to providing jobs, promoting economic growth, and diversifying the economy. In FY 2023 the city will support Charlotte Business INclusion capacity building initiatives to establish programs and expand current services for the city's certified MWSBEs. The FY 2023 Proposed Budget includes \$1.3 million to build MWSBE capacity in the following ways.

CBI Capital Access Program and Bonding Programs

*\$800,000 programmed for
Capital Access Program
and CBI Bonding Program*

The City of Charlotte will be launching a Capital Access Program that addresses the most frequent barriers experienced in seeking contracting opportunities and capacity building for its certified MWSBEs. The City of Charlotte Capital Access Program will create loans for MWSBEs turned down by traditional banks due to a lack of cash reserves or established relationship with a bank. Funding will be programmed to develop a revolving loan pool through a banking partner to improve capital access as our local enterprises seek to grow their businesses.

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

AMP UP

Proposed funding for Amp UP in FY 2023 includes \$250,000 to support small and minority business capacity building. Program participants complete Interise's award-winning and internationally recognized StreetWise MBA curriculum and learn how to scale up their business model. The curriculum includes business development, mentoring, targeted training, and access to large corporations for contract and procurement opportunities. The city is entering the fifth cohort with the new corporate partner, Truist. Historic data on partner highlights and participant success is listed in the following section.



Amp Up Cohorts:

- 2018 – NBA Allstar Game: 17 businesses accepted, **14 graduates**
- 2019 – Airport: 17 businesses accepted, **13 graduates**
- 2020 – Atrium: 13 businesses accepted, **11 graduates**
- 2021 – AvidXchange: 18 businesses accepted, **16 graduates**
- 2022 – Truist: **TBD**
- **Total: 65 accepted/54 graduates**

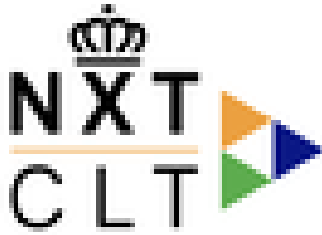
Of the Amp Up participants in the 2021 AvidXchange cohort:

- 100 percent were satisfied or very satisfied with their overall program experience
- 90 percent were likely or highly likely to recommend the program to fellow business owners

The city also collects data to track businesses' post-graduation progress. Key performance measures from the 2020 cohort are represented below based on the 2020 AMP Annual Report Card Data (graduates report progress since graduation – latest data from Interise encompasses the first three cohorts. Data on 2021 survey results are pending).

- 71 percent maintained jobs or added new positions
- 115 jobs created or retained
- \$325,201 total reported value of government contracts
- \$92,500 reported in institutional contracts
- \$232,957 reported in corporate contracts
- 88 percent of staff hired from the local community

NXT CLT



The FY 2023 Proposed Budget also includes \$250,000 for NXTCLT, which builds on AmpUp to provide further capacity building for small and minority businesses. So far, NXT CLT has completed four cohorts with 32 participants and has served 310 businesses from Charlotte’s small and minority owned business community. Participants receive expert mentorship and access to capital and leadership development. The cohort experience lasts 18 months and participants progress through three phases: learning and development; growth and implementation; and leadership peer advisory groups. With these key investments, the City of Charlotte is continuing its commitment to provide pathways for upward mobility and support the community’s small business enterprises.

Building a Sustainable Future - Charlotte Future 2040 Comprehensive Plan

As the Charlotte Future 2040 Comprehensive Plan remains a benefit for the community and the sustainable health of Charlotte over time, continuous community input and feedback remain key and core to the plan’s success as the policy is drafted, revised, and approved by Council. The framework is being implemented through the development of Policy Maps to guide future development. In addition to the Policy Map process, several other key initiatives are being designed to work together in shaping the future of our community.



Charlotte Strategic Mobility Plan (SMP) – The vision statement of the SMP corresponds to the “Safe & Equitable Mobility” goal of the Charlotte Future 2040 Comprehensive Plan. The SMP will integrate and modernize the city’s transportation policies as well as establish new goals for prioritizing transportation investments and measuring progress.

Unified Development Ordinance (UDO) – The UDO will align the city’s land development regulations with the vision of the Charlotte Future 2040 Comprehensive Plan and other adopted City policies. Charlotte’s UDO will also simplify, consolidate, and update regulations to make development standards easier to understand through the increased use of common language and graphics.

The proposed budget includes additional resources for planning, design, and development so that the department can begin the implementation stage of the 2040 plan, including the community area planning process.

Continued community outreach and engagement will remain a predominant focus throughout FY 2023 as we work together to develop and implement these policies and plans.



Advancing Equity for All



The city's Office of Equity, Mobility, and Immigrant Integration has led recent initiatives to address systemic and community barriers that limit opportunities for Charlotte's vulnerable communities. The importance of this work has expansive reach for both internal city operations and the delivery of community services. Strong support has allowed key initiatives to develop and additional programs to progress to secondary phases. Key highlights of this office's work include:

- Approved Language Access Policy
- Advanced the Americans with Disabilities Act (ADA) implementation plan
- Approved internal equity statement

Additionally, funding will be programmed to expand and increase audience exposure and participation in City Council Meetings. By adding funds for American Sign Language and Spanish Translation at Council meetings, more Charlotteans will have access to learn about city initiatives and provide feedback to conversations important in the Council decision making process.

*\$100,000 for American
Sign Language and
Spanish Translation*

In the coming year advancements in equity will also continue to be developed and integrated into city services and operations through work within the Environment, Engagement, and Equity Committee.

Making Sustainable Investments

Supporting Our Fleet Through Charging

For FY 2023, the city will be adding 55 electric vehicles to our fleet, bringing the city's total count to 174 electric vehicles. With recent technology advancements, the city continues to integrate electric buses, trucks, and vans into the fleet, and also add new technologies such as an all-electric street sweeper for CDOT. Aviation will continue their transition to electric buses by purchasing five more buses in FY 2023, and CATS will continue their 18-month electric bus pilot by adding 16 buses.



First Fully Electric Fire Station and Police Pursuit Vehicle

In FY 2023, the city is making plans for the first all-electric fire station and electric fire truck, making Charlotte one of the first places in the country to make this investment. Building an all-electric station is an opportunity to learn new technology, while shifting the type of energy we use in buildings away from natural gas. In addition, CMPD will be piloting its first electric pursuit vehicle. The city is capitalizing on

recently available technology and continues to lead the way by investing in low- and zero-carbon fleet and buildings technology.

Supporting Our Fleet Through Charging Infrastructure

\$1.45 million for Electric Vehicle Supply Equipment

Currently, 40 percent of all electric vehicle charging stations in Charlotte are owned by the City of Charlotte. To continue to support the electrification of our fleet, the city is planning on investing \$1.45 million on EV charging infrastructure at several more city locations.

Electric Vehicle Charging Infrastructure to Support CATS \$600,000

STS provides complementary paratransit service equivalent to the fixed-route bus and rail service. Some non-revenue minivans that support paratransit revenue service have reached the end of their useful life and require replacement. There are currently eight non-revenue supported minivans that support CATS STS service. By providing funds for the installation of Electric Vehicle Supply Equipment (EVSE) at CATS N. Davidson BOD and CATS S. Tryon, the FY 2023 budget will enable the purchase of Plug-in Electric Hybrid minivans for STS use. This infrastructure will also enable other non-revenue CATS fleet to transition to electric in future years.

Additional Electric Vehicle Charging Infrastructure (2 locations) \$850,000

This project will include creating EV-capable spaces as well as installing EVSE spaces. Sites for these installs will be located at the CDOT Craig Avenue Sign Shop, as well as a fleet charging hub location at another city site.

Accelerating Our Renewable Energy Journey



Roof Replacement + Solar \$1.76 million

This project will include roof replacements plus the installation of a solar photovoltaic system on three Fire Department facilities. Roof replacement is a maintenance requirement to sustain the integrity of the building. Integrating a solar photovoltaic system into roof replacement projects at these facilities reduces energy expenditures, reduce carbon emissions, advances SEAP goals, and mitigates exposure to volatile energy prices. Over the 25-year average life of each approximate 30-kilowatt solar photovoltaic system, the city will avoid producing 709 metric tons of carbon.

Putting Our Benchmark Data to Work

One strategy to achieve SEAP 2030 goals includes reducing energy consumption in existing buildings. At present, the City of Charlotte owns and/or operates more than 20 million square feet of building space. Collectively, the city spends approximately \$37 million on energy annually and building energy usage accounts for 56 percent of municipal carbon emissions. Although historical efforts to reduce energy usage

in existing buildings have led to year-over-year reductions in energy costs and carbon emissions, additional improvements in building energy efficiency remain an important element in achieving 2030 SEAP goals.

In early 2021, City Council approved revisions to the city’s Sustainable Facilities Policy, which directs city departments to design, construct and operate city buildings in alignment with stated 2030 SEAP goals. One important feature of the revised Sustainable Facilities Policy is energy performance benchmarking for city buildings. Energy performance benchmarking refers to measuring a building’s energy use and comparing it to the energy use of similar buildings, its own historical usage, or a reference performance level. The city has benchmarked a subset of its buildings for several years and has also taken advantage of the results to focus capital investments on buildings in most need of energy performance improvements. The revised Sustainable Facilities Policy institutionalizes benchmarking across all city operations for all qualifying municipal buildings. The policy also requires sharing those results publicly to demonstrate performance improvements over time. The update of the Sustainable Facilities Policy enables all city buildings to improve their energy performance over time and benchmarking will help city staff identify the buildings that need further attention to raise their energy performance levels.

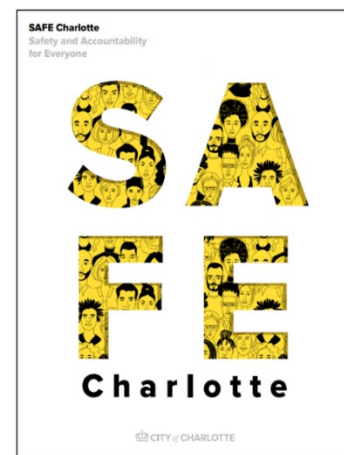
On an annual cycle, the City utilizes the benchmarking outcomes to (1) identify the least energy efficient facilities and the facilities with the largest potential for carbon reduction, and (2) take data-driven steps to address energy inefficiencies. Each building in the bottom quartile of buildings based on energy performance is reviewed and assigned to an action category. In FY 2022, studies were planned for the facilities in the bottom quartile. Based upon the recommendations of these studies, Energy Conservation Measures (ECMs) will be initiated at selected facilities.

For FY 2023, \$1.3 million in funding is being planned to advance sustainability in our facilities by reducing energy usage. Based on benchmarking data, energy audits, and other investigative measures that are currently being conducted, Energy Conservation Measures will be implemented at lowest performing buildings. This will include items such as LEDs, building envelope repairs (e.g. insulation), HVAC improvements, and installation of smart controls.

Operationalizing Safe Charlotte

Fiscal Year 2021

In FY 2021 city staff, along with community partners and City Council, began the work of reviewing policing operations at the City of Charlotte. This review revealed the tremendous reach that city initiatives and services have in supporting and protecting, and how policing services are integrated into the community, yet also highlighted areas for improvement and opportunities to interact and deliver services differently to the Charlotte community. These collaborative efforts and findings culminated in the publishing of the SAFE Charlotte Report in October 2020. Through proactive review and engagement efforts, the city was able to build upon Council’s Adopted Framework to Address Violence, support Corridors of



SAFE Charlotte Report published in October 2020.

Opportunity, work on reimagining policing, and implement violence interruption efforts in collaboration with Johns Hopkins and GovEx.

Fiscal Year 2022

As work on SAFE Charlotte continued into FY 2022, funding was programmed to see recommendations put into action. Re-imagined policing efforts and dedicated funding allowed for:

- \$1.2 million to launch a civilian response for mental health crises and homelessness
- \$1.0 million to continue the SAFE Charlotte Grant initiative
- \$739,000 to double the number of Community Policing Crisis Response Teams
- \$250,000 to partner with UNC Charlotte Urban Institute for Social Capital



The city's Community Policing Crisis Response Team was boosted as a result of the SAFE Charlotte report. CMPD has partnered with local mental health provider Crisys to team Crisis Intervention Trained police officers with Master's-level mental health clinicians. These teams provide a more holistic response to incidents involving a behavioral health and/or substance abuse crisis. Due to the success of this model, in FY 2022 the size of this program doubled from six teams to 12.

Over the last 18 months, the city worked with a number of external partners to further review internal CMPD operations. As a result of their recommendations, several actions are being advanced in FY 2023.

- \$118,000 to update the existing Early Intervention System to flag officers who may be exhibiting variation in behavior compared to peers
- Developing new internal process outside of the Early Intervention System to identify officers who may be acting disproportionately to their peers
 - Consistent with that, an Internal Affairs process has been developed to review the results of this analysis
- Hiring three civilians for the Training Academy to standardize curriculum and keep up to date with latest trends in policing
- Partnering with the International Association of Chiefs of Police (IACP) to conduct a staffing study at the Training Academy
- Continuing to improve data collection and sharing across youth programs and conduct at least one external evaluation of a youth program in FY 2023
- Modifying the recruit application process to remove duplicate questions and reduce the time to complete the application in half
- Supporting civilianization of 37 vacant sworn positions to relieve officers from completing clerical and administrative functions; this action is an ongoing process and a result of SAFE Charlotte recommendations

Additional SAFE Charlotte initiatives are being advanced. The city leveraged the expertise of UNC Charlotte’s Urban Institute to support data infrastructure improvements to assist with data analysis for SAFE Charlotte and other city initiatives.

Fiscal Year 2023

Civilian Assistance: Response Engage, Support (CARES) Team

Over the previous two years city staff have meticulously worked through SAFE Charlotte Recommendations and planned out how to introduce reimagined policing concepts that complement the city’s current work. For FY 2023, we will move to further operationalize key initiatives.

Civilian Assistance: Respond, Engage, Support (CARES) Team

Across the country local municipalities have collaborated and researched ways in which to adopt successful alternative, civilian led response models to 911 calls for service, much like CAHOOTS from Portland, Oregon, and Denver’s STAR program. After evaluation and planning the city will launch its own civilian led response unit in summer 2022 by implementing a civilian response team to address low-risk mental health, substance abuse, and homelessness calls for service. This response, called the Civilian Assistance: Respond, Engage, Support (CARES) Team, will launch as a pilot in a limited geography to allow for review and learning opportunities as the program is implemented. Teams consisting of two individuals with behavioral health clinician and basic medical experience to respond to certain 911 calls for service. The CARES Team will stand out from typical public safety agencies within the city with different branding, different uniforms, and dedicated highly-visible fully electric vans for response teams. The CARES Team was also awarded a \$330,000 STAR grant from the State of North Carolina to help further the success of the program by providing funding to establish the necessary administrative and program evaluation support required to effectively manage and track the performance of a civilian response program. Charlotte was one of three North Carolina cities to receive such funding.

Expanding Alternatives to Violence Initiatives

In FY 2022 the city launched a focused Alternatives to Violence effort along Beatties Ford Road. Alternatives to Violence works to stop violence using a public health model with three primary strategies:

- Detecting and interrupting conflicts
- Identifying and treating individuals at high risk of involvement in violence
- Changing social norms that exacerbate violence in the community

In FY 2023 the city will continue this initiative and add two additional Alternatives to Violence sites with \$1 million in Federal Funds. City staff are currently reviewing the latest data and working to determine the appropriate locations for the two new sites.

SAFE Charlotte Grant Program

Beginning in FY 2022, the city partnered with the United Way of Central Carolinas to administer city grants to support community-identified priorities as they relate to promoting safe communities and addressing violence. The SAFE Charlotte Grant Program, led by the City of Charlotte's Department of Housing and Neighborhood Services, provided small programming grants to community-based organizations to help jumpstart efforts.

In FY 2023 the city will dedicate \$1 million to continue the grant program to address violence within the community, this time led by four collaboratives from the Charlotte community. Grants will be targeted toward addressing:

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

Maintaining City Services and Supporting our Region

Charlotte Water

For FY 2023 Charlotte Water's proposed budget equals approximately \$614.8 million, with \$194 million for operating and \$421 million in funding for capital projects. The planned 5-year capital investment program needed to maintain existing infrastructure and meet the expanding needs of our growing city totals \$2.65 billion.

The FY 2023 Water and Sewer Fee is proposed to increase by 3.54 percent, which equates to a \$2.49 per month increase for the typical homeowner. Budget drivers include the need address capacity and rehab needs in the capital plan, increases in regulatory requirements, and increases in fuel, power, and chemical costs. Charlotte Water remains focused on maintaining high-quality drinking water and wastewater systems, while ensuring operational efficiency and compliance.

Storm Water



Since FY 2019, Storm Water has made great strides in reducing the backlog of repair projects by refining project categorization and prioritization and developing a plan to increase production by 83 percent over five years. In FY 2020 there were 1,690 unassigned repair projects. Moving into FY 2023 this number will be reduced to approximately 400. All remaining private property assistance repair projects will be underway by the end of FY 2024.

The proposed Storm Water budget for FY 2023 includes \$25.2 million for operating and \$88 million for FY 2023 capital projects, for a total budget of

\$113.2 million. The FY 2023 Storm Water Services Fee is proposed to increase by 3.8 percent, which equates to a \$0.34 per month increase for the typical homeowner.

Aviation

For FY 2023, Aviation's proposed budget is \$807.8 million including \$301.8 million for operating and \$506 million for capital projects. As air travel continues to recover, Aviation's operating budget increase from FY 2022 is approximately 16 percent. The Charlotte Douglas International Airport remains one of the lowest in expenditures per enplaned passenger at \$1.64 as compared to the national average of \$16.80.

Charlotte Area Transit (CATS)

CATS, like many public transportation systems across the country, was uniquely impacted by the pandemic. Ridership declined dramatically, and still has not recovered. Additionally, national labor shortages have resulted in operational difficulties. In FY 2023, CATS will utilize federal stimulus funding and a recovery in its main revenue source (sales tax) to invest in transit infrastructure, operations and employees. The Proposed FY 2023 Operating Budget for CATS is \$211.2 million, which represents a 13.7 percent increase from the previous year. The capital plan for CATS focuses on bus and van replacement, safety and security upgrades, and bus shelter improvements. The Proposed Budget does not include any increases in fare costs.

Solid Waste Services

Solid Waste Services currently provides collection services to almost 74,000 residences per day and collects approximately 35,000 tons of residential solid waste a month. This is up approximately 900 residences a day and 1,100 tons per month from April 2021. The needs for these services are continuously growing as our city grows, creating more service demand on solid waste operations. To account for growth, the Proposed FY 2023 Budget includes a fee increase for solid waste services that equates to approximately \$0.92 per month, or \$11.04 per year. This increase covers the cost of increasing service in the Solid Waste Department, which is due to labor costs, disposal fees, service costs for vehicles, and contractual increases.

Innovation and Technology

To advance city operations, \$10 million in FY 2023 will be dedicated towards an Enterprise Resource Planning (ERP) system. Enterprise Funds will contribute \$3.8 million of the \$10 million based on their usage of this foundational citywide system. The system is intended to be a foundational component to help streamline internal operations and to meet the City of Charlotte's need to provide flexible technology programming and solutions as the city continues to grow.

The benefits derived from the ERP project are many. Through the business process mapping phase of the project, I&T will look across the city to identify opportunities to automate manual processes. Automation allows the city to leverage existing resources on other tasks and initiatives, while also eliminating single points of failure (i.e. eliminating reliance on a single individual). Benefits of replacing the city's ERP system will come from further reducing system fragmentation and centralizing data for decision support,

accessing new functionality, enhancing security, and improving the city’s flexibility to adapt to changes in technology.

Supporting Our Diverse Workforce

All of our success and advancements have been made possible by the dedication of our employees. Their service to the community has been unwavering throughout the challenges of the last few years. In an effort to highlight and recognize the consistent support to the Charlotte community, the Proposed FY 2023 Budget invests in our workforce in the following ways:



One-time Retention Incentive

The Proposed FY 2023 Budget utilizes ARPA funds for two lump-sum retention payments in July and September, combined to equal to two percent of qualifying employees’ salaries. The minimum for each employee will be a total of \$1,000. All permanent hourly employees, public safety pay plan employees, and salaried employees who are in a position grade 19 or below will be eligible for this payment.

Healthcare

No employee medical plan premium increases

Providing City of Charlotte employees with resources and choices when it comes to healthcare is a core strength within the city’s portfolio of supporting the City of Charlotte workforce. Intentional planning coupled with the city’s Marathon Health (formerly MyClinic) healthcare program has saved millions of dollars for employees since it was implemented and has allowed the city to provide positive healthcare actions for employees.

However, costs for healthcare have drastically risen in recent years due to inflation, labor shortages, and COVID-19 impacts to the industry. To help lessen the burden of access to healthcare for employees, in FY 2023 the city will continue to deliver competitive healthcare options by proposing no premium increase across all healthcare plans. Instead, the city will absorb healthcare premium increases by increasing the employer contribution by ten percent. Additionally, we propose to use \$6 million of ARPA tranche 2 funds to reimburse the Healthcare Fund for COVID-19 related costs. 2023 would be the fifth consecutive year that employees will not experience premium increases, helping keep more money in the pockets of employees.

Supporting First Responders

In FY 2023, the city will slightly boost top pay with a 1.5 percent market adjustment for all Police Officers and Firefighters in July, and another 1.5 percent increase in January (three percent total). The bottom step of both the Fire and Police pay plans will be eliminated this year, and the second step will be increased 2.5 percent and will become the new starting point. This, along with the three percent market adjustment, results in a 9 percent increase for starting pay in both Police and Fire in July, and a 10.5 percent increase by January.

In January of 2023, the Pay Plan also proposes allowing Public Safety Pay Plan employees with eligible military service to receive the first five percent education incentive. Currently they are ineligible unless they have a two-year Associates Degree. This will allow both Police and Fire another tool to recruit nationally. Employees will still be required to attain a bachelor's degree to receive the full ten percent education incentive and will still need a degree to be promoted to positions that require a two-year degree.

Finally, last year, the city began consolidating steps in Fire's pay plan to allow Firefighters to reach top pay sooner. In FY 2023, the city will continue this process with an additional four steps that will be consolidated to two in both Firefighter II and Firefighter Engineer for a total of eight, 2.5 percent, steps consolidated into 4, five percent steps. This which will result in all five percent steps in the Firefighter II classification, which was a goal that was previously achieved for Police Officers as well.

The new starting pay for a Police Officer will be \$51,465 in January, increasing to \$54,038 for Officers with a two-year degree and \$56,611 for Officers with a four-year degree. For Firefighters, the new starting pay will be \$49,102 in January, increasing to \$51,557 for Firefighters with a two-year degree, and \$54,012 for Firefighters with a four-year degree.

The city will also increase its contribution to the Charlotte Firefighters' retirement System (CFRS). This will result in an increased employer contribution to CFRS by an additional 2.39 percent beyond requirement in FY 2023. This equals an employer contribution of 18.39 percent, which is 5.74 percent higher than the state required employer contribution of 12.65 percent.

Continuing the Public Safety Pay Strategy

The city began a three-year plan in FY 2019 to work with the Public Safety Pay Committee on a strategy to address top pay for Police Officers and Firefighters. Fiscal Year 2022 was the final year of the three-year plan, and overall the city has made strong progress. The average salary for Police Officers and Firefighters has gone up 12 and 10 percent respectively over the past three years. Top pay has increased by 15 percent for all classifications but one.

Although the city has added more resources for top pay over the past three years than nearly all of our peer cities, cost-of-living considerations have prevented us from reaching the national median in some classifications. We will work with the Public Safety Pay Plan Team to assess long-term strategy options in FY 2024.

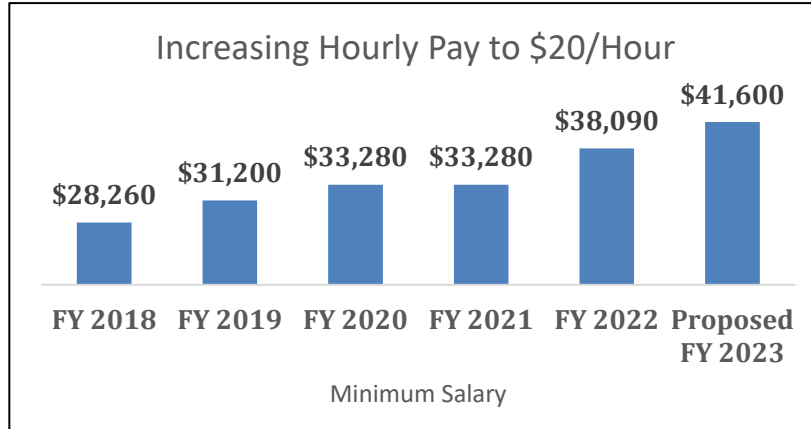
Focusing on Hourly Employees

As Charlotte has continued to grow, so has the cost of living within the city. This along with recent inflation has created financial hardship for some of our employees. We want to ensure our employees have the ability to live within the community that they so diligently serve and are rewarded for the successes they have created for the Charlotte community.

As the cost of living continues to rise. For FY 2023 the city is focusing on hourly pay. To demonstrate the value of our workforce and ensure a livable wage, City of Charlotte employees in the hourly pay plan will receive two separate four percent market increases over the 2023 fiscal year: a four percent market increase in July 2022, and a four percent market increase in January 2023 – totaling eight percent.

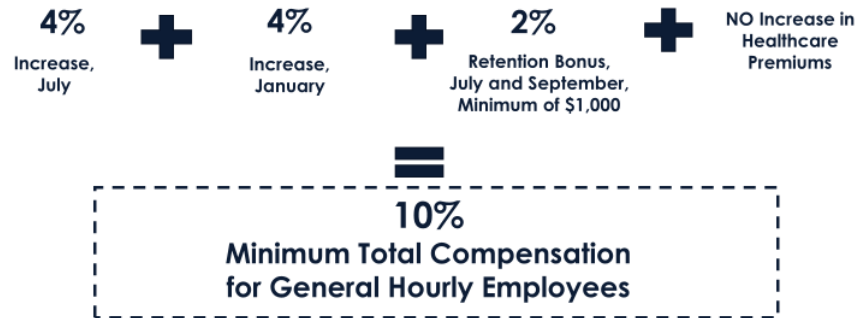
Increasing Minimum Hourly Full-time Pay

City of Charlotte employees in the hourly pay plan that work 40-hours a week will earn a minimum hourly pay of \$20 an hour in January 2023. This action builds on intentional planning to increase hourly pay over the previous six years, equaling a total increase of nearly 50 percent in compensation for full-time hourly employees over this time period.



Proposed Minimum Salary for Full-Time Employees:
\$41,600 = **\$20/hour***
 For 40-hour employees
 *By January 2023

Total Compensation for Hourly Employees



Addressing Concerns

Providing Shift Differential Pay

Many of Team Charlotte’s employees work the same job as other employees but on a less desired shift, such as working in the evening or overnight. In all, about 700 general employees, with an average salary of \$53,000, and about 750 Police Officers, with an average salary of \$70,000 are assigned to these types of shifts. As a way to incentivize these alternative work shifts, the city will support a shift differential incentive of 2.5 percent beginning in January 2023 for employees in job assignments that have multiple shifts, and who are permanently assigned to second or third shifts.



Retaining Employees in Commercial Driver License Jobs



The City of Charlotte has many skilled employees with specialized certifications that are required to perform essential job functions; however, the city has experienced difficulty recruiting and retaining employees with commercial driver's license (CDL) certification. The city has an estimated 750 employees who must retain CDL certification including: shuttle bus drivers, special transit drivers, rail operators, and senior sanitation operators. These skilled employees earn an average salary of \$49,000. As a way to stay

competitive and keep employees with Team Charlotte, in FY 2023 city employees whose job classifications require a CDL will receive a 2.5 percent incentive beginning in July 2022.

Rewarding Salaried Employees

The Proposed FY 2023 Budget includes funding for a four percent merit pool for salaried employees. This rounds out a competitive package of compensation and benefits alongside continuing hybrid work schedule flexibility, as many positions are suited for alternative work locations while still providing city services.

Improving the Employee Experience

Offering a Free Associate's Degree

Access to higher education will be reimagined beginning in FY 2023. Through the city's Tuition Assistance Program (TAP), the city will now offer a free Associate's Degree through Central Piedmont Community College at no out-of-pocket cost to employees. The focus of this re-structured program will be to provide opportunities for employees who do not have a college degree to obtain an Associate's Degree. Creating pathways for upward mobility through education is critical to ensuring our employees have clear pathways for upward mobility and to advance their career. In addition, the city will continue to work with Central Piedmont Community College on providing employees with up- and re-skilling training.

Implement Internal Internship Program

City of Charlotte employees are the most critical assets to the city as they continue to deliver quality essential services to the Charlotte community. In FY 2023 the city will launch an internal employee program that develops emerging leaders. The Internal Internship Program will provide emerging leaders priority for temporary positions that enable them to utilize leadership development experience and apply them toward advanced city duties. Career enrichment assignments will provide employees an opportunity to serve in temporary assignments on projects that directly align to a city or Council priority.

Create an Employee Career Advancement Portal

Using existing resources, the city will develop and launch a career advancement portal on CNet for current city employees. The material is under development and will include links to resources, career coaching, educational videos, and job shadowing opportunities.

Relaunching Internal Job Fair

Prior to the pandemic, the city held internal job fairs for city employees to learn of career advancement opportunities across the city. Feedback from attendees was very positive, and in addition to learning the criteria and eligibility for specific jobs, attendees also were able to interact directly with managers from departments across the city and learn of the various duties performed and services provided. The city will resume internal job fairs in FY 2023.

Enhancing Housing Opportunities for Team Charlotte

The Proposed FY 2023 Budget also includes \$2 million for the creation of a targeted component within the House Charlotte program specifically geared to provide home ownership assistance for city employees who are purchasing their first home within Mecklenburg County. The homeownership assistance may be leveraged through many options including down payment, closing costs, interest rate buydown, and homeownership education. The proposed initiative will include targeted outreach, education, and process assistance for city employees.

*\$2 million for employee
homeownership assistance*

In addition to homeownership assistance, the city will explore opportunities to increase access to rental housing for employees.

Continued All-Access Transit Pass

In FY 2019, the city began offering all-access transit passes to employees at the reduced rate of \$33 per year. As we continue to adjust to the new normal, incorporate hybrid work schedules, and increase daily mobility throughout Charlotte, the city will continue to offer access to all CATS transit options to city employees. All-access transit passes will continue in FY 2023, at a rate of \$33 per year.

Promoting Work/Life Balance

We are continuing to explore and implement new schedules or alternative work schedules to improve employee morale and work-life balance while still maintaining core service levels to our community. The city has upgraded its technology infrastructure and reviewed the administration and delivery of city services to assess which jobs could be adjusted to further promote work-life balance. Over the last year the city has found that:



- 25 percent of employees have hybrid work options.
- 75 percent do not have this option due to on-site job duty requirements. In these instances, the city is expanding Flexible Shift options, when feasible, to include schedule alternatives such as four-day work weeks and mid-day shift options.

Enhanced Outreach to Employees on Available Resources

Over the course of FY 2023 the city will make a targeted effort to communicate and market resources available for employees. This effort will include communications tools and methods specifically designed to engage the operations and field staff who may not otherwise have daily access to updated opportunity information as part of their duties.

Moving Forward, Stronger Together

People and priorities will lead the way as we move forward together in the fiscal year ahead and beyond. Community engagement and a focus on increasing equity will remain at the forefront of all that we do. The strategic priorities set by Council have facilitated the creation of a strong policy framework to guide our service advancements for the public. Within this framework, I am confident that our employees will continue to deliver on providing the best services possible to our community.



Respectfully,

A handwritten signature in black ink, appearing to read "Marcus D. Jones". The signature is fluid and cursive, with a large, stylized "M" and "J".

Marcus D. Jones,

City Manager

EXECUTIVE SUMMARY

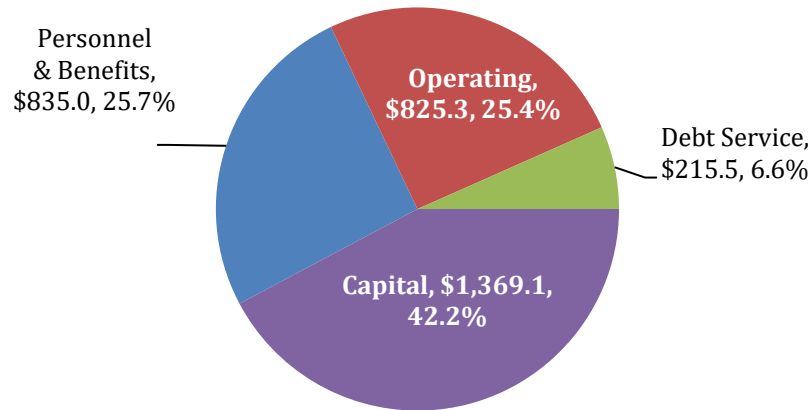


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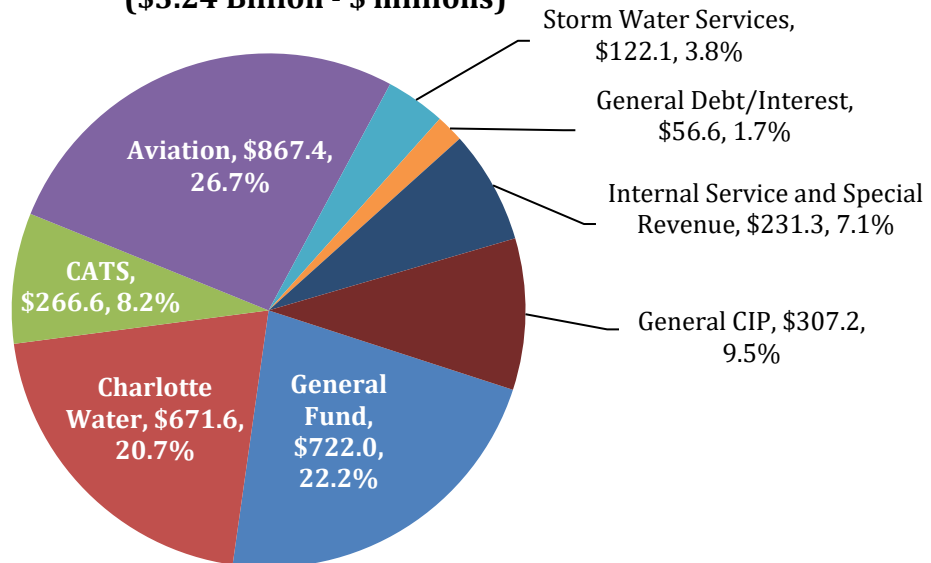
Overview of Total Budget

The total FY 2023 Budget is \$3.24 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (CIP). The annual operating budget reflects day-to-day operations, while the CIP represents capital outlays. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

FY 2023 Proposed Expenditures by Category Net of Transfers (\$3.24 Billion - \$ millions)



FY 2023 Proposed Expenditures by Fund Net of Transfers (\$3.24 Billion - \$ millions)



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

Revenue and Finance

Development of the FY 2023 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 2023 is 34.81¢ per \$100 of assessed valuation, the same rate as in FY 2022. The FY 2023 assessed value is estimated at \$155.2 billion, with an estimated collection rate of 99.0%. The allocation of the tax rate is provided in the table below:

Fund	FY 2022 Tax Rate	FY 2023 Tax Rate	Change from FY 2022 to FY 2023
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 2023 Water and Sewer Fee is proposed to increase by 3.54 percent for the typical homeowner. The typical homeowner would experience a \$2.49 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 2023 Storm Water Services Fee is proposed to increase by 3.8 percent. The typical homeowner would experience a \$0.34 increase per month. The FY 2023 Proposed Budget supports storm drainage improvement and surface water quality enhancement projects.

Solid Waste

The FY 2023 Solid Waste Fee is proposed to increase by approximately \$0.92 per month (\$11.04 annually). The proposed increase will generate additional revenue to cover FY 2023 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 2023 city tax and fee impact for homes using the 2021 median home value in Charlotte, \$216,900, calculated based on owner-occupied, single-family homes:

City of Charlotte Taxes and Fees	Prior Year FY 2022	Proposed FY 2023	\$ Change	% Change
Property Taxes	\$755.03	\$755.03	\$0.00	0.0%
Solid Waste fee (Residential)	\$75.02	\$86.06	\$11.04	14.7%
Water and Sewer (Average user rate)	\$844.68	\$874.56	\$29.88	3.5%
Storm Water (Average user rate)	\$106.92	\$111.00	\$4.08	3.8%
Total Annual	\$1,781.65	\$1,826.65	\$45.00	2.5%
Total Monthly	\$148.47	\$152.22	\$3.75	2.5%

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

General Fund Budget

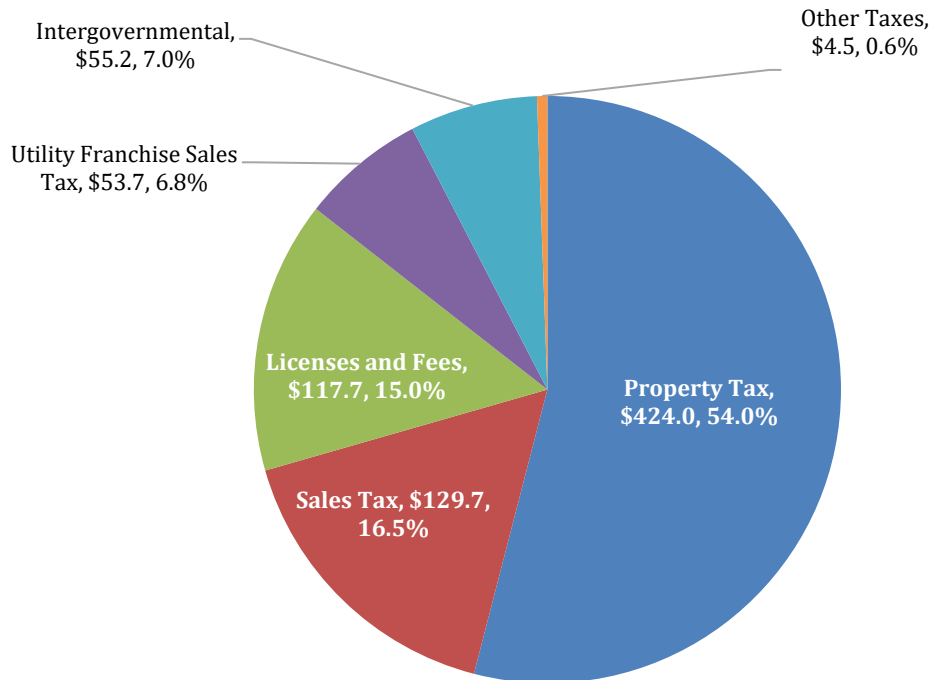
General Fund Definition

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 70.6 percent of total revenue. Total General Fund revenue increased by \$33.8 million to \$784.8 million in FY 2023, an increase of 4.5 percent from FY 2022.

General Fund Revenues Where the Money Comes From \$784.8 million (in \$millions)



General Fund Expenditures

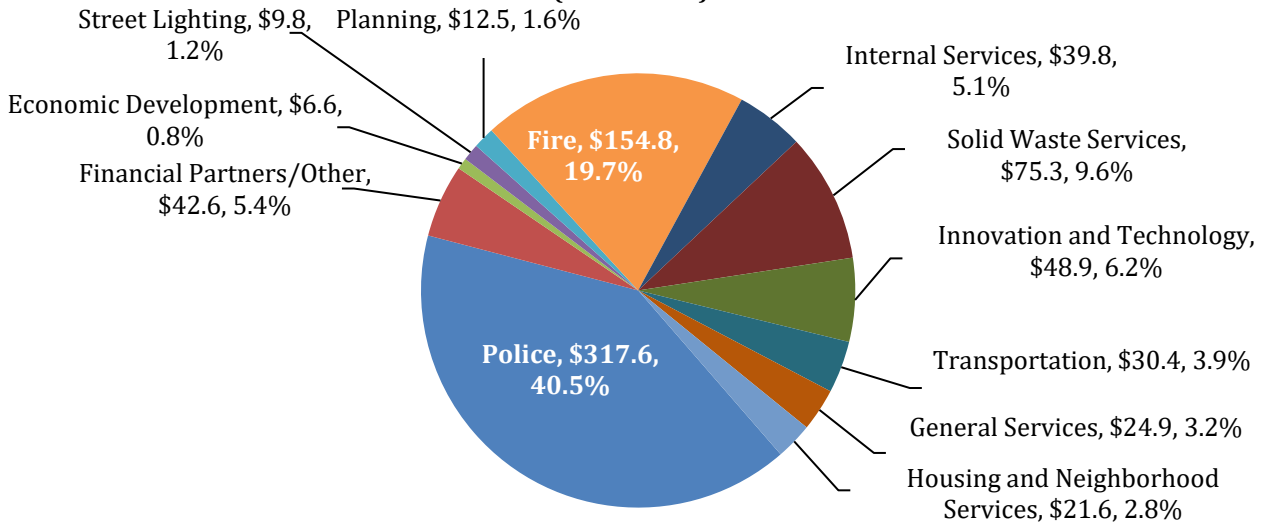
The Proposed FY 2023 General Fund budget is \$784.8 million, a 4.5 percent increase from FY 2022.

FY 2023 General Fund Expenditures

Where the Money Goes

\$784.8 million

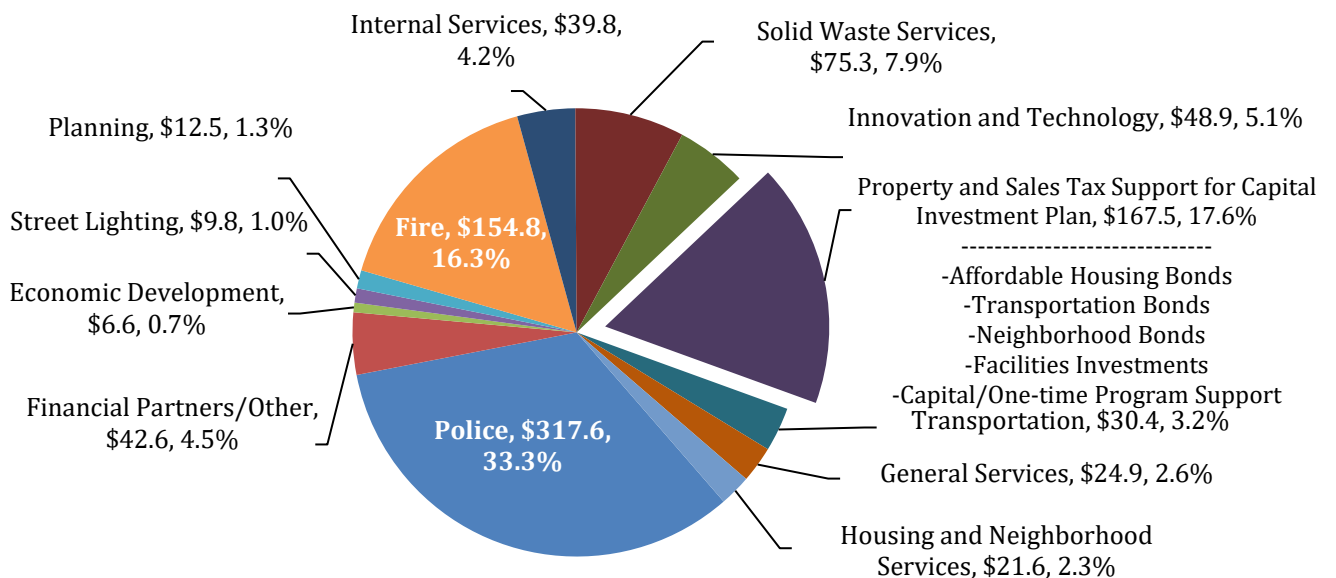
(\$ in millions)



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 2023 Expenditures Supported by General Property and Sales Taxes

\$952.3 million



Summary of Tax Levies

	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Proposed
Citywide Assessed Property Valuation	\$142,710,564,432	\$146,506,892,738	\$151,195,178,125	\$155,178,751,793
Citywide Tax Rate Per \$100 Valuation				
General	0.2731	0.2731	0.2731	0.2731
Municipal Debt Service	0.0677	0.0677	0.0677	0.0677
Pay-As-You-Go	0.0073	0.0073	0.0073	0.0073
Total City-wide Tax Rate	0.3481	0.3481	0.3481	0.3481
Collection Rate				
All Funds	0.9900	0.9900	0.9900	0.9900
Citywide Tax Levy¹				
General	\$385,804,493	\$396,109,221	\$408,784,891	\$419,555,239
Municipal Debt Service	\$95,712,072	\$98,193,315	\$101,335,544	\$104,005,455
Pay-As-You-Go	\$10,328,752	\$10,588,053	\$10,926,876	\$11,214,768
Total Citywide Tax Levy	\$491,845,316	\$504,890,589	\$521,047,311	\$534,775,463
Municipal Service Districts Rates Per \$100 in Valuation				
District 1 - Center City	0.0136	0.0136	0.0136	0.0136
District 2 - Center City	0.0227	0.0227	0.0227	0.0227
District 3 - Center City	0.0338	0.0338	0.0338	0.0338
District 4 - South End	0.0390	0.0390	0.0390	0.0390
District 5 - University City	0.0279	0.0279	0.0279	0.0279
District 6 - SouthPark	-	-	-	0.0400
Municipal Service Districts Assessed Valuation				
District 1 - Center City	\$12,927,318,402	\$12,707,138,685	\$13,295,361,255	\$13,835,931,102
District 2 - Center City	\$5,764,520,666	\$5,398,841,945	\$5,681,523,978	\$5,985,732,257
District 3 - Center City	\$5,156,043,404	\$5,317,713,558	\$5,653,596,986	\$5,906,336,056
District 4 - South End	\$2,715,795,445	\$2,866,090,828	\$3,299,918,252	\$3,404,371,730
District 5 - University City	\$3,873,938,001	\$3,948,043,156	\$4,209,090,632	\$4,488,338,593
District 6 - SouthPark	-	-	-	\$3,418,501,784 ²

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

²As final assessment of the District becomes available, the assessed valuation will be adjusted.

Summary of Position Allocations by Fund

Departments	FY 2020 Budget Total FTEs	FY 2021 Budget Total FTEs	FY 2022 Budget Total FTEs	FY 2023 Proposed Total FTEs	FY 2023 Proposed FTE Change
City Attorney	30.00	39.00	42.00	44.00	2.00
City Clerk	8.00	8.00	8.00	9.50	1.50
City Manager's Office	11.00	11.00	11.00	12.00	1.00
Communication & Marketing	34.00	33.00	36.00	36.00	0.00
Community Relations	12.00	12.00	12.00	17.00	5.00
Economic Development	21.00	21.00	21.00	21.00	0.00
Finance	88.00	85.00	84.00	82.00	-2.00
Fire	1,237.00	1,232.00	1,233.00	1,240.00	7.00
General Services	491.00	473.00	466.00	461.00	-5.00
Housing & Neighborhood Services	236.75	226.75	226.75	226.75	0.00
Human Resources	47.00	51.00	51.00	53.00	2.00
Innovation & Technology	148.00	219.00	220.00	222.00	2.00
Internal Audit	11.00	11.00	11.00	11.00	0.00
Mayor & City Council	12.00	12.00	12.00	12.00	0.00
Planning, Design & Development	108.00	104.00	109.00	116.00	7.00
Police	2,498.50	2,455.50	2,455.50	2,456.50	1.00
Solid Waste Services	316.00	309.00	308.00	315.00	7.00
Strategy & Budget	17.00	16.00	16.00	16.00	0.00
Transportation	424.75	412.75	411.75	407.75	-4.00
Total General Fund	5,751.00	5,731.00	5,734.00	5,758.50	24.50
Aviation	708.00	708.00	714.00	759.00	45.00
Charlotte Area Transit System	582.75	582.75	583.75	610.75	27.00
Storm Water	171.00	175.00	208.00	221.00	13.00
Charlotte Water	997.00	997.00	1,019.00	1,050.00	31.00
Total Enterprise Funds	2,458.75	2,462.75	2,524.75	2,640.75	116.00
Risk Management	23.00	23.00	23.00	24.00	1.00
Total Internal Services Funds	23.00	23.00	23.00	24.00	1.00
Total All Funds	8,232.75	8,216.75	8,281.75	8,423.25	141.50

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 2023 is \$784.8 million, a revenue increase of \$34.1 million (or an increase of 4.5 percent) from the FY 2022 Budget. The General Fund property tax rate is 27.31¢ per \$100 valuation. For FY 2023, 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 \$424.0 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 \$10.8 million revenue increase compared to FY 2022. The tax base used represents a total property valuation of \$155.2 billion (including motor vehicles). One cent on the tax rate produces \$15.4 million in revenue, after the estimated collection rate is applied. The city's tax rate is the lowest of the five largest cities in the state.

Sales Taxes: The General Fund is projected to collect \$129.7 million in sales tax revenue in FY 2023, a \$21.8 million (or 20.2 percent) increase from the FY 2022 budget. Local sales taxes levied by the city and county comprise 2.5 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax (Article 39) that was first levied in 1967, a ½-cent tax (Article 40) levied in 1983, a second ½-cent tax (Article 42) levied in 1986, and an additional ½-cent tax (Article 43) that was levied in 2000 to support the transit system. All Article 39 sales tax revenue and one-half of Article 42 sales tax revenue is appropriated in the General Fund while Article 40 sales tax revenue is appropriated in the Municipal Debt Service Fund. The other one-half of the second ½-cent tax (Article 42) is appropriated in the Pay-As-You-Go (PAYGO) Fund. Article 43 sales tax revenue is dedicated to the public transit system.

Utility Franchise Sales Tax: As of July 1, 1999, the city's share of the Utility Franchise Fee was based on actual receipts from companies providing electricity. The state levied a 3.22 percent franchise tax on the total gross receipts of all businesses within the state that provide electricity. An amount equal to 3.09 percent of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales are made. These funds were collected by the state and distributed to the city based on the actual receipts from the providers for services provided within the city limits. On July 1, 2014, the state imposed a sales tax on electricity and piped natural gas, which replaced the previous Utilities Franchise Fee. This revenue source is projected to be \$53.7 million in FY 2023, which represents an increase of \$1.5 million (or 3.0 percent) from FY 2022.

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 \$11.04 (or 92 cents per month), from FY 2022, for a total of \$86.06. This revenue source is projected to generate \$31.8 million in FY 2023, which represents an increase of \$4.5 million from FY 2022.

General Fund

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

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
PROPERTY TAX					
Property Tax - Current Year Base	\$380,566,561	\$393,778,052	\$404,745,521	\$417,364,200	3.7 %
Property Tax - Synthetic TIG Properties	-	\$1,389,278	\$4,039,370	\$2,191,039	-45.8 %
Prior Year	\$8,758,579	\$7,772,232	\$4,800,000	\$4,800,000	0.0 %
Rebates	-	-	-\$2,400,000	-\$2,400,000	0.0 %
Penalties	\$687,711	\$601,720	\$500,000	\$550,000	10.0 %
Interest	\$1,461,702	\$1,515,487	\$1,500,000	\$1,500,000	0.0 %
Rebates of Listing Penalties	-	-	-\$8,000	-	100.0 %
Total	\$391,474,553	\$405,056,768	\$413,176,891	\$424,005,239	2.6 %
SALES TAX¹					
Sales - Article 39 (1.0%) and half of Article 42 (0.5%)	\$116,721,676	\$109,554,003	\$107,879,712	\$129,678,900	20.2 %
Total	\$116,721,676	\$109,554,003	\$107,879,712	\$129,678,900	20.2 %
UTILITIES FRANCHISE TAX					
Utility Franchise	\$51,660,935	\$51,958,007	\$52,173,102	\$53,716,012	3.0 %
Total	\$51,660,935	\$51,958,007	\$52,173,102	\$53,716,012	3.0 %
POLICE SERVICES					
Law Enforcement Services - County	\$15,901,116	\$14,807,061	\$16,915,766	\$17,761,554	5.0 %
Small Town Service Fees	\$141,824	\$129,496	\$140,000	\$150,000	7.1 %
School Resource Officers - School Board	\$5,410,317	\$2,946,514	\$5,833,353	\$5,920,631	1.5 %
Total	\$21,453,257	\$17,883,071	\$22,889,119	\$23,832,185	4.1 %
TAX REIMBURSEMENTS					
Beer & Wine Tax	\$3,668,770	\$3,608,474	\$4,075,929	\$3,838,312	-5.8 %
State Waste Disposal Tax	\$662,790	\$645,509	\$615,000	\$615,000	0.0 %
Total	\$4,331,560	\$4,253,983	\$4,690,929	\$4,453,312	-5.1 %
SOLID WASTE FEE					
Refuse Disposal Fees	\$20,683,570	\$24,550,630	\$27,233,887	\$31,760,611	16.6 %
Business Garbage Fees	\$209,125	\$202,093	\$225,000	\$225,000	0.0 %
Total	\$20,892,695	\$24,752,722	\$27,458,887	\$31,985,611	16.5 %
BUSINESS PRIVILEGE LICENSES					
Business Privilege Licenses	\$10,416	\$9,628	-	-	0.0 %
Total	\$10,416	\$9,628	\$0	\$0	0.0 %
OTHER REVENUES					
Licenses and Permits					
Motor Vehicle Licenses	\$3,427,119	\$3,171,041	\$3,206,372	\$3,122,168	-2.6 %
Motor Vehicle Licenses - Rebates	-\$74,925	-\$51,230	-\$65,000	-\$65,000	0.0 %
Animal Licenses - Fertile	\$154,843	\$92,000	\$160,000	\$186,000	16.3 %
Animal Licenses - Spay/Neuter	\$408,244	\$427,361	\$410,000	\$435,000	6.1 %
Fire Plan Review Fees	\$1,935,300	\$1,729,538	\$2,002,000	\$2,240,127	11.9 %
Vehicle Licenses - City Billed	\$15,095	\$13,645	\$20,000	\$20,000	0.0 %
Fire Permits	\$1,650,844	\$1,651,239	\$2,045,047	\$2,477,514	21.1 %
Vehicle for Hire Fees and Permits	\$219,853	\$133,554	\$203,000	\$200,000	-1.5 %
Carrier Franchise Fees	\$82,059	\$79,350	\$80,000	\$80,000	0.0 %
Video Programming (Cable Franchise)	\$6,958,147	\$6,896,815	\$6,761,414	\$6,522,734	-3.5 %
Development Plan Review Fees	\$3,248,886	\$2,893,285	\$2,184,902	\$343,650	57.3 %
Sexually Oriented Businesses Licenses	\$66,995	\$84,042	\$92,000	\$92,000	0.0 %
Temporary Infrastructure Permits	\$18,030	\$4,490	\$10,550	\$8,250	-21.8 %
E-Scooter Permit Fee	\$30,309	\$80,324	\$108,000	\$114,000	5.6 %
Parking and Parade Permits	\$179,465	\$51,797	\$201,000	\$198,275	-1.4 %
Total	\$18,320,264	\$17,257,251	\$15,452,873	\$15,974,718	3.4 %

¹Previously, the Pay-As-You-Go portion of sales tax was appropriated in the General Fund. Beginning in FY 2021, the Pay-As-You-Go portion of sales tax is directly appropriated in the Pay-As-You-Go Fund.

General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	\$2,750	\$420	\$5,000	\$2,500	-50.0 %
Housing Code Violations	\$235,016	\$99,587	\$235,000	\$235,000	0.0 %
Parking Citations	\$964,054	\$782,688	\$760,000	\$900,000	18.4 %
Parking Citation Penalties	\$86,925	\$66,410	\$33,720	\$80,000	137.2 %
Security Alarm Fines	\$773,446	\$800,218	\$825,000	\$840,000	1.8 %
Fire Citation Fines	\$25,450	\$13,225	\$20,000	\$15,500	-22.5 %
Zoning Enforcement Fines	\$172,350	\$109,546	\$175,000	\$175,000	0.0 %
Court Assessment Crime Lab	\$51,403	\$24,770	\$40,000	\$50,000	25.0 %
Privilege License Penalties	\$400	\$175	-	-	0.0 %
Animal License Penalties	\$38,716	\$46,233	\$40,000	\$40,000	0.0 %
Animal Citation Penalties	\$11,757	\$5,603	\$10,000	\$10,000	0.0 %
Court Costs - Superior	\$91,409	\$31,649	\$90,000	\$90,000	0.0 %
Animal License Late Fees	\$52,930	\$18,962	\$20,000	\$65,000	225.0 %
Total	\$2,506,606	\$1,999,485	\$2,253,720	\$2,503,000	11.1 %
Interlocal Grants and Agreements					
Wireless Communications	\$4,089,950	\$3,932,786	\$3,975,037	\$4,142,891	4.2 %
Fleet Maintenance	\$2,300,098	\$1,649,558	\$2,315,861	\$2,165,566	-6.5 %
First Responder	\$457,449	\$540,621	\$567,000	\$567,000	0.0 %
Procurement Services	\$104,475	\$107,010	\$115,328	\$115,000	-0.3 %
Customer Services - CharMeck 311	\$1,335,207	\$1,171,210	\$1,267,903	\$1,302,237	2.7 %
CMGC Occupancy	\$780,073	\$752,189	\$809,034	\$881,389	8.9 %
CMGC Phone Costs - County	\$75,779	\$73,137	-	-	0.0 %
County Fire Reimbursement	\$668,106	\$556,755	\$668,106	\$668,106	0.0 %
Total	\$9,811,137	\$8,783,266	\$9,718,269	\$9,842,189	1.3 %
Federal and State Shared Revenues					
ABC Stores Revenue	\$5,292,356	\$6,242,064	\$7,409,298	\$7,197,604	-2.9 %
Total	\$5,292,356	\$6,242,064	\$7,409,298	\$7,197,604	-2.9 %
General Government					
Enhanced User Fees	\$69,570	\$884,540	\$470,000	\$470,000	0.0 %
Zoning Petition Filing Fees	\$2,020,575	\$2,536,375	\$2,105,730	\$2,425,885	15.2 %
Annexation Fees	\$4,800	\$4,400	\$5,000	\$4,800	-4.0 %
Subdivision Services	\$6,125,098	\$6,420,386	\$6,378,715	\$7,097,285	11.3 %
Zoning Admin Fees	\$81,672	-	-	-	0.0 %
Historic District Fee	\$52,485	\$42,280	\$60,125	\$94,140	56.6 %
Equipment Mgmt Svcs - Fleet	\$3,687	\$3,205	-	-	0.0 %
Procurement Professional Services	\$430,300	\$499,509	\$425,000	\$450,000	5.9 %
Procurement CCPA	\$283,879	\$219,167	\$325,000	\$350,000	7.7 %
Park It! Program Fees	\$4,014	\$567	\$3,600	\$2,400	-33.3 %
Parking Garage Fees	\$1,024,223	\$727,536	\$1,113,500	\$1,113,500	0.0 %
Parking Meter Revenue	\$860,935	\$624,353	\$900,000	\$1,503,550	67.1 %
Underbrush and Debris Removal	\$461,399	\$403,060	\$515,000	\$540,000	4.9 %
Demolition - Clearing	\$161,608	\$230,901	\$175,000	\$250,000	42.9 %
Utility Street Cuts	\$2,297,744	\$2,470,302	\$2,300,000	\$2,300,000	0.0 %
Rent Revenue - Misc.	\$718,594	\$648,027	\$994,000	\$1,027,000	3.3 %
Total	\$14,600,583	\$15,714,607	\$15,770,670	\$17,628,560	11.8 %

General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Public Safety					
State Reimb for Services Provided - Transportation/Fire	\$787,718	\$2,390,414	\$1,193,792	\$1,194,000	0.0 %
Federal Reimb for Services Provided - Fire	\$273,584	\$2,026,593	\$400,000	\$400,000	0.0 %
Police - Fingerprint Reports	\$13,917	\$7,303	\$15,000	\$10,000	-33.3 %
Sale of Animals	\$18,682	\$43,440	\$45,000	\$35,000	-22.2 %
Spay/Neuter Fees	\$34,395	\$80,380	\$75,000	\$80,000	6.7 %
Vehicle Towing and Storage	\$89,820	\$78,935	\$100,000	\$110,000	10.0 %
Animal Reclaim Fees	\$56,991	\$74,098	\$75,000	\$85,000	13.3 %
Total	\$1,275,107	\$4,701,163	\$1,903,792	\$1,914,000	0.5 %
Cemeteries					
Sale of Cemetery Lots	\$208,540	\$316,740	\$276,500	\$326,500	18.1 %
Grave Digging	\$343,918	\$476,486	\$455,025	\$457,325	0.5 %
Monument Foundation	\$71,373	\$87,966	\$93,680	\$93,680	0.0 %
Perpetual Care	\$41,220	\$60,990	\$37,050	-	-100.0 %
Total	\$665,051	\$942,182	\$862,255	\$877,505	1.8 %
Use of Money and Property					
Interest on Investments	\$4,158,968	-\$68,436	\$1,280,471	\$774,752	-39.5 %
Interest on Liens	\$157,682	\$132,792	\$160,000	\$160,000	0.0 %
Damage to City-Owned Equipment	\$526,019	\$567,959	\$590,000	\$600,000	1.7 %
Reimbursement for City Car Use	\$115,116	\$97,267	\$116,000	\$116,000	0.0 %
Total	\$4,957,785	\$729,581	\$2,146,471	\$1,650,752	-23.1 %
Sale of Salvage and Land					
Sale of Salvage	\$168,220	\$130,273	\$135,000	\$147,000	8.9 %
Sale of Used Autos	\$801,735	\$1,215,012	\$800,000	\$1,000,000	25.0 %
Total	\$969,955	\$1,345,285	\$935,000	\$1,147,000	22.7 %
Other					
Miscellaneous Grants and Contributions	\$81,090	\$211,746	-	-	0.0 %
Newspaper Rack Revenue	\$2,950	-	\$3,000	\$3,000	0.0 %
Reimb City Svcs - SWS Spec Svcs	\$40,296	-	\$40,000	\$40,000	0.0 %
Telecom Review/Modifications	\$14,500	\$142,184	-	-	0.0 %
Google Fiber Hut-Lease Agrmnt	\$28,813	\$25,968	\$30,000	\$35,000	16.7 %
Other Revenue	\$687,058	\$701,205	\$626,235	\$1,839,648	193.8 %
Total	\$854,707	\$1,081,103	\$699,235	\$1,917,648	174.2 %
Total Other Revenues	\$59,253,551	\$58,795,988	\$57,151,583	\$60,652,976	6.1 %
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Occupancy Taxes - CRVA ³	\$4,746,023	\$3,233,481	\$4,152,692	- ³	-100.0 %
Heavy Equipment Tax	\$735,101	\$789,615	\$825,000	\$850,000	3.0 %
Municipal Debt Service	\$122,859	\$122,859	\$122,859	\$122,859	0.0 %
Convention Center Tax - Towns' Tourism Subsidy ⁴	\$4,299,843	\$3,908,976	\$3,319,906	- ⁴	-100.0 %
Convention Center Tax - Stadium Traffic Control	\$250,000	\$500,000	\$250,000	\$250,000	0.0 %
Total	\$10,153,826	\$8,554,931	\$8,670,457	\$1,222,859	-85.9 %

³This adjustment reflects an accounting change rather than a change in the city's partnership with the CRVA. Rather than transfer occupancy tax revenues from the Tourism Fund to the General Fund then make payment to CRVA in the General Fund, these transactions will now be entirely accounted for in the Tourism Fund.

⁴This adjustment reflects an accounting change. Rather than transfer occupancy tax revenue and prepared food and beverage tax revenue from the Convention Center Tax Fund to the General Fund then make payment to the towns in the General Fund, these transactions will now be entirely accounted for in the Convention Center Tax Fund.

General Fund

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Intragovernmental Revenues					
Cost Allocation - Storm Water	\$1,014,071	\$1,368,144	\$1,958,383	\$2,829,091	44.5 %
Cost Allocation - Charlotte Water	\$10,977,046	\$12,567,148	\$13,479,056	\$10,672,557	-20.8 %
Cost Allocation - Aviation	\$4,713,409	\$5,878,072	\$5,429,219	\$4,828,655	-11.1 %
Fire Control Services - Aviation	\$6,652,287	\$7,117,351	\$7,629,584	\$8,249,355	8.1 %
Account Services - Storm Water	\$1,638,825	\$1,791,245	\$2,035,333	\$1,998,621	-1.8 %
Account Services - Charlotte Water	\$5,911,131	\$5,566,130	\$6,071,293	\$5,641,280	-7.1 %
Cost Allocation - CATS	\$4,987,508	\$5,883,543	\$8,387,206	\$8,601,924	2.6 %
Cost Allocation - Risk Management	\$384,480	\$337,177	\$784,315	\$1,098,418	40.0 %
Police Services - Aviation & CATS	\$9,546,901	\$10,224,665	\$10,814,931	\$11,314,405	4.6 %
Total	\$45,825,658	\$50,733,476	\$56,589,320	\$55,234,306	-2.4 %
Transfers from Other Funds					
Cemetery Trust	\$52,000	\$18,600	\$40,000	\$18,600	-53.5 %
Total	\$52,000	\$18,600	\$40,000	\$18,600	-53.5 %
Total Transfers and Intragovernmental Revenues	\$56,031,484	\$59,307,006	\$65,299,777	\$56,475,765	-13.5 %
Total General Fund Revenues	\$721,830,127	\$731,571,176	\$750,720,000	\$784,800,000	4.5 %

Summary of Expenditures

By Fund and Activity Net of Transfers

Fund / Activity	FY 2023 Operating	Percent Change	FY 2023 Capital	Percent Change	FY 2023 Total	Percent Change
General Fund	\$722,029,735	5.0%			\$722,029,735	5.0%
General Capital Investment Plan			\$307,202,131 ¹	398.2%	\$307,202,131	398.2%
Pay-As-You-Go	\$1,011,320	66.1%			\$1,011,320	66.1%
Debt Service (All Funds)	\$215,467,559	-5.9%			\$215,467,559	-5.9%
Aviation	\$301,797,302	16.8%	\$506,028,411	21.8%	\$807,825,713	19.9%
Charlotte Area Transit System	\$210,315,512	13.2%	\$47,105,949	-24.2%	\$257,421,461	3.8%
Water and Sewer	\$193,995,197	8.9%	\$420,799,996	16.7%	\$614,795,193	14.1%
Storm Water	\$25,242,034	13.9%	\$88,000,000	14.3%	\$113,242,034	14.2%
Employee Health and Life Fund	\$62,649,115	16.6%			\$62,649,115	16.6%
Risk Management	\$9,142,973	60.1%			\$9,142,973	60.1%
Convention Center	\$44,889,742	60.0%			\$44,889,742	60.0%
Tourism Operating	\$17,182,963	90.5%			\$17,182,963	90.5%
NASCAR Hall of Fame	\$6,572,850	39.1%			\$6,572,850	39.1%
General Grants	\$25,608,446	55.2%			\$25,608,446	55.2%
Housing and Neighborhood Grants	\$13,869,629	-43.0%			\$13,869,629	-43.0%
Emergency Telephone System	\$2,930,000	14.9%			\$2,930,000	14.9%
Powell Bill	\$13,973,340	-7.9%			\$13,973,340	-7.9%
Municipal Service Districts	\$9,092,301	22.9%			\$9,092,301	22.9%
Total Budget	\$1,875,770,018	8.5%	\$1,369,136,487	40.1%	\$3,244,906,505	19.9%

¹General Obligation (GO) Bonds require voter approval and only occur in November of even-numbered calendar years, resulting in large general capital increases every other year.

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

Summary of Expenditures

General Fund Gross Expenditures

Department	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change
City Attorney	\$3,710,849	\$3,687,386	\$4,197,872	\$4,695,485	11.9 %
City Clerk	\$867,199	\$959,350	\$1,027,235	\$1,148,870	11.8 %
City Manager	\$2,756,368	\$2,563,557	\$2,806,080	\$3,013,672	7.4 %
Communication & Marketing	\$4,036,041	\$4,092,294	\$4,426,148	\$4,726,900	6.8 %
Community Relations	\$1,537,046	\$1,531,072	\$1,600,358	\$2,124,061	32.7 %
Economic Development	\$5,126,598	\$5,721,839	\$6,400,980	\$6,595,780	3.0 %
Finance	\$12,049,736	\$11,122,415	\$12,646,177	\$12,830,403	1.5 %
Fire	\$127,309,810	\$140,159,086	\$144,575,666	\$154,772,946	7.1 %
General Services	\$24,488,046	\$21,839,710	\$24,672,603	\$24,927,971	1.0 %
Housing & Neighborhood Services	\$19,325,668	\$18,849,550	\$20,526,357	\$21,583,913	5.2 %
Human Resources	\$5,809,451	\$6,152,293	\$6,327,952	\$6,395,293	1.1 %
Innovation & Technology	\$41,914,380	\$43,001,894	\$46,938,336	\$48,900,693	4.2 %
Internal Audit	\$1,348,883	\$1,395,747	\$1,575,074	\$1,595,848	1.3 %
Mayor & City Council	\$682,823	\$692,745	\$958,418	\$989,097	3.2 %
Planning, Design & Development	\$10,088,774	\$10,571,909	\$11,446,201	\$12,532,725	9.5 %
Police	\$280,327,132	\$290,937,336	\$300,877,459	\$317,566,612	5.5 %
Solid Waste Services	\$63,585,872	\$66,347,548	\$70,748,114	\$75,274,838	6.4 %
Strategy & Budget	\$2,075,063	\$2,225,665	\$2,212,556	\$2,323,396	5.0 %
Transportation	\$25,609,795	\$25,340,702	\$28,568,610	\$30,367,807	6.3 %
Non-Departmental	\$93,973,485	\$56,782,621	\$58,187,804	\$52,433,690	-9.9 %
Total General Fund Expenditures	\$726,623,019	\$713,974,719	\$750,720,000	\$784,800,000	4.5 %

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 2020, the total fund balance for the General Fund reached \$193.9 million. On June 30, 2021, the General Fund total fund balance totaled \$197.0 million, an increase of approximately 1.6 percent. The Municipal Debt Service Fund had a total fund balance of \$209.2 million for FY 2020 and \$183.4 million on June 30, 2021. This reflects a decrease of approximately 12.3 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

	Actual as of 6/30/2018	Actual as of 6/30/2019	Actual as of 6/30/2020	Actual as of 6/30/2021	Change in FY 2021	Percent Change FY 2020 FY 2021
General Fund	\$195,311,000	\$198,760,000	\$193,967,000	\$197,014,000	\$3,047,000	1.6%
Municipal Debt Service Fund	\$265,541,000	\$266,214,000	\$209,180,000	\$183,433,000	-\$25,747,000	-12.3%
Total Governmental Fund Balance	\$460,852,000	\$464,974,000	\$403,147,000	\$380,447,000	-\$22,700,000	-5.6%

The City of Charlotte has four enterprise funds - Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water Services. At the end of FY 2020 the net position for Aviation reached \$1.8 billion. On June 30, 2021, the Aviation net position totaled \$1.9 billion, an increase of approximately 4.4 percent. At the end of FY 2020, the net position for the Charlotte Area Transit System reached \$1.3 billion. On June 30, 2021, the Charlotte Area Transit System net position totaled \$1.2 billion, a decrease of approximately 4.1 percent. At the end of FY 2020 the net position for Charlotte Water reached \$2.5 billion. On June 30, 2021, the Charlotte Water net position totaled \$2.7 billion, an increase of approximately 11 percent. At the end of FY 2020 the net position for Storm Water reached \$707.3 million. On June 30, 2021, the Storm Water net position totaled \$747.5 million, an increase of approximately 5.7 percent. Net position is not representative of available cash on hand.

Enterprise Fund Total Net Position

Aviation	\$1,711,625,000	\$1,843,755,000	\$1,890,664,000	\$1,973,209,000	\$82,545,000	4.4%
Charlotte Area Transit System	\$1,374,434,000	\$1,347,714,000	\$1,332,753,000	\$1,277,510,000	-\$55,243,000	-4.1%
Charlotte Water	\$2,197,785,000	\$2,359,927,000	\$2,504,465,000	\$2,779,026,000	\$274,561,000	11.0%
Storm Water	\$610,523,000	\$659,312,000	\$707,397,000	\$747,559,000	\$40,162,000	5.7%

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

- No new financial partner is proposed for funding in FY 2023.
- Financial partners funded in FY 2022 are being recommended for the same funding levels in FY 2023, with the exception of one financial partner that previously requested one-time support, and Charlotte Regional Business Alliance which will receive a slight increase due to funding based on local population served.

Dedicated Revenue Sources

- The FY 2023 recommended budgets for Charlotte Center City Partners, University City Partners, and SouthPark Community Partners Municipal Service Districts #1-6 support economic, cultural, and social development within designated districts. Their allocations are based on the valuation of properties in their respective districts.
- The Charlotte Regional Visitors Authority budget reflects a 4.6 percent increase over FY 2022.

Federal Grant Funds

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

PAYGO Funds

- Crisis Assistance Ministries is being recommended for the same funding level in FY 2023 of \$425,000.
- Local Initiative Support Corporation (LISC) is being recommended to receive \$200,000 to continue the partnership that began in FY 2019.

Federal & PAYGO Funds

- DreamKey Partners, which receives both PAYGO and Federal Grant Funds, is proposed to receive level funding of \$1,690,000 for Affordable Housing and a \$2 million increase for the House Charlotte program. This increase for the House Charlotte program will be dedicated to home ownership assistance for City of Charlotte employees.

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

Summary of Financial Partners

General Fund Discretionary	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change
Alliance Center for Education (formerly Bethlehem Center)	\$51,368	\$126,000	\$90,000	\$90,000	0.0 %
Arts & Science Council	\$3,190,826	\$3,190,823	-	-	0.0 %
Bengali Women's Forum	-	-	\$10,000	\$10,000	0.0 %
Charlotte Regional Business Alliance	\$161,526	\$165,085	\$166,553	\$167,322	0.5 %
Community Building Initiative	\$50,000	\$50,000	\$50,000	\$50,000	0.0 %
Greater Enrichment Program	\$154,945	\$200,000	\$200,000	\$200,000	0.0 %
My Brother's Keeper Charlotte-Mecklenburg	\$25,000	\$50,000	\$50,000	\$50,000	0.0 %
National Institute of Minority Economic Development - The Women's Business Center of Charlotte	\$50,000	\$50,000	\$50,000	\$50,000	0.0 %
Safe Alliance	\$492,676	\$397,038	\$397,038	\$397,038	0.0 %
TreesCharlotte	\$100,000	\$100,000	\$150,000	\$150,000	0.0 %
UNC Charlotte Urban Institute/Institute for Social Capital ¹	-	-	\$250,000	-	-100.0 %
TOTAL	\$4,276,341	\$3,963,861	\$1,413,591	\$1,164,360	-17.6 %

Dedicated Revenue Sources	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change
Charlotte Center City Partners	\$5,791,356	\$6,090,419	\$6,232,801	\$6,498,850	4.3 %
University City Partners	\$1,088,543	\$1,136,129	\$1,162,593	\$1,239,724	6.6 %
SouthPark Community Partners ²	-	-	-	\$1,353,727	100.0 %
Charlotte Regional Visitors Authority	\$17,546,420	\$17,546,420	\$18,072,813	\$18,912,937	4.6 %
Charlotte Regional Visitors Authority - Film Commission	\$150,000	\$150,000	\$150,000	\$150,000	0.0 %
TOTAL	\$24,576,319	\$24,922,968	\$25,618,207	\$28,155,238	9.9 %

100% Federal Grant Funds	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change
Carolinas Care Partnership	\$2,145,346	\$2,487,010	\$2,961,512	\$2,961,512	0.0 %
Charlotte Family Housing	\$213,957	\$240,537	-	-	0.0 %
TOTAL	\$2,359,303	\$2,727,547	\$2,961,512	\$2,961,512	0.0 %

100% PAYGO Funds	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change
Crisis Assistance Ministry	\$280,812	\$320,092	\$425,000	\$425,000	0.0 %
Local Initiatives Support Corp (LISC) ³	\$200,000	\$200,000	-	\$200,000	100.0 %
TOTAL	\$480,812	\$520,092	\$425,000	\$625,000	47.1 %

Federal & PAYGO Funds	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing	\$1,464,437	\$719,536	\$1,690,000	\$1,690,000	0.0 %
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - House Charlotte	\$173,250	\$231,000	\$231,000	\$2,231,000 ⁴	982.7 %
TOTAL	\$1,637,687	\$950,536	\$1,921,000	\$3,921,000	104.1 %

¹ UNC Charlotte Urban Institute/Institute for Social Capital received one-time funding support in FY 2022.

² As final assessment of the District becomes available, the assessed valuation will be adjusted.

³ Prior year funding was paid out of PAYGO and not shown in previous budget books

⁴ In FY 2023 \$2 million in funding is dedicated to home ownership assistance for City of Charlotte employees.

OVERVIEW



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Overview of the Budget Process

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

- Great Neighborhoods (Affordable and Sustainable Neighborhoods),
- Safe Communities (Safe, Healthy, and Inclusive Communities),
- Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity),
- Workforce and Business Development (Economy, Jobs, and Upward Mobility), 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,
 - Staff engagement on performance management activities, and
 - Community engagement and feedback through the Budget Community Input Survey, Budget Listening Sessions, and Balancing Act exercise.
2. Budget deliberations and adoption, which are composed of the following:
 - A presentation of the City Manager's Proposed Budget to the Mayor and City Council,
 - Community engagement and feedback through the Public Hearing process,
 - Budget adjustments by City Council, and
 - City Council adoption of the budget by June 30.

Budget Policy Development – Phase One (September – April)

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

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

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

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

Budget Policy Development – Phase One (continued)

Between February and April, several meetings are held to continue discussions related to key components of the city's operating and capital budgets. In FY 2023, the Strategy and Budget Department held 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 Governance Committee Meetings and Council Budget Workshops.

The Council Budget and Governance Committee is responsible for providing input on the budget process and previewing planned Budget Workshop agenda topics. Issues and initiatives are presented first to the committee, which provides recommendations and feedback in advance of the Budget Workshops. These issues and initiatives are then presented to the entire Council during Budget Workshops so that all Council members can give feedback on key budget issues.

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

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

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

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

PHASE I – BUDGET POLICY DEVELOPMENT

October 2021
FY 2023 Operating and FY 2023 – 2027 Capital Budget Kick-off
Mayor and Council Annual Strategy Meeting

November 2021
Council Budget and Governance Committee Meeting

- Review FY 2023 Budget Meeting Schedule

December 2021
City Council Business Meeting

- Approve FY 2023 Budget Meeting Schedule

February 2022
Council Budget and Governance Committee Meeting
City Council Budget Workshop

- FY 2023 General Fund and Budget Development Outlook
- Our Workforce
- Employee Compensation
- Healthcare

Public Engagement Listening Session

March 2022
Council Budget and Governance Committee Meetings
City Council Budget Workshop

- Steady State Update
- Transportation Capital Investments
- Advanced Planning Fund Projects
- 2022-2028 Bond Strategy and Priorities Discussion

Public Engagement Listening Sessions

April 2022
City Council Budget Workshop

- Digital Transformation
- Enterprise Fund Report Outs
- Financial Partners

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2022
City Manager’s Proposed Budget
Public Hearing on Proposed Budget
Council Budget Adjustments Meeting
Council Budget Straw Votes Meeting
Budget Adoption

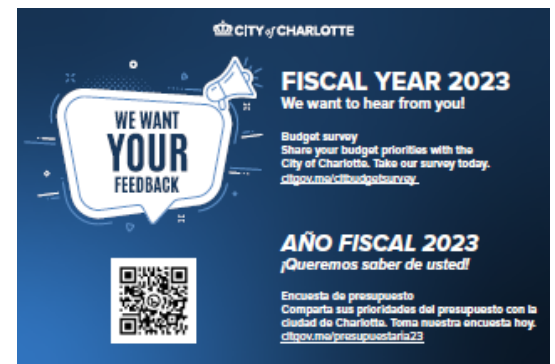
Budget Engagement

The City of Charlotte’s fiscal year (FY) 2023 budget engagement process was designed to inform the public on the budget process and to collect feedback to help shape budget recommendations and ensure alignment with the priorities set by City Council and reflect community goals. The city’s engagement campaign leveraged digital and on-foot distribution of key materials to inform the public of the budget process and encourage participation in providing meaningful feedback. This year marked the addition of new tools in the city’s engagement toolbox which included distribution of materials as an insert in the March 2022 water bills and a partnership with local Spanish media outlets to increase connection with the Latinx community. Key public touchpoints included:

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

Budget Engagement Sessions

In February and March, the City of Charlotte Strategy and Budget Department hosted three virtual engagement sessions. During these sessions, attendees received an overview of the city’s budget process and were provided the opportunity to ask questions and share priorities. The sessions allowed the budget office to receive real-time feedback from Charlotte residents. City staff, including assistant city managers and department directors, were available to answer questions and provide information on city services and how to stay connected throughout the budget process. Engagement sessions had a Facebook reach of over 1,500 people and over 300 YouTube views.



Budget Community Input Survey

The annual budget community input survey was designed by the Strategy and Budget Department and distributed with the help of Communication and Marketing. The purpose was to gain constructive insights into the budgeting preferences of those who work, live, and play in the City of Charlotte as feedback for the FY 2023 budget development process. This year’s survey was available in both English and Spanish language formats. The survey was accessed by 1,026 participants, with each part of the survey capturing over 690 responses.

Priority Area	Rank*
Safe Communities (Safe, Healthy, and Inclusive Communities)	1st
Great Neighborhoods (Affordable and Sustainable Neighborhoods)	2nd
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)	3rd
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)	4th
Workforce and Business Development (Economy, Jobs, and Upward Mobility)	5th

* As ranked by survey respondents

Budget Balancing Act

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

FY 2023 Financial Planning

Financial Planning

Every Fall city staff begin preparing materials for the upcoming budget cycle. During this time department budgets are reviewed, budget software is updated, proposals are submitted, and long-term planning begins. The Strategy and Budget Department plays a key role in this process by coordinating with departments, engaging with the public, and working alongside the City Manager to advance Council Priorities. From a financial planning standpoint, the Strategy and Budget Department incorporates different financial components that help develop a better understanding of funding levels for the upcoming fiscal year. Revenue forecasts are created, debt capacity is reviewed, and levels of current expenditures are evaluated. These three examinations, along with the Strategic Priority Framework set by Council (page 44) guide and prioritize funding programmed for initiatives and city services.

Strategic Priorities and Key Initiatives

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

- Great Neighborhoods
- Safe Communities
- Transportation, Planning, and Environment
- Workforce and Business Development
- Well-Managed Government

Specific focus within these priorities set a target for work led by city staff throughout budget development. At the October FY 2022 Annual Strategy Meeting, Council received an update on action items related to key initiatives: Affordable Housing; Arts and Culture; Corridors of Opportunity; Charlotte Future 2040 Plan and the Unified Development Ordinance (UDO); Hire Charlotte Plan, and Mobility.

The initiatives – by design – are intended to be supported by one another by having direct and indirect impacts. For example, access to affordable housing, good jobs, and convenient/affordable transportation options are goals that intersect multiple priority areas. See the following table, demonstrating the interconnectedness of Council’s priorities and reinforcing that integration across priorities.

Key Initiatives by Strategic Priority Area

	Great Neighborhoods	Safe Communities	Transportation, and Planning	Economic Development	Equity, Engagement, and Environment	Well-Managed Government
Affordable Housing	P	P	S	S	P	✓
Corridors of Opportunity (SAFE Charlotte)	P	P	P	P	P	✓
Mobility	P	S	P	S	P	✓
Charlotte 2040 and UDO (SEAP)	P	S	P	S	P	✓
Arts and Culture	S	S	S	P	P	✓
Hire Charlotte	S	P	S	P	P	✓
Core Services	✓	✓	✓	✓	✓	✓

P = Primary relationship, direct impact on a priority; S = Secondary Relationship, indirect impact/relationship on a priority

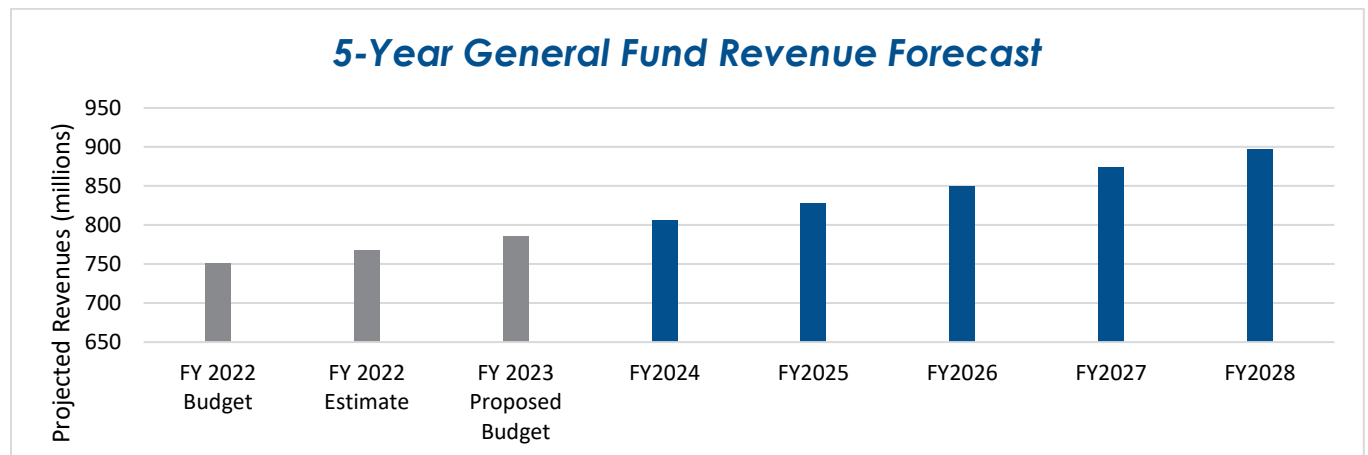
FY 2023 Financial Planning

Long-Term Financial Planning – Future Revenue and Expenditure Projections

In the State of North Carolina municipalities are required by law to approve a balanced budget, discussed on page 438. Revenue growth is one of the main factors for determining funding levels for future years. A five-year revenue growth forecast is prepared annually as a tool to guide policy and decision-making. By evaluating economic and fiscal conditions, staff can identify important trends that may impact future revenue and expenditure levels, and thus, provide necessary information for policy and decision-makers to adjust to fluctuating conditions. This analysis provides a robust picture of the financial climate the city is operating in today and are likely to experience in the near-future.

5-Year General Fund Revenue Forecast

Moderate Scenario	Forecast								
	FY 2022 Budget	FY 2022 Estimate	FY 2023 Proposed Budget	FY22-FY23 Growth	FY2024	FY2025	FY2026	FY2027	FY2028
Property Tax	\$413.2	\$415.2	\$424.0	\$10.8	\$432.5	\$441.1	\$450.0	\$459.0	\$468.1
Sales Tax	\$107.9	\$126.5	\$129.7	\$21.8	\$134.2	\$141.6	\$146.6	\$154.6	\$160.0
Utility Franchise Tax	\$52.2	\$51.2	\$53.7	\$1.5	\$54.0	\$54.3	\$54.5	\$54.8	\$55.1
County Payment for LESD	\$16.9	\$16.9	\$17.8	\$0.4	\$18.6	\$19.6	\$20.6	\$21.6	\$22.7
Solid Waste Fee	\$27.2	\$27.5	\$31.8	\$4.5	\$32.2	\$32.7	\$33.2	\$33.7	\$34.2
Other Revenues	\$133.3	\$130.6	\$127.9	-\$4.9	\$133.0	\$138.3	\$143.8	\$149.6	\$155.6
Total	\$750.7	\$767.8	\$784.8	\$34.1	\$804.6	\$827.6	\$848.7	\$873.3	\$895.7



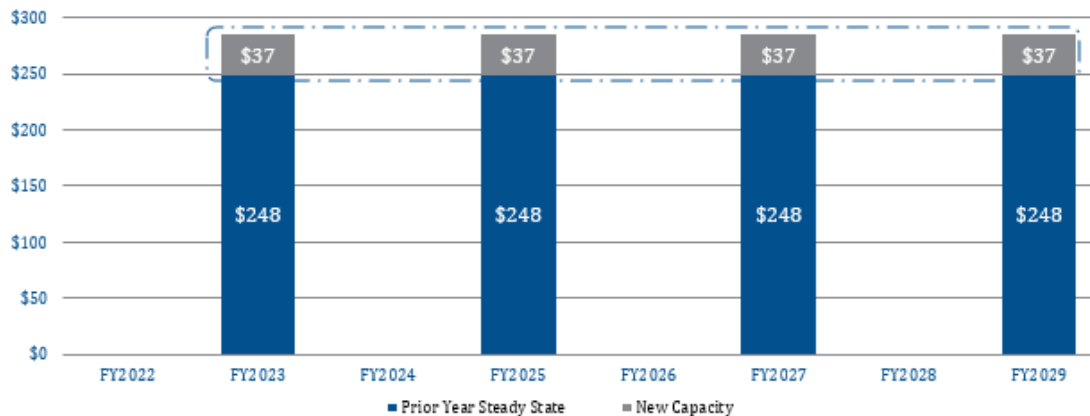
FY 2023 Financial Planning

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

The city’s Capital Investment Plan (CIP) (Page 265) for long-term capital infrastructure is a multi-year plan that makes investments to support the growth and vitality of the community and the quality of life. Consistent with best practices, the city annually proposes a five-year CIP. The first year of the plan is adopted by City Council while the remaining four years are provided as a plan. Affordability for capital projects is determined annually using comprehensive debt models that evaluate revenues dedicated to capital, future debt service requirements, and city financial policies. The models measure the ability to issue debt, within the constraints of the financial policies, that can be fully repaid with existing or planned revenues.

Debt is one component of a comprehensive capital planning program used to advance strategic initiatives. General Obligation (GO) Bonds and Certificates of Participation (COPs) are two types of debt the city evaluated within the municipal debt service fund, when considering long-term affordability. In 2018, the city introduced the “Steady State,” which the Capital Investment Plan is adjusted annually based on the current economic forecast and financial capacity. Key drivers for this model are FY 2021 Actuals (Revenues) which exceeded the budget by \$5.2 million dollars; the spend rate and the timing of projects in construction expenses were lower than initial assumptions made; and interest rates. In FY 2022, the city determined there was approximately \$37 million worth of additional capacity bi-annually, to plan projects in the Steady State model. This model helps staff determine funding for capital projects and other long-term expenditures that may arise as economic conditions and priorities transform.

Updated Steady State Affordability (includes Bonds and COPs)



**This chart represents millions*

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 financial resources accumulated and payments made for principal and interest on debt of governmental activities.

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

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

Enterprise Funds include:

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

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

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

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

Fund Descriptions

Major Funds (continued)

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

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

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

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

Non-Major Governmental Funds

Special Revenue Funds

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

- Convention Center Tax Fund – Accounts for room occupancy and prepared food and beverage tax revenues to be used for convention and tourism purposes, including debt service, maintenance and operation of convention center facilities, and promotion of tourism.
- Cultural Facilities Fund - Accounts for room occupancy and other tax revenues to be used for the city's cultural facilities and events.
- Emergency Telephone System Fund – Accounts for revenues distributed by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.
- Employment and Training Fund – Accounts for federal grant revenues to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.
- General Grants Fund – Accounts for revenue from many of the federal, state, and local grants that the city receives on an annual basis. This grant funding is typically required to be used for a specific purpose, such as public safety, transportation, planning, community relations, or other governmental activities.
- Housing and Neighborhood 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 PROFILE





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

Charlotte is consistently ranked among the fastest-growing cities in the U.S. with an estimated population of 958,788 and is the most populous city in North Carolina and the 15th largest city in the nation.

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

HISTORY AND LOCATION

- ⇒ Charlotte was incorporated in 1768 and became the county seat in 1774.
- ⇒ Referred to as the "Queen City", Charlotte earned its name from the German born Queen Charlotte, wife of England's King George III. The county earned its name from Queen Charlotte's birthplace, Mecklenburg, Germany.
- ⇒ The city presently covers 311.9 square miles of the 546 square miles in Mecklenburg County.

GOVERNMENT STRUCTURE

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

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



Council-Manager form of government since 1929

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

TRANSPORTATION AND DISTRIBUTION HUB

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 port, 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 2021, CLT ranked 6th worldwide for passenger traffic, compared to 18th in 2020.

BUSINESS CLIMATE

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

The region's economy, 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 of the Carolinas.

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

- Bank of America (29)
- Lowe's (31)
- Honeywell (94)
- Truist (119)
- Duke Energy (126)
- Nucor (149)
- Sonic Automotive (308)
- Brighthouse Financial (353)



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

- #3 Best Business Climate (Site Selection Magazine, 2021)
- #5 Hottest Housing Market (Zillow, 2022)
- #5 Best Quality of Life (Numbeo, 2022, Americas)

More than 1,000 foreign-owned firms regionwide employ more than 75,000 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 25 years. The Panthers play at Bank of America Stadium, a 74,867-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 kicked off its inaugural season in March of 2022.
- 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.
- 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 1,300 acres for activities including whitewater rafting, kayaking, mountain biking, rock climbing, and rope courses.



EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools (CMS)

- CMS is a consolidated city-county public school system with approximately 140,406 students. CMS students are educated in 180 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 42 majors, 63 minors, and numerous graduate and certificate programs.
- **Johnson & Wales University's** Charlotte campus, home to more than 1,600 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 to build or establish a Wake Forest School of Medicine Charlotte campus.
- **Carolinas College of Health Sciences** is a non-profit public college focused on the health sciences and is located both online and with a physical campus in Charlotte.
- **Northeastern University's** Charlotte campus has offered graduate programs in uptown Charlotte since 2011.



HEALTHCARE

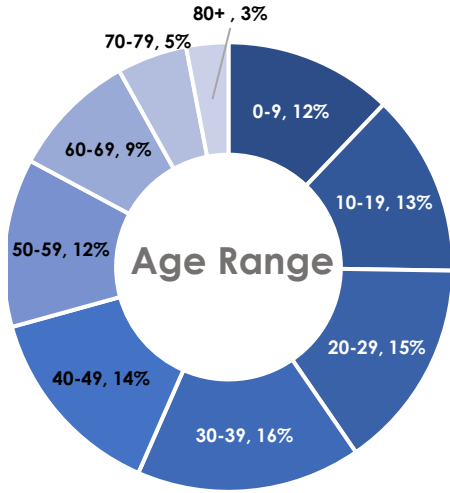
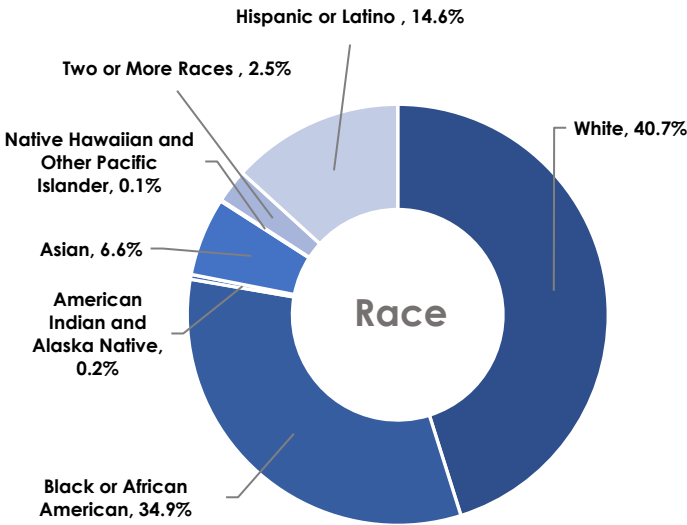
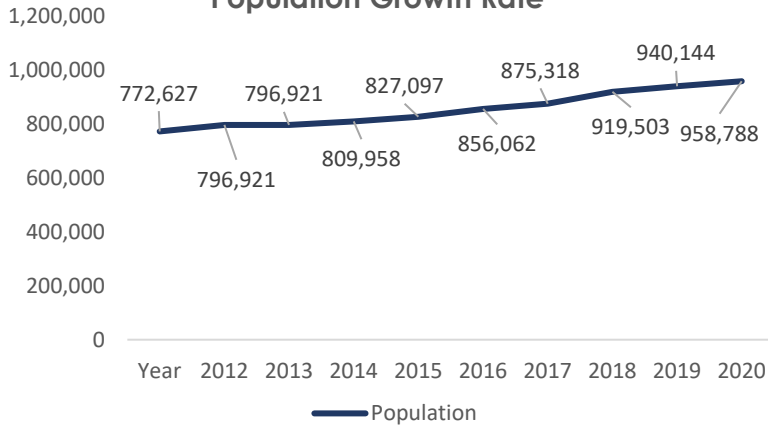
Charlotte and Mecklenburg County are served by a number of healthcare providers ranging from nationally recognized hospital systems to specialized practices.

- **Atrium Health** operates or manages more than 40 hospitals and more than 900 care locations across the Carolinas and Georgia. Atrium Health will partner with Wake Forest University to open a four-year medical school in Charlotte in 2024.
- Novant Health is a four-state integrated network of physician clinics, outpatient centers, and hospitals. With a 622-bed medical center and more than 700 physicians on staff, **Novant Health Presbyterian Medical Center** is one of the largest medical facilities in the region.

POPULATION AND DEMOGRAPHICS

With an estimated population of 958,788, Charlotte is the most populous city in North Carolina and the 15th largest city in the nation. Charlotte has been one of the fastest growing cities in the country, with an average annual growth rate of over 1.7 percent during the past 10 years. Many factors have attracted new residents and businesses to the region, including diverse employment opportunities, a relatively low-cost of living, and the city’s unique character. Charlotte is expected to continue to experience a high growth rate. Based on current projections, Charlotte is expected to add over 385,000 new residents over the next 20 years. The charts on this page provide an overview of Charlotte’s population growth and current demographics.

Population Within the City Limits and Population Growth Rate



Ethnicity: Based on 2020 American Community Survey Data

Age Range: Based on 2020 American Community Survey Data

CITY SERVICES AND AMENITIES

The City of Charlotte appropriates approximately \$3.24 billion (FY 2023 Proposed) in operating and capital funds to provide the community with exceptional services and amenities. The following is FY 2021 data for some of the many city-provided services and amenities.

7 NEW COMPANY ANNOUNCEMENTS



1566 AFFORDABLE HOUSING UNITS FUNDED

373 FIRE CALLS FOR SERVICE



1,002 POLICE CALLS FOR SERVICE

8,723,808 TRANSIT BOARDINGS (BUS, RAIL, SPECIAL TRANSPORT, VANPOOL)



1,300+ DAILY AIRCRAFT OPERATIONS

109,700,000 GALLONS OF DRINKING WATER TREATED AND DELIVERED

87,200,000 GALLONS OF WASTEWATER COLLECTED AND TREATED



45,015+ CURBSIDE HOUSEHOLDS RECEIVING TRASH PICKUP

1,425 SERVICE REQUESTS ENTERED BY CHARMECK 311 PER DAY



22,921,625 TOTAL PAGE VIEWS (CHARLOTTENC.GOV)

CITY OF CHARLOTTE CITY COUNCIL



Vi Alexander Lyles
Mayor



Julie Eiselt
Mayor Pro Tem



Dimple Ajmera
At-large Representative



Greg Phipps
At-large Representative



Braxton Winston
At-large Representative



Larken Egleston
District 1



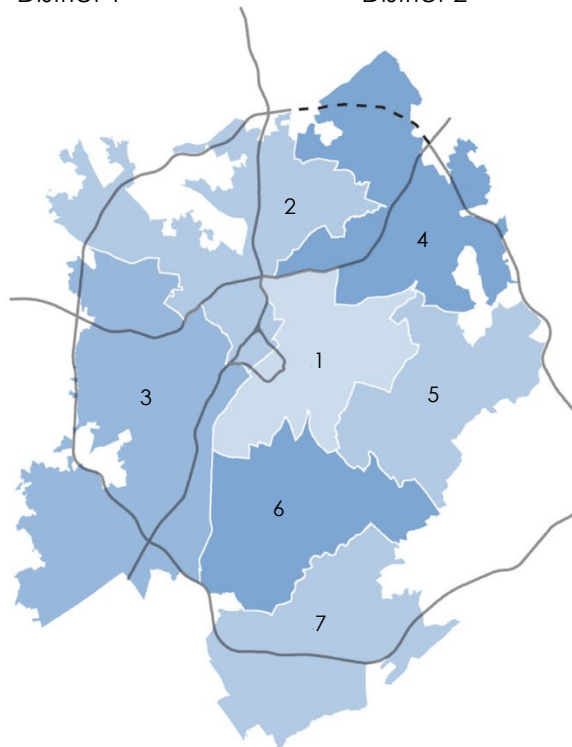
Malcolm Graham
District 2



Victoria Watlington
District 3



Renee' Johnson
District 4



Matt Newton
District 5

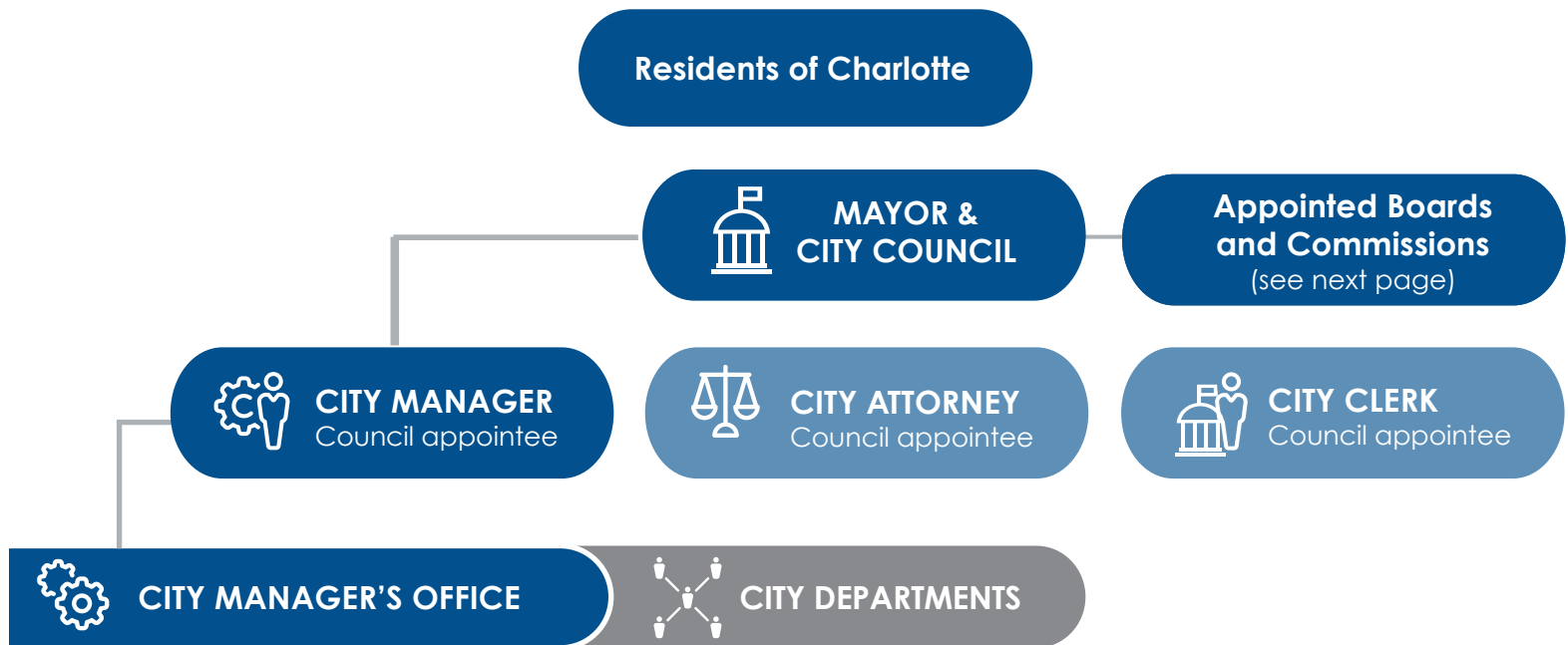


Tariq Bokhari
District 6



Edmund H. Driggs
District 7

CITY OF CHARLOTTE ORGANIZATION



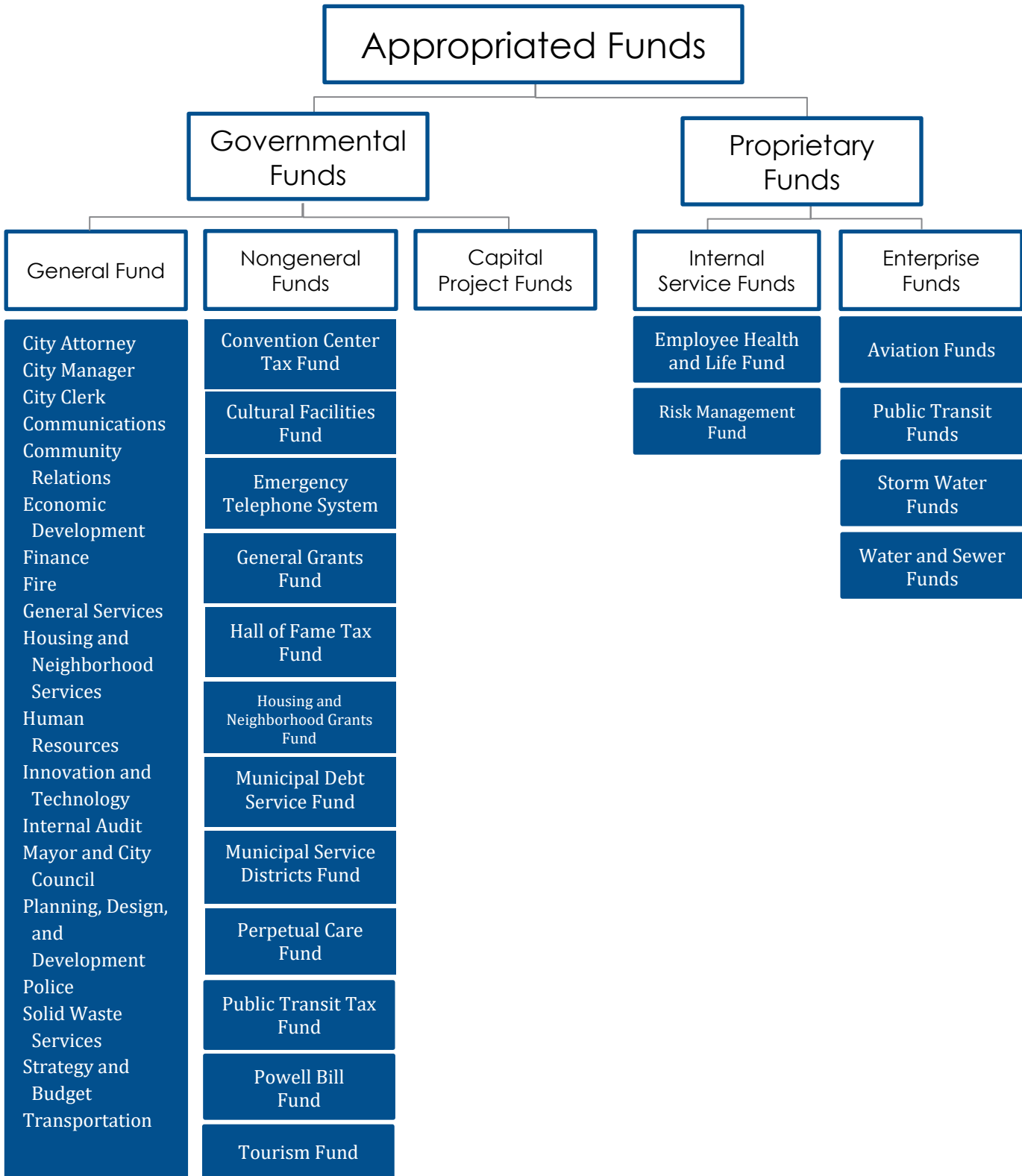
- Aviation
- Charlotte Area Transit System
- Charlotte Water
- Communication & Marketing
- Community Relations
- Economic Development
- Finance
- Fire
- General Services

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

Active Appointed Boards

- Alternative Compliance Review Committee
- Arts and Culture Advisory Board
- Bechtler Arts Foundation Board
- Bicycle Advisory Committee
- Business Advisory Committee
- Charlotte Area Fund Board of Directors
- Charlotte Business INCLUSION (CBI) Advisory Committee
- Charlotte Equitable Development Commission
- Charlotte International Cabinet
- Charlotte-Mecklenburg Public Access Corporation
- Charlotte's Neighborhood Equity and Stabilization Commission
- Charlotte 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 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 Board
- 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

STRATEGIC PRIORITIES

At the October 2022 City Council Annual Strategy Meeting, strategic priorities were confirmed with a continued focus in FY 2023 on Accessibility, Mobility, and Connectivity for all. The city has shifted operations and has continued to adjust key services to meet the needs of the community as a result of the COVID-19 pandemic. The strategic priorities serve to set a focus on the higher-level policy framework needed to continue 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 2023, 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:

- **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)**
Anticipating and planning for the growth of the community and safeguarding 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.
- **Workforce and Business 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.
- **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.

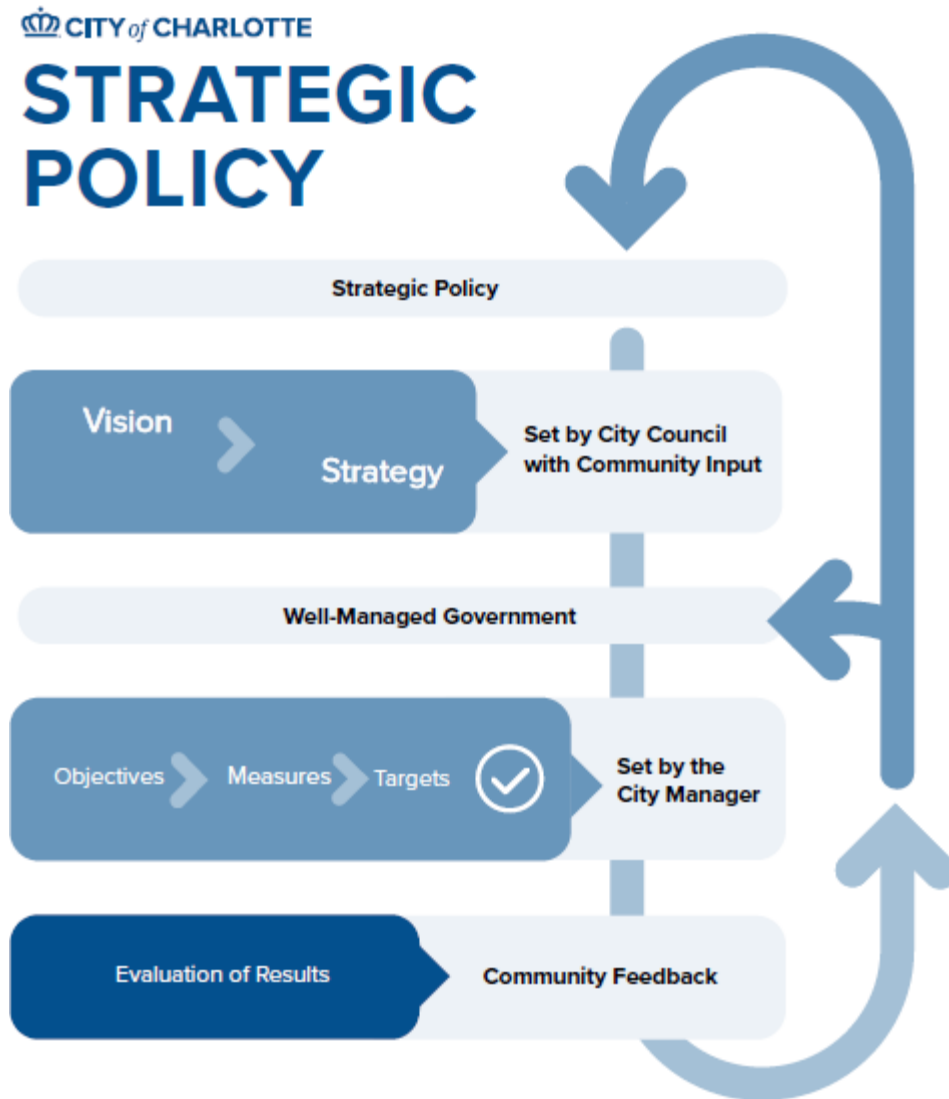
The development of the Proposed FY 2023 Budget was guided by the strategic priorities with funding directed towards programs and services that support these priorities. The priorities serve as the foundation for funding decisions and setting objectives.

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

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

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

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



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

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 2021 Actual	FY 2022 Target	FY 2023 Target
Preserve and increase affordable housing	Number of new affordable housing units funded	1,566	≥900	≥900
	Number of units acquired and/or rehabilitated and restricted for low- to moderate-income residents	201	≥225	≥200
	Number of down payment assistance loans provided	248	≥300	≥250
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	96%	≥90%	≥90%
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to economically-disadvantaged communities for neighborhood improvement projects such as art and beatification, festivals, special events, and public safety	New Measure	≥60	≥60
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.84	≤2	≤2
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	85%	≥87%	≥87%

PRIORITY: Safe Communities

(Safe, Healthy, and Inclusive Communities)

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

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

Safe Communities				
Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Remove physical barriers for people with disabilities in the right-of-way as per the Americans with Disabilities Act (ADA)	Number of physical barriers removed in accordance with ADA	New Measure	≥90	≥90
Provide public education instruction to promote safety for families	Percent of CMS third graders receiving fire prevention education in 111 schools	22% ¹	100%	100%
Provide alternative response options for Police calls	Year-over-year change in number of Police response events responded to by the Community Policing Crisis Response Team	New Measure	≥15% increase	≥15% increase
Provide alternatives to incarceration for youth	Percent change in number of juvenile diversions	60% decrease ¹	≥10% increase	≥5% increase
Reduce victimization	Percent change in crime rate per 100,000 population	9.4% decrease	≥3% decrease	≥3% decrease
Timely response to calls for service	Percent of 911 calls answered within 10 seconds (Fire)	99.7%	≥90%	≥90%
	Percent of calls for Fire response responded to within six minutes	81.8%	≥90%	≥90%
	Average Police response time to priority 1 emergency calls for service	6.7 minutes	<7 minutes	<7 minutes

¹FY 2021 actual driven by pandemic-related impacts.

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

The Transportation, Planning, and Environment strategic priority area 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 2021 Actual	FY 2022 Target	FY 2023 Target
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Number of high injury network corridors that received new or upgraded street lighting	3 corridors	≥3 corridors	≥3 corridors
	Miles of new sidewalks	17.80	≥10	≥10
	Miles of new bikeways	12.24	≥10	≥10
	Number of new pedestrian safety projects	87	≥25	≥25
	Number of new signals (city and developer funded)	32	≥2	≥10
	Number of upgraded signals (city and developer funded)	40	≥10	≥15
Maintain existing infrastructure	Number of transportation-related service requests completed within the six Corridors of Opportunity	New Measure	≥50	≥50
	Annual pavement condition rating	81.16%	≥85%	≥85%
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	3.40	≤3	≤3
Partner with 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%
	Percent of rezoning cases reviewed by staff by the designated deadline	New Measure	New Measure	≥90%

Transportation, Planning, and Environment				
Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
	Percent of Historic District administrative review applications completed within 30 days of complete application submission	New Measure	New Measure	100%
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)	8,687,151 ¹	≥15,302,493	≥11,393,862
	On-time performance (Bus)	87.25%	≥89%	≥85%

¹FY 2021 actual driven by pandemic-related impacts.

PRIORITY: Workforce and Business Development

(Economy, Jobs, and Upward Mobility)

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

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

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

Workforce and Business Development				
Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Increase business relocations and expansions	Dollar amount of private investment in the city	\$1,114,814,450	≥\$300,000,000	≥\$300,000,000
	The number of new company announcements	8	≥8	≥8
Increase economic mobility, social capital, and career opportunities for youth	The number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences	142	≥80	≥80
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	27	≥30	≥30
Support workforce development through the Education Assistance Policy that provides pre-payment assistance for certain courses or job certifications at the community college level	Number of employees enrolled in a course of study under the terms of the policy	New Measure	New Measure	≥30

FOUNDATIONAL FOCUS:

Well-Managed Government

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

A foundational component within each of the four strategic priorities is a continued focus on well-managed government. This focus guides continuous efforts of accountability as the city strives 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 Officers Association's award for budget and financial statements, and unmodified opinions on external audit reports. Operational efficiencies and innovations are highlighted by the many external recognitions received by the city and staff. Some highlights include:

- Charlotte Water employees being awarded:
 - The AWWA Operator's Meritorious Award from American Water Works Association Annual Conference, and
 - 2021 Collections System Award from Water Environment Federation Awards for Operational and Design Excellence.
- Charlotte Water's Sugar Creek Waste Water Treatment Plant receiving the National Recognition Award in the American Council of Engineering Companies 2021 Engineering Excellence Awards competition.
- CMPD Independence Division was awarded the National Design Award from Officer Magazine's Annual Law Enforcement Design Awards.
- City Procurement was awarded the 2021 Sustained Professional Purchasing Award by the North Carolina Association of Governmental Purchasing.
- City of Charlotte ranked 42 out of 100 on 2021 City Clean Energy Scoreboard: Most Improved City by the American Council for an Energy-Efficient Economy.
- City of Charlotte was awarded a Tree City, USA award for the 42nd consecutive year.
- Human Resources leading the city:
 - 2021 Healthiest Employers – 100 Healthiest Workplaces in America,
 - First Place Winner Charlotte Business Journal Regions 2021 Healthiest Employers of Greater Charlotte, and
 - Continued status as Silver Well Workplace from Wellness Council of America.
- Storm Water Services being recognized with first place for its Improving Surface Water Quality Education Campaign, Stormy: Making Water Quality Good in Your Neighborhood.
- Housing and Neighborhood Services' Keep Charlotte Beautiful program received the Keep America Beautiful President's Circle Award. This award is given annually to affiliates who conduct an annual Community Appearance Index and administer exceptional programming in the areas of litter prevention, recycling, waste reduction, beautification, and community greening.
- Housing and Neighborhood Services has also been nationally recognized through Charlotte's Neighborhood Matching Grants Program, which grants up to \$25,000 to eligible neighborhoods for community driven enhancement projects. This program was promoted as a national best practice by the Democracy Cities initiative of the SNF Agora Institute at Johns Hopkins University.

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

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

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

Well-Managed Government				
Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Create a positive applicant experience through transparency and communication in the recruitment and selection process	Percentage of responding applicants satisfied with applicant experience	82%	≥80%	≥80%
Deliver timely audit services to facilitate a well-managed government	Number of performance audits issued	11	≥12	≥12
Expand community outreach and engagement to ensure all members of the community have an opportunity to share their voice within the city's budget development process	Develop at least one new engagement initiative	New Measure	≥1	≥1
Improve effectiveness, efficiency, and equity through I&T process improvements	Number of citywide process improvements annually implemented	Internally-Focused: 2 Resident-Focused: 0	Internally-Focused: ≥1 Resident-Focused: ≥1	Internally-Focused: ≥1 Resident-Focused: ≥1
Maintain low-cost collection (Solid Waste Services)	Curbside collection cost per ton recyclable materials	\$162 (FY 2021 North Carolina statewide average \$330)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$98 (FY 2021 North Carolina statewide average \$111)	< 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 credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Customer focused (CATS)	Overall customer satisfaction	84%	≥85%	≥85%
	Net Promoter Score ¹	58%	≥58%	≥58%
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

Well-Managed Government				
Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Promote employee wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	94%	≥85%	≥85%
Provide excellent customer service to residents	Percent of 311 calls answered within 30 seconds	73.5%	≥70%	≥70%
	Percent of all calls abandoned by the caller	3.5%	≤5%	≤5%

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



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DEPARTMENT BUDGETS



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**DEPARTMENT BUDGETS
GENERAL FUND**



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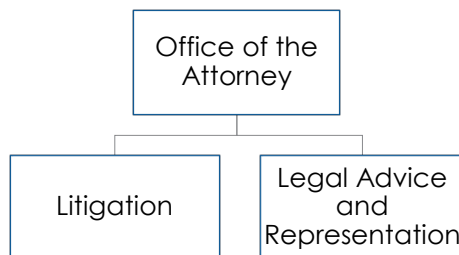
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$5,504,579	\$5,920,224	\$6,805,166	\$7,361,262	8.2 %
Operating Expenses	\$390,767	\$343,751	\$402,471	\$435,337	8.2 %
Department Charges	-\$2,184,497	-\$2,576,588	-\$3,009,765	-\$3,101,114	-3.0 %
Total Expenditures	\$3,710,849	\$3,687,386	\$4,197,872	\$4,695,485	11.9 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$174,551
Add Assistant City Attorney II Add an Assistant City Attorney II to provide additional legal support services for Human Resources.	1.00	\$122,168
Support Aviation operations Add a Senior Assistant City Attorney II to provide additional legal support services for Aviation. The cost of this position will be reimbursed by Aviation, resulting in no General Fund impact.	1.00	-
Transition one position to the city's Cost Allocation Plan Technical adjustment to transition an existing position previously funded by Charlotte Water into the city's Cost Allocation Plan. This accounting action results in an increase in expenditures that will be primarily offset by revenue from the city's Cost Allocation Plan.	-	\$78,341
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$59,993
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$29,694
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.	-	\$32,866
Net Change	2.00	\$497,613

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Workforce and Business Development (Economy, Jobs, and Upward Mobility)				
Provide opportunities for law students to gain work experience in government practice	Number of internships provided	Due to the COVID-19 Pandemic, the department was unable to employ law students in 2021	Two internships for 2 nd year students; one internship for 1 st year students	Two internships for 2 nd year students; one internship for 1 st year students
Educate Minority, Women, and Small Business Enterprise (MWSBE) law firms of legal service opportunities with the city	Number of presentations held	New Measure	Convene two presentations	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	96%	≥90%	≥90%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021¹	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	-	1.00	1.00	1.00	-
Administrative Officer III	1.00	1.00	1.00	1.00	-
Assistant City Attorney I	-	1.00	5.00	4.00	-1.00
Assistant City Attorney II	5.00	10.00	7.00	2.00	-5.00
Assistant City Attorney Lead	2.00	2.00	5.00	5.00	-
Assistant City Attorney Senior I	-	-	2.00	9.00	7.00
Assistant City Attorney Senior II	-	-	9.00	10.00	1.00
Assistant City Attorney Supervisor	-	-	3.00	3.00	-
City Attorney	1.00	1.00	1.00	1.00	-
Deputy City Attorney	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	12.00	14.00	-	-	-
Senior Deputy City Attorney	1.00	-	-	-	-
Department Total FTE	30.00	39.00¹	42.00	44.00	2.00

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

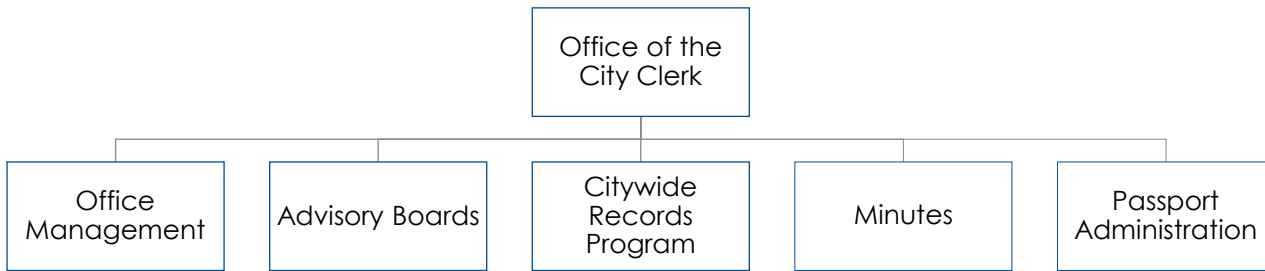
Mission Statement

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

Department Overview

- Maintain a permanent history of government actions
- Assist Mayor and City Council with records requests and oaths of office
- Administer appointment process for boards and commissions
- Administer the speakers list for City Council meetings
- Create, dispense, and archive verbatim minutes of all City Council meetings
- 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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Licenses, Fees, Fines	\$50,157	\$63,562	\$60,000	\$59,800	-0.3 %
Total Revenues	\$50,157	\$63,562	\$60,000	\$59,800	-0.3 %
Expenditures					
Personnel Services	\$723,864	\$797,288	\$832,536	\$942,295	13.2 %
Operating Expenses	\$143,335	\$162,063	\$194,699	\$206,575	6.1 %
Total Expenditures	\$867,199	\$959,350	\$1,027,235	\$1,148,870	11.8 %
Net Expenditures	\$817,042	\$895,788	\$967,235	\$1,089,070	12.6 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$27,603
Add Administrative Officer I Add an Administrative Officer I to support the city's public records program. This program is responsible for advising and coordinating public records requests.	1.00	\$60,268
Add part-time Administrative Officer I Add a part-time Administrative Officer I. This position will primarily support the production of City Council meeting minutes. The costs of this position are partially offset by savings in temporary salaries.	0.50	\$16,406
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$3,516
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$5,656
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.	-	\$8,186
	Net Change	1.50
		\$121,635

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 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 available for public access upon request within 30 days of original meeting	New Measure	New Measure	100%
Certify, maintain, and process all official documents in a timely manner	Percent of official documents certified and processed within seven days of approval/receipt	100%	100%	100%
Enhance public access to government records	Number of public records requests received and completed within 30 days	New Measure	New Measure	≥90%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	1.00	2.00	2.00	5.50	3.50
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	2.00	2.00	-	-2.00
Department Total FTE	8.00	8.00	8.00	9.50	1.50



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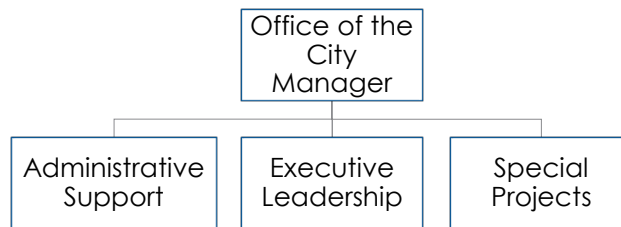
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$2,477,338	\$2,283,828	\$2,510,688	\$2,685,896	7.0 %
Operating Expenses	\$279,031	\$260,009	\$295,392	\$327,776	11.0 %
Capital Outlay	-	\$19,721	-	-	0.0 %
Total Expenditures	\$2,756,369	\$2,563,557	\$2,806,080	\$3,013,672	7.4 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$48,117
Capture vacancy savings Align the department's personnel budget in FY 2023 to anticipated costs, including personnel attrition.	-	-\$27,797
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This update also includes recognizing an Arts & Culture Officer position that was added in FY 2022.	1.00	\$156,204
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$8,484
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.	-	\$22,584
Net Change	1.00	\$207,592

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Arts & Culture Officer	-	-	-	1.00	1.00
Assistant City Manager	3.00	3.00	3.00	3.00	-
Assistant to City Manager I	1.00	-	-	-	-
Assistant to City Manager II	2.00	3.00	3.00	1.00	-2.00
Assistant to City Manager Senior	-	-	-	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	-
Deputy City Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to City Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to City Manager's Office	1.00	1.00	1.00	1.00	-
Intergovernmental Relations Manager	1.00	1.00	1.00	1.00	-
Special Assistant to the City Manager	-	-	-	1.00	1.00
Department Total FTE	11.00	11.00	11.00	12.00	1.00



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Communication & Marketing

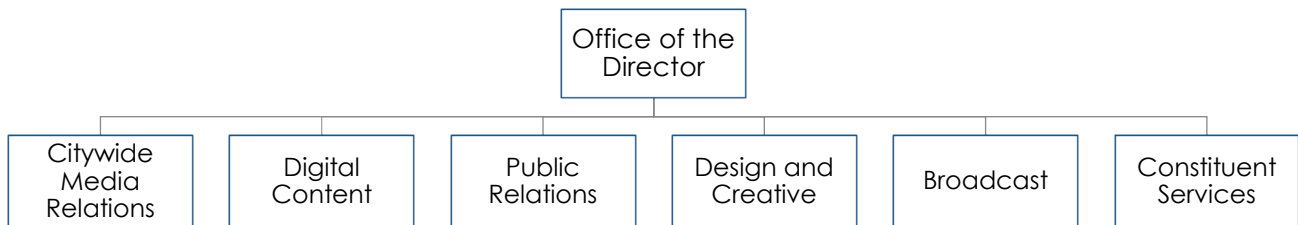
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$3,429,575	\$3,488,277	\$3,905,035	\$4,022,453	3.0 %
Operating Expenses	\$606,466	\$604,017	\$615,277	\$704,447	14.5 %
Department Charges	-	-	-\$94,164	-	100.0 %
Total Expenditures	\$4,036,041	\$4,092,294	\$4,426,148	\$4,726,900	6.8 %

Communication & Marketing

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$74,063
<p>Adjust non-essential department expenditures to protect core service</p> <p>Adjust non-essential department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to travel, training mileage, food, automobile allowances and office supplies based on anticipated utilization.</p>	-	-\$37,300
<p>Provide funds for American Sign Language and Spanish Language translation of City Council meetings</p> <p>Provide funds for American Sign Language and Spanish Language translation services for City Council meetings, emergency announcements, and special briefings in support of providing equitable access to city services and information</p>	-	\$100,300
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$112,067
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>	-	\$25,452
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$26,170
	Net Change	\$300,752

Communication & Marketing

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Improve the city's website accessibility, including improved global search, skip navigation, and text increase/decrease menu options	ADA compliant score for government websites	New Measure	≥85 out of 100	≥85 out of 100
Increase consistent branding and utilization of style guides citywide	Number of Quality Assurance trainings and engagement touchpoints with branding and communication stakeholders	New Measure	New Measure	30 trainings and/or engagement touchpoints
Fulfill media-submitted public records requests in a timely manner	Percentage of media-submitted public records requests fulfilled or closed out within 30 days	New Measure	New Measure	≥70%

Communication & Marketing

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	1.00	1.00	1.00	1.00	-
Chief Marketing Officer	1.00	1.00	-	-	-
Communications Director	1.00	1.00	1.00	-	-1.00
Constituent Services Division Manager	1.00	1.00	1.00	1.00	-
Content Webmaster	2.00	2.00	2.00	2.00	-
Content Webmaster Supervisor	1.00	-	-	-	-
Corporate Communication Specialist	6.00	5.00	5.00	6.00	1.00
Corporate Communication Specialist Senior	4.00	3.00	4.00	4.00	-
Creative Services Supervisor	1.00	1.00	1.00	1.00	-
Deputy Communication Director	-	-	1.00	1.00	-
Director of Public Information	-	-	-	1.00	1.00
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Mayor & City Council Support Specialist	3.00	4.00	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	3.00	3.00	-
Public Information Specialist	1.00	1.00	1.00	1.00	-
Public Service Coordinator	3.00	3.00	3.00	3.00	-
Public Services Division Manager	-	1.00	1.00	1.00	-
TV Station Manager	1.00	1.00	1.00	1.00	-
Video Producer/Director	1.00	1.00	1.00	1.00	-
Department Total FTE	34.00	33.00	36.00	36.00	-

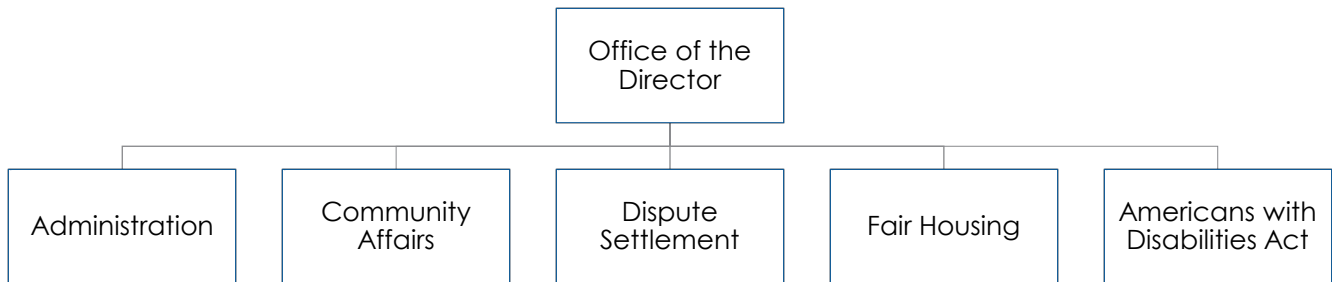
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$1,767,664	\$1,790,549	\$1,700,101	\$2,178,287	28.1 %
Operating Expenses	\$157,414	\$118,513	\$79,967	\$125,484	56.9 %
Department Charges	-\$388,032	-\$377,990	-\$179,710	-\$179,710	0.0 %
Total Expenditures	\$1,537,046	\$1,531,072	\$1,600,358	\$2,124,061	32.7 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$26,476
Reduce funds for temporary employees Reduce funds for temporary employees based on recent and anticipated utilization.	-	-\$15,000
Provide support for ADA Program Provide funds for positions that will support the Americans with Disabilities Act (ADA) program and provide funds for additional training. These positions will assist with the ongoing ADA work that is being implemented throughout the city.	2.00	\$209,918
Support Non-Discrimination Ordinance Provide funds for two Community Relations Specialists to manage and assist with needs related to the Non-Discrimination Ordinance that was adopted in FY 2022.	2.00	\$171,069
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also includes funding for a previously approved Administrative Officer I who will continue to support the Dispute Settlement Program.	1.00	\$118,757
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$8,484
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.	-	\$3,999
Net Change	5.00	\$523,703

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Improve human relations work processes for the international community	Number of collaborations and partnerships with the international community	69	≥75	≥75
Improve service delivery to Community Relations members, volunteers, customers, and partners	Average rating on Community Relations survey of members, volunteers, customers, and partners regarding service delivery on a 5.0 scale	4.2	≥4.3	≥4.3
Investigate housing discrimination	Number of housing discrimination cases investigated	16	≥25	≥25
	Percent of fair housing discrimination cases closed within 100 days	92.5%	≥60%	≥60%
Prevent housing discrimination	Number of fair housing conciliation attempts	81	≥85	≥85
	Number of persons receiving Fair Housing training regardless of identity	398	≥500	≥350
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	85%	≥87%	≥87%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	1.00	-	-	1.00	1.00
Administrative Officer IV	-	1.00	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	1.00	-
Community Relations Manager	1.00	1.00	1.00	1.00	-
Community Relations Division Manager	-	1.00	1.00	1.00	-
Community Relations Specialist	5.00	5.00	5.00	7.00	2.00
Construction Inspector	-	-	-	1.00	1.00
Deputy Community Relations Director	1.00	1.00	1.00	1.00	-
Director of Community Relations	1.00	1.00	1.00	1.00	-
Public Information Specialist	-	-	-	1.00	1.00
Department Total FTE	12.00	12.00	12.00	17.00	5.00

Economic Development

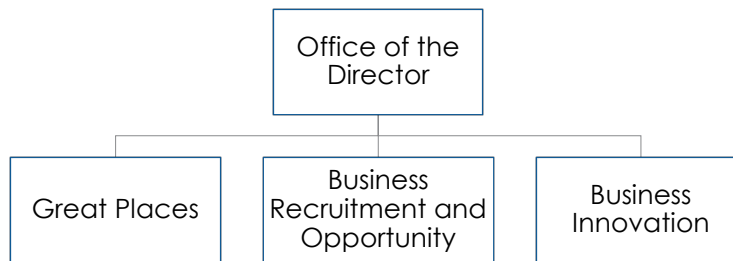
Mission Statement

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 by creating and sustaining great places, cultivating an environment where all businesses can innovate and prosper, and fostering a diversified talent pipeline with an ongoing focus to elevate efforts.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$2,082,397	\$2,392,715	\$2,717,697	\$2,774,670	2.1 %
Operating Expenses	\$3,125,009	\$3,409,931	\$3,764,090	\$3,901,917	3.7 %
Department Charges	-\$80,807	-\$80,807	-\$80,807	-\$80,807	0.0 %
Total Expenditures	\$5,126,598	\$5,721,839	\$6,400,980	\$6,595,780	3.0 %

Economic Development

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$82,000
Capture vacancy savings Align the department's personnel budget in FY 2023 to anticipated costs, including personnel attrition.	-	-\$52,122
Update contractual funds for Business Investment Grant payments Technical adjustment to update required funds used to reimburse companies who have qualified for tax reimbursement through the Business Investment Grant (BIG) program. These funds are offset by additional property tax revenue that the city receives.	-	\$125,607
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$12,248
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$14,847
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.	-	\$12,220
Net Change	-	\$194,800

Economic Development

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Workforce and Business Development (Economy, Jobs, and Upward Mobility)				
Increase business relocations and expansions	Dollar amount of private investment in the city	\$1,114,814,450	≥\$300,000,000	≥300,000,000
	The number of jobs generated by the city's Business Investment Grants (retained and new)	6,131	≥5,000	≥5,000
	The number of new company announcements	8	≥8	≥8
Generate interest in business relocations and expansions in Charlotte	Unique page views to Charlotte is Open for Business	New Measure	New Measure	≥150,000 unique page views
	Percent of traffic visiting Charlotte is Open for Business from paid media sources	New Measure	New Measure	≥25%
Leverage private investment in major redevelopment projects through public improvements	Leverage ratio of public to private investment (overall projects)	1:54	+ 1:3	+ 1:3
	Leverage ratio of public to private investment (Corridors of Opportunity)	1:7	+ 1:3	+ 1:3
Support minority small businesses	The number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions	27	≥30	≥30

Economic Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	1.00	1.00	1.00	1.00	-
Administrative Officer II	1.00	1.00	1.00	1.00	-
Administrative Officer III	2.00	2.00	2.00	2.00	-
Assistant City Manager/Economic Development Director	1.00	1.00	1.00	1.00	-
Assistant Economic Development Director	3.00	3.00	3.00	3.00	-
Deputy Economic Development Director	1.00	1.00	1.00	1.00	-
Economic Development Operations Manager Senior	1.00	1.00	1.00	1.00	-
Economic Development Program Manager	7.00	7.00	7.00	8.00	1.00
Economic Development Program Manager Senior	-	1.00	1.00	1.00	-
Economic Development Specialist	-	-	-	1.00	1.00
Economic Development Specialist Senior	4.00	3.00	3.00	1.00	-2.00
Department Total FTE	21.00	21.00	21.00	21.00	-

Economic Development

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Enhance Economic Development Programs	\$500,000	PAYGO	307
Improve Cultural Facilities	\$11,065,862	PAYGO	307
Revitalize Business Corridors	\$750,000	PAYGO	307
Promote Public/Private Partnerships	\$3,000,000	GO Bonds	367
Support Ballantyne Reimagined Infrastructure	\$8,800,000	GO Bonds	368
Improve Infrastructure for Centene Development	\$3,000,000	GO Bonds	369
Reimburse Innovation District Infrastructure (Atrium)	\$5,000,000	GO Bonds	370
Total	\$32,115,862		



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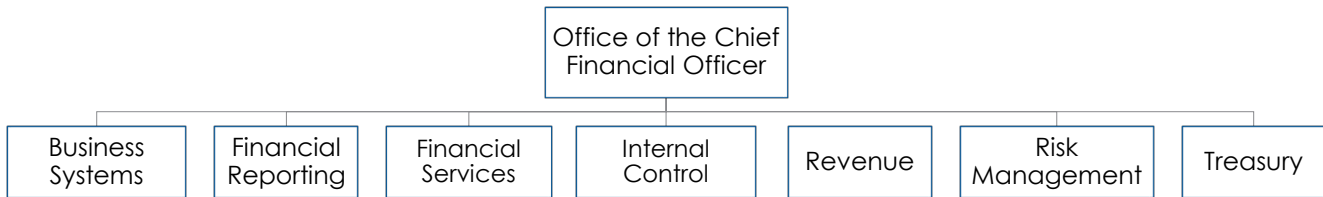
Mission Statement

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

Department Overview

- Maintain the city’s official accounting records including the preparation of annual financial statements, financial analyses, and reconciliations
- 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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$8,260,128	\$7,946,297	\$8,564,413	\$8,856,455	3.4 %
Operating Expenses	\$4,079,271	\$3,469,582	\$4,154,989	\$4,207,006	1.3 %
Department Charges	-\$362,334	-\$361,705	-\$134,706	-\$294,539	-118.7 %
Interfund Activity Support	\$72,671	\$68,243	\$61,481	\$61,481	0.0 %
Total Expenditures	\$12,049,736	\$11,122,416	\$12,646,177	\$12,830,403	1.5 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$301,290
<p>Transition Accounting positions to Enterprise Funds to support payment processing capacity Dedicate two positions to support increasing ACH/Wire payment capacity of Enterprise Fund departments. These positions will be reimbursed by Enterprise departments.</p>	-	-\$159,833
<p>Capture savings and eliminate positions related to realignment Eliminate two vacant Accounting Specialist Senior positions in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-2.00	-\$129,036
<p>Support software maintenance Technical adjustment to provide funds for contractual increases to software for efficient collection services, payment processing, and utility bill management.</p>	-	\$42,200
<p>Recognize General Fund share of banking services costs Technical adjustment to recognize banking fees that were previously deducted from rebates and interests earned.</p>	-	\$30,000
<p>Transfer Customer/Revenue Service Assistant to Risk Management Fund Transfer a Customer/Revenue Service Assistant position to the Risk Management division of Finance which is in an internal service fund. There is a corresponding entry in Risk Management.</p>	-1.00	-\$65,402
<p>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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also includes the addition of a previously approved Financial Accountant III position.</p>	1.00	\$140,635

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures Increase employer contribution to the city’s Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$44,555
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.	-	-\$20,183
Net Change	-2.00	\$184,226

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 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 Comprehensive Financial Report	External auditor's opinion	Achieved an unmodified opinion	Achieve an unmodified opinion	Achieve an unmodified opinion
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Provide timely payment to city vendors	Percent of invoices paid within 30 days	76%	≥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	Implement a minimum of two policy or process updates	Implement a minimum of two policy or process updates

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Accountant I	1.00	1.00	1.00	1.00	-
Accountant II	6.00	5.00	5.00	5.00	-
Accountant III	2.00	2.00	2.00	3.00	1.00
Accountant IV	5.00	5.00	5.00	5.00	-
Accounting Specialist Senior	7.00	7.00	7.00	6.00	-1.00
Accounting Technician	11.00	11.00	11.00	11.00	-
Administrative Officer I	1.00	1.00	1.00	1.00	-
Administrative Officer II	3.00	3.00	3.00	3.00	-
Administrative Officer III	1.00	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	-	-	-	-
Assistant Financial Services Manager	2.00	2.00	2.00	2.00	-
Business Analysis Manager	-	-	-	1.00	1.00
Business Analyst	-	-	-	2.00	2.00
Business Analyst Coordinator	-	-	-	2.00	2.00
Business Analyst Sr	-	-	-	3.00	3.00
Business Analyst Associate	-	-	-	1.00	1.00
Business Systems Manager	1.00	1.00	1.00	-	-1.00
Business Systems Specialist	-	2.00	2.00	-	-2.00
Business System Specialist Associate	1.00	1.00	1.00	-	-1.00
Business System Specialist Intermediate	5.00	-	-	-	-
Business Systems Specialist Lead	1.00	2.00	2.00	-	-2.00
Business System Specialist Senior	1.00	3.00	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	1.00
Customer/Revenue Service Assistant Senior	4.00	4.00	4.00	4.00	-
Customer/Revenue Service Assistant	4.00	4.00	3.00	1.00	-2.00
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	1.00	-
Division Manager	-	-	1.00	-	-1.00
Finance Director	1.00	-	-	-	-
Financial Accountant I	2.00	2.00	2.00	2.00	-
Financial Accountant II	3.00	4.00	4.00	4.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Financial Accountant III	5.00	5.00	5.00	6.00	1.00
Financial Accountant IV	-	1.00	1.00	1.00	-
Financial Services Manager	2.00	2.00	2.00	3.00	1.00
Investment Manager	1.00	1.00	1.00	1.00	-
Office Assistant V	1.00	-	-	-	-
Revenue Collections Agent	3.00	3.00	3.00	3.00	-
Senior Technical Writer	1.00	-	-	-	-
Department Total FTE	88.00	85.00	84.00	82.00	-2.00

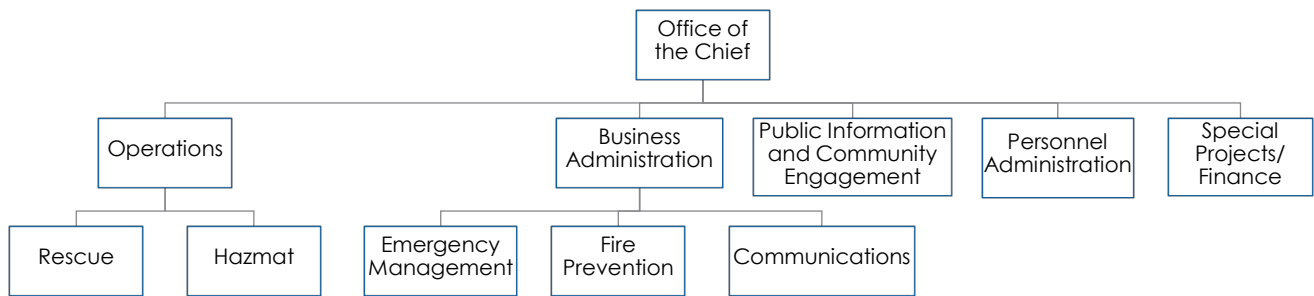
Mission Statement

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

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Intergovernmental	\$1,733,900	\$3,753,410	\$1,953,898	\$1,954,106	0.0 %
Licenses, fees, fines	\$1,676,294	\$1,664,464	\$2,066,047	\$2,493,014	20.7 %
Charges for current services	\$1,935,300	\$1,729,538	\$2,002,000	\$2,240,127	11.9 %
Miscellaneous	\$33,866	\$33,264	\$33,000	\$33,000	0.0 %
Interfund Fire charges	\$6,652,287	\$7,117,351	\$7,677,114	\$8,249,355	7.5 %
Other	\$71,143	\$61,354	\$25,000	\$75,000	200.0 %
Private contribution	\$76,090	\$66,746	-	-	0.0 %
Total Revenues	\$12,178,880	\$14,426,127	\$13,757,059	\$15,044,602	9.4 %
Expenditures					
Personnel Services	\$113,066,013	\$125,647,247	\$128,633,017	\$138,027,470	7.3 %
Operating Expenses	\$14,409,265	\$14,634,180	\$16,227,442	\$17,070,940	5.2 %
Department Charges	-\$165,468	-\$122,341	-\$284,793	-\$325,464	-14.3 %
Total Expenditures	\$127,309,810	\$140,159,086	\$144,575,666	\$154,772,946	7.1 %
Net Expenditures	\$115,130,930	\$125,732,958	\$130,818,607	\$139,728,344	6.8 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$4,272,082
<p>Provide funds for enhanced compensation and pay structure changes</p> <p>Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2023 actions include: eliminating the bottom step for Firefighter I; increasing the new Firefighter I first step 2.5 percent; consolidating four steps to two in both the Firefighter II and Fire Engineer pay plans; and adding eligible military service to the current five percent associate degree incentive effective January 2023. These actions will increase the starting pay for a firefighter by 10.5 percent during FY 2023.</p>	-	\$697,631
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$34,543
<p>Centralize vehicle equipment purchases in the General Capital Equipment Fund</p> <p>Technical adjustment to transfer vehicle equipment purchases to the General Capital Equipment Fund. This is an accounting change and will have no impact on service levels.</p>	-	-\$375,000
<p>Adjust non-essential department expenditures to protect core service</p> <p>Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for specialty department supplies, small tools, equipment and contractual services will be reduced.</p>	-	-\$125,000
<p>Provide funds for fire inspections and plans review</p> <p>Provide funds for four positions to support state mandated fire inspections and plans review based on historical and anticipated utilization.</p>	4.00	\$324,329
<p>Support fire protection at Aviation</p> <p>Provide funds for one Administrative Officer I position and additional non-personnel support. The costs of this action will be reimbursed by revenue from Aviation.</p>	1.00	\$104,056

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
<p>Support wellness initiative</p> <p>Provide funds for a Behavioral Health Specialist to support the department's wellness initiative. This will foster an overall resilient CFD workforce while mitigating stress and increasing positive growth after critical incidents.</p>	1.00	\$92,040
<p>Provide funds to support additional recruitment</p> <p>Provide funds to support additional recruitment. This action includes third party testing of recruit candidates as well as the cost of additional personal protective equipment and turnout gear.</p>	-	\$83,595
<p>Provide funds for retiree health investment account program</p> <p>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.</p>	-	\$159,200
<p>Annualize additional 1% employer contribution to deferred compensation plan</p> <p>Technical adjustment to provide a full year of funding for increased employer contribution to 457 plans for all employees in the Charlotte Firefighters' Retirement System. The additional contribution began January 2022.</p>	-	\$430,118
<p>Provide funds for fuel cost increases</p> <p>Technical adjustment to provide funds for fuel based on projected cost and utilization.</p>	-	\$271,222
<p>Provide increase for software maintenance</p> <p>Technical adjustment to provide funds for CAD software Maintenance, GIS mapping software, video and records management, emergency pre-planning software, and software to provide building information to first responders.</p>	-	\$44,985
<p>Provide increase for fire fighting foam</p> <p>Technical adjustment to provide funds for a contractual increase in the cost of fire fighting foam.</p>	-	\$10,632
<p>Increase city contribution to Charlotte Firefighters' Retirement System (CFRS)</p> <p>Increase employer contribution to CFRS by an additional 2.39 percent beyond requirement in FY 2023. This results in an employer contribution of 18.39 percent, which is 5.74 percent higher than the state required employer contribution of 12.65 percent. The FY 2023 increase includes necessary funds for a three percent Cost of Living Adjustment (COLA) for all retirees prior to January 3, 2000, as requested by the CFRS Board.</p>	-	\$2,047,263

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount	
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also includes funding for a previously approved Public Information Officer.</p>	1.00	\$382,387	
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>	-	\$878,794	
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$864,403	
Net Change		7.00	\$10,197,280

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Timely response to calls for service	Percent of calls for Fire response responded to within six minutes	81.8%	≥90%	≥90%
	Percent of 911 calls answered within 10 seconds	99.7%	≥90%	≥90%
Timely response to calls for service: fourth-due fire company (effective firefighting force) total response time, structure fire call	Percent of calls with effective firefighting force responding within 10 minutes 20 seconds	93.2%	≥90%	≥90%
Efficient dispatch of companies	Percent of 911 calls dispatched within 60 seconds	98.6%	≥90%	≥90%
Provide public education instruction to promote safety for families	Percent of CMS third graders receiving fire prevention education in 111 schools	22% ¹	100%	100%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Provide training and development for emergency operations members	Percent of emergency operations managers trained	100%	100%	100%
Increase diversity	Percent of women and persons of color included in the firefighter applicant pool	42.3%	≥37%	≥45%

¹FY 2021 actual driven by pandemic-related impacts.

Full-Time Equivalent (FTE) Position Summary

Public Safety	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Battalion Fire Chief	37.00	37.00	38.00	37.00	-1.00
Deputy Fire Chief	3.00	3.00	3.00	3.00	-
Division Fire Chief	7.00	7.00	7.00	8.00	1.00
Fire Captain	252.00	253.00	252.00	252.00	-
Fire Captain - Special Assignment	5.00	7.00	7.00	7.00	-
Fire Chief	1.00	1.00	1.00	1.00	-
Fire Fighter Engineer	201.00	201.00	201.00	201.00	-
Fire Fighter I	242.00	211.00	224.00	229.00	5.00
Fire Fighter II	353.00	384.00	371.00	366.00	-5.00
Public Safety Total FTE	1,101.00	1,104.00	1,104.00	1,104.00	-

General Employees	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	4.00	3.00	4.00	5.00	1.00
Administrative Officer II	3.00	2.00	3.00	3.00	-
Administrative Officer III	2.00	3.00	4.00	4.00	-
Administrative Officer IV	1.00	1.00	1.00	1.00	-
Administrative Officer V	3.00	2.00	1.00	1.00	-
Administrative Secretary I	1.00	1.00	-	-	-
Applications Administrator	1.00	-	-	-	-
Behavioral Health Coordinator	-	-	-	1.00	1.00
Building Maintenance Assistant	1.00	1.00	1.00	1.00	-
Business Systems Specialist Intermediate	3.00	-	-	-	-
Business Systems Specialist Lead	1.00	-	-	-	-
Business Systems Specialist Senior	1.00	-	-	-	-
Business Systems Manager	1.00	-	-	-	-
Business Systems Program Manager	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	5.00	5.00	5.00	-
Emergency Management Planning Coordinator	-	1.00	1.00	1.00	-
Facilities Services Coordinator	4.00	4.00	4.00	4.00	-
Fire Communication Services Supervisor	1.00	1.00	1.00	1.00	-
Fire EMS Instructor Coordinator	1.00	1.00	1.00	1.00	-
Fire Equipment Technician	3.00	3.00	3.00	3.00	-
Fire Inspector	11.00	7.00	10.00	8.00	-2.00
Fire Inspector Certified	23.00	27.00	24.00	30.00	6.00
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	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Fire Marshal	1.00	1.00	1.00	1.00	-
Fire Telecommunicator I	24.00	24.00	24.00	24.00	-
Fire Telecommunicator I Lead	7.00	7.00	7.00	7.00	-
Fire Telecommunicator II	6.00	6.00	6.00	6.00	-
Fire Telecommunicator III	2.00	2.00	2.00	2.00	-
GIS Analyst	1.00	1.00	1.00	-	-1.00
GIS Coordinator	-	-	-	1.00	1.00
Management Analyst	-	1.00	1.00	1.00	-
Management Analyst Senior	1.00	1.00	1.00	1.00	-
Office Assistant V	3.00	3.00	3.00	3.00	-
Public Information Officer	-	-	-	1.00	1.00
Software Developer Intermediate	1.00	-	-	-	-
Software Developer Senior	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	136.00	128.00	129.00	136.00	7.00
Department Total FTE	1,237.00	1,232.00	1,233.00	1,240.00	7.00

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Support Firefighter Lifecycle Management	\$1,250,000	PAYGO	302
Construct Fire Facilities	\$20,800,000	Other Sources	325
Total	\$22,050,000		

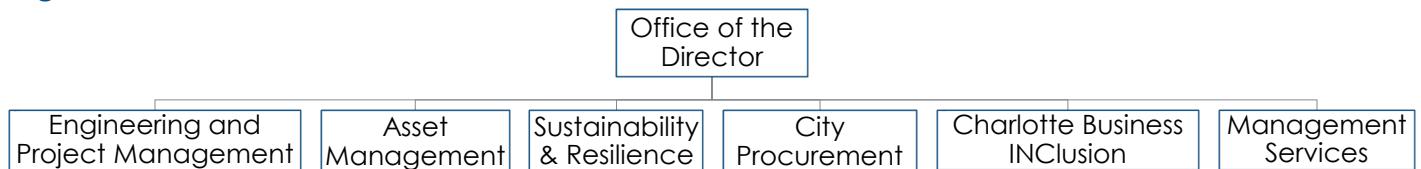
Mission Statement

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 Enterprise (MWSBE) program and policies
- Provide enterprise-wide fleet and operational equipment management and maintenance to the city and county
- Lead the city’s sustainability and resilience efforts

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 ¹ Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Licenses, Fees, and Fines	\$3,028,761	\$3,129,185	\$1,113,500	- ²	-100.0 %
Intergovernmental-Local	\$3,184,646	\$2,508,757	\$3,240,223	\$3,161,955	-2.4 %
Charges for Current Services	\$669,051	\$942,182	\$862,255	\$877,505	1.8 %
Miscellaneous	\$744,476	\$756,947	\$1,024,000	\$994,000	-2.9 %
Administrative charges	\$695,917	\$747,848	\$750,000	\$835,000	11.3 %
Other	-	\$20,785	\$15,000	\$15,000	0.0 %
Private Contributions	\$5,000	-	-	-	0.0 %
Sales of assets	\$960,503	\$1,337,349	\$930,000	\$1,140,000	22.6 %
Total Revenues	\$9,288,354	\$9,443,053	\$7,934,978	\$7,023,460	-11.5 %
Expenditures					
Personal Services	\$42,319,189	\$43,046,202	\$44,998,629	\$47,117,856	4.7 %
Operating Expenses	\$26,530,270	\$26,482,684	\$27,872,256	\$28,154,798	1.0 %
Capital Outlay	\$82,751	\$107,823	\$100,000	\$150,000	50.0 %
Department Charges	-\$44,444,164	-\$47,796,999	-\$48,298,282	-\$50,494,683	-4.5 %
Total Expenditures Net	\$24,488,046	\$21,839,710	\$24,672,603	\$24,927,971	1.0 %
Expenditures	\$15,199,692	\$12,396,657	\$16,737,625	\$17,904,511	7.0 %

¹ FY 2022 included 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.

² FY 2023 Revenues for Parking Garage Fees, \$1,113,500, are now shown in Non-Departmental accounts.

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$1,478,000
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$21,982
<p>Provide incentive pay for jobs that require a Commercial Driver's License</p> <p>Support a pay incentive of 2.5 percent for employees in job classifications that require a Commercial Driver's License (CDL) certification. This action will be effective July 2022.</p>	-	\$84,071
<p>Eliminate vacant positions</p> <p>Eliminate vacant Facilities Supervisor, Facilities Coordinator, Administrative Officer IV, and Administrative Officer I positions in an effort to right-size the department's workforce. The duties of these positions will be absorbed by existing staff to minimize service level impacts.</p>	-4.00	-\$297,655
<p>Capture savings related to realignment</p> <p>Capture savings related to General Services realignment. General services will reassign seven positions to meet the rising demands of capital projects entering the construction phase.</p>	-	-\$198,868
<p>Transfer Construction Manager to Planning, Design & Development</p> <p>Realign a Construction Manager position from General Services to Planning, Design & Development as part of the establishment of a new Community Tree Canopy Preservation division within Planning, Design & Development. There is a corresponding entry in Planning.</p>	-1.00	-\$118,295
<p>Adjust non-essential department expenditures to protect core service</p> <p>Adjust non-essential department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to travel, training, mileage, food, and office supplies based on anticipated utilization.</p>	-	-\$114,996
<p>Provide funds to support ongoing building maintenance expenses</p> <p>Provide funds for ongoing building maintenance related operating expenses. These funds help support maintenance of city-owned facilities.</p>	-	\$228,780

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for Fleet tool allowance Provide funds for enhanced tool allowance program, which reimburses eligible employee purchases of tools. This funding allows employees the ability to expand and maintain their tool sets and enhance retention and recruitment in the automotive technician marketplace.	-	\$41,000
Adjust Fleet Maintenance department charges Technical adjustment for department charges to enable Fleet Maintenance to be reimbursed for the cost of positions that provide services directly to specific departments. This adjustment reflects the anticipated increase in costs of parts and labor.	-	-\$1,531,875
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 anticipated increase in costs and is a routine action at the beginning of each budget cycle.	-	-\$658,169
Annualize Northeast Fleet Maintenance facility Technical adjustment to annualize funding for the Northeast Fleet Maintenance Facility. Costs for this facility were partially funded in FY 2022.	-	\$124,107
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; and the Asset and Recovery Disposal facility lease.	-	\$89,195
Provide funds for parts management contract Technical adjustment to increase funds for the contract that provide parts management and supply chain services to the department's Fleet Division.	-	\$39,295
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$735,474
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$319,051

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update Allocations for Internal Service Providers (ISPs)	-	\$14,271
<p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>		
Net Change	-5.00	\$255,368

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
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
	Achieve canopy-neutral impacts when comparing trees removed to trees planted	New Measure	New Measure	Maintain at least 100% canopy neutrality
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects constructed by established target dates	New Measure	New Measure	≥85%
	Percent of real estate processes that meet the estimated real estate portion of the construction schedule	New Measure	New Measure	≥75%
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	99%	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	95%	New Measure	≥95%
Strategic Priority Area: Workforce and Business Development (Economy, Jobs, and 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	100%	≥96%	≥96%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Provide cost effective building maintenance of the 200+ facilities within the city's portfolio	Maintenance and repair costs per square foot remains at or below Building Owners and Managers Association standards/Federal average (currently \$9.04 per sq. ft.)	New Measure	New Measure	≤\$9.04 per sq. ft.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022¹	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	14.00	13.00	13.00	13.00	-
Administrative Officer II	13.00	14.00	14.00	14.00	-
Administrative Officer III	9.00	10.00	9.00	9.00	-
Administrative Officer IV	5.00	5.00	5.00	4.00	-1.00
Administrative Officer V	3.00	3.00	2.00	2.00	-
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Administrative Services Manager	-	-	1.00	1.00	-
Arborist	2.00	2.00	3.00	3.00	-
Assistant Arborist	-	-	1.00	1.00	-
Assistant City Engineer	1.00	-	-	-	-
Assistant Director	1.00	-	-	-	-
Associate Urban Forestry Specialist	1.00	1.00	-	-	-
Assistant Field Operations Supervisor	7.00	7.00	7.00	8.00	1.00
Building Maintenance Superintendent	1.00	1.00	1.00	1.00	-
Building Services Manager	1.00	1.00	1.00	1.00	-
Business Development Program Manager	-	1.00	1.00	1.00	-
Business Systems Specialist Associate	1.00	1.00	1.00	-	-1.00
Business Systems Specialist Intermediate	2.00	-	-	-	-
Business Systems Specialist Lead	1.00	-	-	-	-
Business Systems Specialist Senior	6.00	-	-	-	-
Business Systems Specialist	-	1.00	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	-	-1.00
City Engineer	1.00	1.00	1.00	1.00	-
Construction Contracts Admin Coordinator Lead	2.00	5.00	5.00	5.00	-
Construction Inspector	23.00	23.00	26.00	26.00	-
Construction Inspector Senior	6.00	6.00	6.00	6.00	-
Construction Manager	2.00	2.00	2.00	1.00	-1.00
Construction Supervisor	7.00	7.00	6.00	6.00	-
Contract Technician	2.00	2.00	2.00	2.00	-
Contracts Admin Coordinator	13.00	16.00	18.00	18.00	-
Contracts Admin Specialist	3.00	4.00	2.00	2.00	-
Contracts Admin Specialist Lead	1.00	1.00	1.00	1.00	-
Courier	2.00	2.00	2.00	2.00	-

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

Position Title	FY 2020	FY 2021	FY 2022¹	FY 2023 Proposed	Change FY 2022 to FY 2023
Courier Lead	1.00	1.00	1.00	1.00	-
Deputy Director I	-	2.00	2.00	2.00	-
Drafting Technician	5.00	5.00	5.00	5.00	-
Economic Development Program Manager	2.00	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	2.00	2.00	3.00	3.00	-
Engineering Business Services Manager	1.00	-	-	-	-
Engineering Contracts Manager	1.00	2.00	2.00	2.00	-
Engineering Contracts Specialist	8.00	8.00	8.00	8.00	-
Engineering Division Manager	3.00	3.00	2.00	2.00	-
Engineering Program Manager	11.00	10.00	8.00	7.00	-1.00
Engineering Project Coordinator	5.00	5.00	5.00	5.00	-
Engineering Project Manager	26.00	24.00	24.00	25.00	1.00
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	-	-	-
Equipment Operator I	2.00	1.00	1.00	1.00	-
Equipment Operator II	7.00	7.00	6.00	6.00	-
Equipment Operator III	2.00	2.00	2.00	2.00	-
Equipment Parts Manager	1.00	1.00	-	-	-
Equipment Parts Team Leader	3.00	2.00	2.00	2.00	-
Equipment Parts Technician	7.00	-	-	-	-
Equipment Shop Manager	4.00	4.00	5.00	6.00	1.00
Equipment Shop Supervisor	9.00	9.00	11.00	11.00	-
Erosion Control Coordinator	6.00	6.00	-	-	-
Facilities Services Coordinator	1.00	1.00	1.00	1.00	-
Facilities and Property Supervisor	-	-	2.00	1.00	-1.00
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	-	-	-	-
GIS Coordinator	1.00	-	-	-	-
GIS Technician	1.00	1.00	-	-	-

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

Position Title	FY 2020	FY 2021	FY 2022¹	FY 2023 Proposed	Change FY 2022 to FY 2023
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	6.00	6.00	-
Heavy Equipment Service Technician Master	12.00	12.00	14.00	14.00	-
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	7.00	6.00	6.00	-
Laborer	2.00	2.00	2.00	2.00	-
Landscape Architect	1.00	1.00	1.00	1.00	-
Landscape Crew Member	2.00	2.00	2.00	1.00	-1.00
Landscape Division Manager	1.00	1.00	1.00	1.00	-
Landscape Supervisor	2.00	2.00	2.00	2.00	-
Light Equipment Service Technician Associate	2.00	2.00	2.00	2.00	-
Light Equipment Service Technician Lead	3.00	3.00	3.00	3.00	-
Light Equipment Service Technician Master	13.00	13.00	13.00	13.00	-
Light Equipment Service Technician Senior	12.00	12.00	12.00	12.00	-
Locksmith	1.00	1.00	1.00	1.00	-
Management Analyst	4.00	3.00	3.00	3.00	-
Office Assistant IV	2.00	1.00	1.00	-	-1.00
Office Assistant V	1.00	1.00	1.00	1.00	-
Operations Manager Senior	1.00	-	-	-	-
Operations Supervisor	5.00	6.00	6.00	6.00	-
Pesticide Applicator	2.00	1.00	1.00	1.00	-
Plan Review Engineer	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	1.00	-
Procurement Services Division Manager	-	-	-	1.00	1.00
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	1.00	1.00	-	-	-
Purchasing Agent	3.00	3.00	3.00	3.00	-
Real Estate Agent II	9.00	9.00	9.00	8.00	-1.00
Real Estate Agent II Lead	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	-

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

Position Title	FY 2020	FY 2021	FY 2022¹	FY 2023 Proposed	Change FY 2022 to FY 2023
Real Estate Program Manager	3.00	3.00	2.00	2.00	-
Resilience & Sustainability Officer	-	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	-	-1.00
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Engineer	6.00	6.00	2.00	2.00	-
Senior Engineering Project Manager	14.00	15.00	-	-	-
Service Order Specialist	8.00	8.00	10.00	10.00	-
Small Business Program Manager	1.00	-	-	-	-
Small Business Program Specialist	6.00	6.00	6.00	6.00	-
Software Developer Senior	1.00	-	-	-	-
Stores Supervisor	1.00	1.00	1.00	1.00	-
Survey and Mapping Supervisor	1.00	-	-	-	-
Survey Mapping Manager	-	1.00	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	9.00	9.00	5.00	5.00	-
Technology Support Specialist Senior	-	-	-	1.00	1.00
Technology Support Specialist	-	-	-	1.00	1.00
Tree Trimmer	7.00	7.00	7.00	7.00	-
Urban Forestry Specialist	1.00	1.00	-	-	-
Water Quality Program Admin	1.00	1.00	-	-	-
Department Total FTE	491.00	473.00	466.00	461.00	-5.00

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

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Renovate Median Landscapes	\$250,000	PAYGO	299
Trim and Remove Trees	\$1,875,000	PAYGO	301
Support Environmental Services Program	\$1,000,000	PAYGO	303
Replace Trees	\$1,250,000	PAYGO	303
Improve Energy Efficiency in Buildings	\$500,000	PAYGO	304
Support Americans with Disabilities Act Program	\$1,250,000	PAYGO	305
Build Minority, Women, Small Business Enterprise (MWSBE) Capacity	\$1,300,000	PAYGO	308
Maintain City-Owned Facilities	\$4,702,131	PAYGO	309
Repair City-Owned Parking Lots/Decks	\$500,000	PAYGO	310
Maintain Government Center Parking Deck	\$200,000	PAYGO	310
Increase Building Sustainability	\$4,000,000	Other Sources	339
Implement ADA Transition Plan in Facilities	\$3,000,000	Other Sources	340
Connect Northeast Corridor Infrastructure	\$6,000,000	GO Bonds	347
Replace Government Center HVAC	\$6,100,000	Other Sources	381
Construct Capital Building Improvements	\$4,000,000	Other Sources	382
Total	\$35,927,131		

Housing & Neighborhood Services

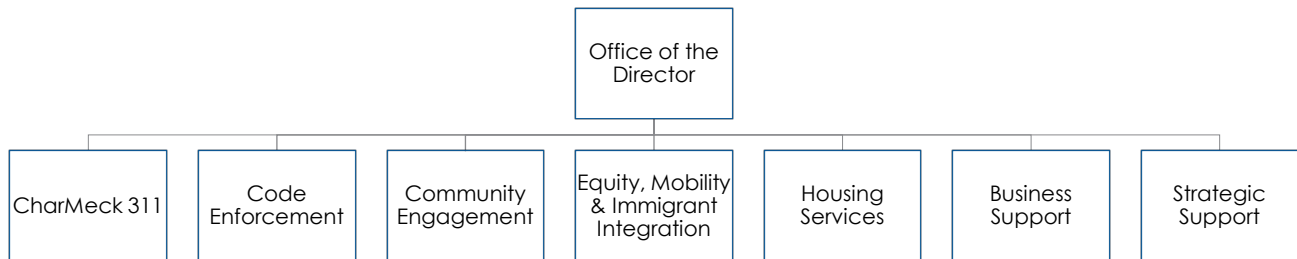
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Intergovernmental-Local	\$1,335,207	\$1,171,210	\$1,267,903	\$1,302,237	2.7 %
Licenses, Fees, and Fines	\$407,365	\$209,133	\$410,000	\$410,000	0.0 %
Charges for Current Services	\$712,827	\$712,897	\$790,000	\$900,000	13.9 %
Total Revenues	\$2,455,399	\$2,093,240	\$2,467,903	\$2,612,237	5.8 %
Expenditures					
Personnel Services	\$17,635,696	\$17,579,539	\$19,251,563	\$20,348,737	5.7 %
Operating Expenses	\$3,703,800	\$3,238,547	\$4,201,196	\$4,161,578	-0.9 %
Department Charges	-\$2,013,828	-\$1,968,536	-\$2,926,402	-\$2,926,402	0.0 %
Total Expenditures	\$19,325,668	\$18,849,550	\$20,526,357	\$21,583,913	5.2 %
Net Expenditures	\$16,870,269	\$16,756,310	\$18,058,454	\$18,971,676	5.1 %

Housing & Neighborhood Services

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$759,868
<p>Reduce non-essential department expenditures</p> <p>Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food, contractual services, and employee travel will be reduced.</p>	-	-\$143,677
<p>Capture vacancy savings</p> <p>Align the department's personnel budget in FY 2023 to anticipated costs, including personnel attrition.</p>	-	-\$138,639
<p>Reduce budget for temporary employees</p> <p>Adjust the department's personnel budget to reflect a reduced need for temporary staffing.</p>	-	-\$23,000
<p>Provide funds for the lease of the 311 call center</p> <p>Technical adjustment to support contractual lease increase at the 311 call center.</p>	-	\$10,013
<p>Update Personnel Expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$315,456
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>	-	\$160,489

Housing & Neighborhood Services

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update Allocations for Internal Service Providers (ISPs)	-	\$117,046
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	-	\$1,057,556

Housing & Neighborhood Services

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Workforce and Business 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	142	≥80	≥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	96%	≥90%	≥90%
Preserve and increase affordable housing	Number of new affordable housing units funded	1,566	≥900	≥900
	Number of units acquired and/or rehabilitated and restricted for low- to moderate-income residents	201	≥225	≥200
	Number of down payment assistance loans provided	248	≥300	≥250
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to economically-disadvantaged communities for neighborhood improvement projects such as art and beautification, festivals, special events, and public safety	New Measure	≥60	≥60

Housing & Neighborhood Services

Performance Measure Highlights (continued)

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 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	73.5%	>70%	>70%
	Percent of all calls abandoned by the caller	3.5%	≤5%	≤5%
	Percent of 311 customers surveyed that are satisfied with their service	New Measure	≥85%	≥85%

Housing & Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
311 Contact Center Representative	41.00	38.00	38.75	36.75	-2.00
311 Contact Center Representative Lead	5.00	5.00	5.00	5.00	-
311 Contact Center Representative Senior	23.75	25.75	25.00	26.00	1.00
311 Contact Center Supervisor	7.00	7.00	7.00	7.00	-
311 Contact Center Program Analyst	9.00	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	3.00	3.00	5.00	2.00
Administrative Officer II	3.00	4.00	4.00	4.00	-
Administrative Officer III	6.00	6.00	6.00	4.00	-2.00
Administrative Officer IV	1.00	-	-	2.00	2.00
Administrative Officer V	3.00	2.00	2.00	2.00	-
Assistant Director	5.00	3.00	3.00	2.00	-1.00
Business Systems Specialist Intermediate	2.00	-	-	-	-
Business Systems Specialist Lead	1.00	-	-	-	-
Business System Specialist Senior	1.00	-	-	-	-
Business Systems Program Manager	1.00	-	-	-	-
Code Enforcement Coordinator	3.00	4.00	4.00	4.00	-
Code Enforcement Inspector	33.00	34.00	35.00	35.00	-
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	-	-	-
Community & Commerce Specialist	13.00	10.00	1.00	1.00	-
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 Administrator	-	-	-	1.00	1.00
Community Relations Specialist	-	1.00	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	1.00	-	-	-	-
Economic Development Program Manager	5.00	4.00	4.00	-	-4.00
Economic Development Specialist	1.00	-	-	-	-
Housing Area Supervisor	10.00	10.00	1.00	1.00	-
Housing and Neighborhood Services Director	-	1.00	1.00	1.00	-
Housing Services Division Manager	3.00	5.00	5.00	6.00	1.00
Housing Services Supervisor	1.00	1.00	1.00	1.00	-

Housing & Neighborhood Services

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Operations Manager	1.00	2.00	2.00	2.00	-
Operations Manager Senior	1.00	1.00	1.00	1.00	-
Program Coordinator	3.00	6.00	6.00	6.00	-
Program Manager	-	-	-	4.00	4.00
Management Analyst	1.00	-	-	-	-
Neighborhood Development Specialist	3.00	3.00	3.00	3.00	-
Office Assistant IV	10.00	9.00	9.00	8.00	-1.00
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	-	-	-	-
Training Specialist	3.00	2.00	2.00	2.00	-
Department Total FTE	236.75	226.75	226.75	226.75	-

Housing & Neighborhood Services

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Support Innovative Housing	\$3,800,000	PAYGO	299
Support Neighborhood Grants	\$400,000	PAYGO	299
Enhance Housing Opportunities for Team Charlotte	\$2,000,000	PAYGO	300
Offer In Rem Remedy - Residential	\$600,000	PAYGO	302
Create and Preserve Affordable Housing	\$50,000,000	GO Bonds	323
Total	\$56,800,000		

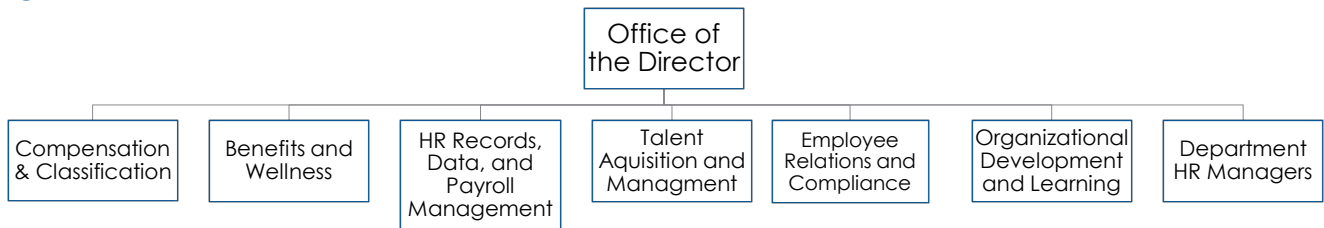
Mission Statement

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
- 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 educational 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 HR model that recognizes the uniqueness of each city department while also providing uniform best practices across departments

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$5,751,508	\$6,476,383	\$6,328,629	\$6,673,748	5.5 %
Operating Expenses	\$962,418	\$613,347	\$953,234	\$911,489	-4.4 %
Department Charges	-\$904,475	-\$937,437	-\$953,911	-\$1,189,944	-24.7 %
Total Expenditures	\$5,809,451	\$6,152,293	\$6,327,952	\$6,395,293	1.1 %

FY 2023 Funding Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$209,441
<p>Reduce funds for temporary employees</p> <p>Reduce funds for temporary employees based on recent and anticipated utilization.</p>	-	-\$105,085
<p>Adjust non-essential department expenditures to protect core service</p> <p>Adjust non-essential department expenditures based on identified efficiencies. This adjustment includes discretionary budget reductions to miscellaneous contractual services, travel, and office supplies.</p>	-	-\$35,574
<p>Support Charlotte Water and Aviation Operations</p> <p>Add a Human Resources Analyst to provide compensation and administrative support services for Charlotte Water and Aviation. The cost of this position will be reimbursed by the referenced funds, resulting in no General Fund impact.</p>	1.00	-
<p>Centralize technology duties in Innovation and Technology</p> <p>Centralize the management and administration of technology services from departments to Innovation and Technology. This action reconciles the total funding transfer based on Human Resources' current service level needs. A corresponding entry is found in Innovation and Technology.</p>	-	-\$16,573
<p>Adjust reimbursement from Internal Service Fund</p> <p>Adjust department charge to capture reimbursement from the Employee Health and Life Fund for personnel costs related to supporting the fund.</p>	-	-\$121,089
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also includes funds for a previously approved Administrative Officer II.</p>	1.00	\$89,762

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update health care expenditures	-	\$36,057
<p>Increase employer contribution to the city’s Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>		
Update allocations for Internal Service Providers (ISPs)	-	\$10,402
<p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>		
Net Change	2.00	\$67,341

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Workforce and Business Development (Economy, Jobs, and Upward Mobility)				
Leverage joint resources between the city and Central Piedmont Community College (CPCC) to support multiple workforce development initiatives through placement of graduated CPCC students into full-time city job vacancies	Number of CPCC graduates placed directly from school to employment in a full-time city job	New Measure	New Measure	≥3
Provide new skills-training for city employees within jobs that are experiencing transitioning duties	Review all city job classes to determine areas with transitioning duties and services, and identify relevant skills-training for the revised service needs	New Measure	New Measure	100%
Support workforce development through the Education Assistance Policy that provides pre-payment assistance for certain courses or job certifications at the community college level	Number of employees enrolled in a course of study under the terms of the policy	New Measure	New Measure	≥30
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Create a positive applicant experience through transparency and communication in the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	82%	≥80%	≥80%
Promote employee wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	94%	≥85%	≥85%
Review administrative policies with the goal of breaking down barriers to employment through a focus on diversity, equity, and inclusion	Number of policies reviewed with a diversity, equity, and inclusion lens	7	≥3	≥3

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2020	FY 2021	FY 2022	Proposed FY 2023	Change FY 2022 to FY 2023
Accountant II	1.00	1.00	1.00	1.00	-
Administrative Officer I	5.00	6.00	6.00	5.00	-1.00
Administrative Officer II	1.00	1.00	1.00	3.00	2.00
Administrative Officer III	1.00	1.00	1.00	2.00	1.00
Administrative Officer IV	2.00	2.00	2.00	3.00	1.00
Administrative Officer V	3.00	10.00	10.00	8.00	-2.00
Business Analyst	-	-	-	1.00	1.00
Business Systems Specialist	2.00	1.00	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	18.00	15.00	15.00	16.00	1.00
Human Resources Analyst Associate	2.00	2.00	2.00	1.00	-1.00
Human Resources Division Manager	6.00	5.00	5.00	6.00	1.00
Human Resources Management System Analyst	-	1.00	1.00	1.00	-
Office Assistant V	1.00	1.00	1.00	-	-1.00
Management Analyst Senior	-	-	-	1.00	1.00
Payroll Manager	1.00	1.00	1.00	-	-1.00
Payroll Specialist	2.00	2.00	2.00	2.00	-
Payroll Supervisor	-	-	-	1.00	1.00
Department Total FTE	47.00	51.00	51.00	53.00	2.00



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Innovation & Technology

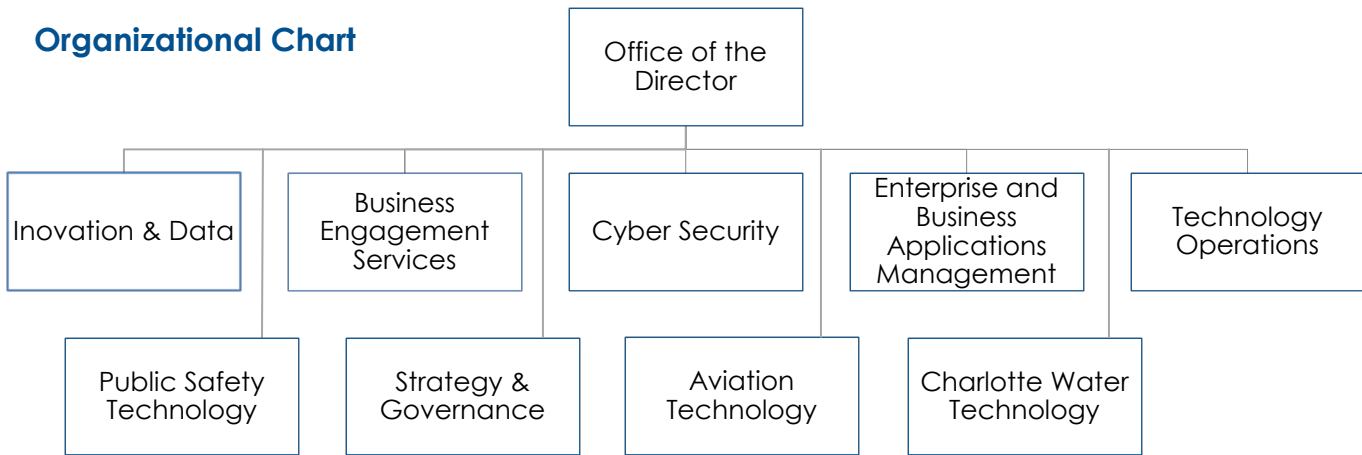
Mission Statement

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Radio Services	\$3,780,949	\$3,614,516	\$3,647,219	\$3,805,238	4.3 %
Intergovernmental-Local	\$75,779	\$73,137	-	-	0.0 %
Licenses, Fees, and Fines	-	\$16,969	-	-	0.0 %
Smart City Grant	-	\$145,000	-	-	0.0 %
Total Revenues	\$3,856,728	\$3,849,621	\$3,647,219	\$3,805,238	4.3 %
Expenditures					
Personnel Services	\$25,286,412	\$27,533,947	\$29,302,801	\$30,570,035	4.3 %
Operating Expenses	\$21,481,679	\$20,846,618	\$24,088,785	\$24,640,140	2.3 %
Capital Outlay	\$58,919	-	-	-	0.0 %
Department Charges	-\$4,912,630	-\$5,378,672	-\$6,453,250	-\$6,309,482	2.2 %
Total Expenditures	\$41,914,380	\$43,001,894	\$46,938,336	\$48,900,693	4.2 %
Net Expenditures	\$38,057,652	\$39,152,273	\$43,291,117	\$45,095,455	4.2 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$649,558
<p>Recognize cost savings primarily resulting from capital projects Recognize cost savings primarily resulting from capital projects. Savings are concentrated in maintaining the city's telephone system and the cloud backup storage subscription.</p>	-	-\$641,814
<p>Reduce license costs Reduce planned expenditures for the city's human resource management system and website based on identified efficiencies. This action is based on planned utilization and will not result in service level impacts.</p>	-	-\$308,000
<p>Provide funds to ensure robust cybersecurity posture Provide network security funds to ensure the city's technology systems and data are adequately protected.</p>	-	\$435,753
<p>Provide funds to maintain subscription for Microsoft applications and services Provide funds to ensure city employees maintain access to Microsoft applications and retain enhanced vendor troubleshooting support.</p>	-	\$223,584
<p>Provide funds for Help Desk contract Provide funds to retain contracted Help Desk support which provides technology troubleshooting for city employees.</p>	-	\$220,030
<p>Support regional public safety radio network Provide funds to support the regional public safety radio network managed by Innovation and Technology. A portion of the costs are reimbursed by regional partners.</p>	-	\$450,647
<p>Add Database Administrator Convert a previously approved Database Administrator to a permanent position. The position will support Police, and existing Police operating funds will be used to fund the creation of the new position. There is a corresponding entry in Police.</p>	1.00	\$140,014
<p>Provide funds for virtual server licenses Provide funds to support the licensing costs of operating virtual servers which enable the city to save capital funds and provide enhanced disaster recovery capabilities.</p>	-	\$63,764

Innovation & Technology

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Enhance public records response Provide funds to support the ongoing licensing costs of software that will provide additional automation in the process for producing public records.	-	\$49,418
Transition four positions to the city's Cost Allocation Plan Technical adjustment to transition four positions previously funded by Storm Water Services into the city's Cost Allocation Plan. This action results in an increase in expenditures that will be offset by revenue from the city's Cost Allocation Plan.	-	\$124,942
Provide funds for software licensing and services support Provide funds for software licensing and support for various city services including: Granicus, which is used to produce the City Council Meeting Agenda; Accela, which supports the city's land development permitting process; and LinkedIn Learning, which supports employee development.	-	\$107,774
Centralize technology duties in Innovation and Technology Centralize the management and administration of technology services from departments to Innovation and Technology. This action reconciles the total funding transfer based on Human Resources' current service level needs. A corresponding entry can be found in Human Resources.	-	\$16,573
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This adjustment also includes the conversion of a contractor to a permanent position using existing funds.	1.00	\$219,642
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$162,603
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$47,869
	Net Change	2.00
		\$1,962,357

Innovation & Technology

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Improve effectiveness, efficiency, and equity through process improvements	Number of citywide process improvements implemented annually	Internally-Focused: 2 Resident-Focused: 0	Internally-Focused: ≥1 Resident-Focused: ≥1	Internally-Focused: ≥1 Resident-Focused: ≥1
Secure the city's information technology systems	Percent of city staff annually completing refresher information technology security training	100%	100%	100%
Achieve operational excellence	Maintain high availability of critical emergency radio communications network	99.999% achieved	99.999% availability	99.999% availability
	Percent of PC issues causing user downtime that are repaired or replaced by the IT Service Desk within four hours	95.25%	≥95%	≥95%
Enable access to data, technology, and digital services to empower the community	Annual percentage increase in the community's use of city mobile apps including CLT+	51%	≥10%	≥10%

Innovation & Technology

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Accountant IV	1.00	-	-	-	-
Active Directory Administrator	2.00	2.00	1.00	1.00	-
Active Directory Specialist	1.00	1.00	-	-	-
Administrative Officer I	3.00	1.00	-	-	-
Administrative Officer II	1.00	-	2.00	2.00	-
Administrative Officer III	-	4.00	4.00	4.00	-
Administrative Officer IV	1.00	-	-	-	-
Administrative Officer V	1.00	-	-	-	-
Administrative Secretary I	-	1.00	1.00	1.00	-
Administrative Services Manager	1.00	-	-	-	-
Application Administrator	-	1.00	7.00	8.00	1.00
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	4.00	1.00
Application Development Support Supervisor	-	-	7.00	7.00	-
Application Development Manager	3.00	2.00	-	-	-
Application Services Manager	2.00	2.00	-	-	-
Business Systems Analyst	-	-	3.00	3.00	-
Business Systems Analyst Senior	-	-	5.00	5.00	-
Business Systems Analyst Associate	-	-	1.00	1.00	-
Business Systems Coordinator	-	-	11.00	10.00	-1.00
Business Systems Manager	1.00	4.00	3.00	3.00	-
Business Systems Manager Senior	-	1.00	1.00	1.00	-
Business Systems Program Manager	-	2.00	1.00	-	-1.00
Business Systems Specialist	-	16.00	-	-	-
Business Systems Specialist Lead	6.00	14.00	-	-	-
Business Systems Specialist Senior	-	16.00	-	-	-
Business Systems Supervisor	-	1.00	3.00	3.00	-
Chief Information Officer	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	-	-	-	-
Corporate Project Management Office Mgr	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 & Technology

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Cyber Security Analyst Senior	-	-	5.00	5.00	-
Cyber Security Manager	-	-	2.00	2.00	-
Data Analytics Manager	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	-	-	-
Data Center Specialist	1.00	1.00	-	-	-
Data Services Manager	2.00	3.00	-	-	-
Data Storage Administrator	1.00	1.00	-	-	-
Data Storage Coordinator	-	-	2.00	2.00	-
Database Administration Manager	-	-	1.00	1.00	-
Database Administrator	2.00	4.00	7.00	8.00	1.00
Database Administrator Senior	4.00	4.00	4.00	4.00	-
Deputy Chief Information Officer	1.00	1.00	1.00	2.00	1.00
Electronics Technician II	9.00	4.00	-	-	-
Equipment Parts Manager	1.00	1.00	-	-	-
GIS Analyst	-	3.00	5.00	5.00	-
GIS Coordinator	-	1.00	1.00	1.00	-
GIS Supervisor	-	1.00	-	-	-
GIS Technician	-	1.00	-	-	-
Information Security Administrator	5.00	5.00	-	-	-
Information Security Analyst	1.00	1.00	-	-	-
Information Security Officer	1.00	1.00	1.00	1.00	-
Information Security Supervisor	2.00	4.00	-	-	-
Information Tech Administrator	22.00	26.00	-	-	-
Information Tech Supervisor	3.00	2.00	-	-	-
Information Tech Team Lead	1.00	1.00	-	-	-
IT Asset Administrator	-	-	2.00	2.00	-
IT Asset Analyst	-	-	1.00	1.00	-
IT Change Process Coordinator	-	-	1.00	1.00	-
IT Client Services Manager	1.00	1.00	-	-	-
IT Client Support Manager	3.00	3.00	-	-	-
IT Communications Technician	1.00	1.00	-	1.00	1.00

Innovation & Technology

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
IT Communications Service Manager	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	-	-	-
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	4.00	-	2.00	2.00
IT Program Manager	-	-	1.00	-	-1.00
IT Project Coordinator Senior	-	-	1.00	1.00	-
IT Project Manager Associate	-	1.00	-	-	-
IT Project Manager	3.00	3.00	2.00	3.00	1.00
IT Project Manager Senior	4.00	4.00	3.00	4.00	1.00
IT Quality Assurance Analyst	-	-	1.00	1.00	-
IT Quality Assurance Analyst Senior	-	-	1.00	1.00	-
IT Services Portfolio Manager	2.00	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	-	-	-
Network Communications Integrator Associate	4.00	5.00	-	-	-
Network Communications Integrator	13.00	12.00	-	-	-
Network Communications Integrator Senior	2.00	2.00	-	-	-
Network Engineer	-	-	6.00	6.00	-
Network Operations Supervisor	2.00	2.00	-	-	-
Network Technician	-	-	2.00	2.00	-
Planning Program Manager	-	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	4.00	1.00
Senior Tech Service Specialist	3.00	3.00	-	-	-

Innovation & Technology

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Server Administrator	4.00	3.00	2.00	2.00	-
Server Engineer	-	-	5.00	5.00	-
Sharepoint Administrator	2.00	2.00	-	-	-
Software Developer	-	5.00	5.00	5.00	-
Software Developer Intermediate	1.00	-	-	-	-
Software Developer Lead	-	-	4.00	4.00	-
Software Developer Senior	3.00	6.00	6.00	7.00	1.00
Technical Support Coordinator	-	1.00	5.00	5.00	-
Technical Systems Specialist	2.00	5.00	5.00	-	-5.00
Technology Services Officer	2.00	4.00	5.00	5.00	-
Technology Support Specialist	-	-	9.00	9.00	-
Technology Support Specialist Senior	-	-	3.00	4.00	1.00
Training Specialist	1.00	1.00	-	-	-
Wireless Communications Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	148.00	219.00 ¹	220.00	222.00	2.00

¹ FY 2021 included the centralization of 74.00 FTEs from departments.

Innovation & Technology

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Enhance Innovation and Technology Assets	\$2,500,000	PAYGO	309
Replace Radios	\$2,000,000	PAYGO	310
Upgrade Business System Software ¹	\$10,000,000	Other Sources	384
Total	\$14,500,000		



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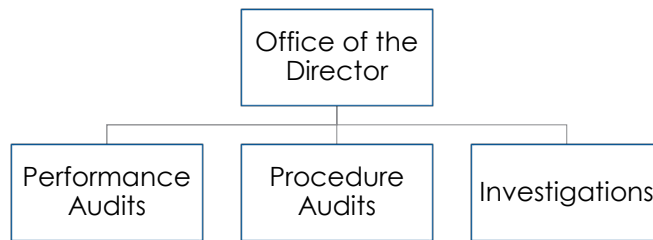
Mission Statement

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$1,130,246	\$1,237,824	\$1,458,185	\$1,473,403	1.0 %
Operating Expenses	\$218,637	\$157,923	\$116,889	\$122,445	4.8 %
Total Expenditures	\$1,348,883	\$1,395,747	\$1,575,074	\$1,595,848	1.3 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$18,772
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	-\$11,331
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 10 percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$7,777
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.	-	\$5,556
Net Change	-	\$20,774

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Deliver timely audit services to facilitate a well-managed government	Number of performance audits issued	11	≥12	≥12
Ensure audit recommendations are implemented following the completion of audits	Percent of recommendations implemented within six months	85%	≥75%	≥75%
Promote an appreciation and understanding of the importance of equity among staff	Percent of staff who participate in an equity training throughout the fiscal year	New Measure	≥95%	≥95%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Deputy Internal Audit Manager	1.00	1.00	1.00	1.00	-
Internal Audit Manager	1.00	1.00	1.00	1.00	-
Internal Audit Supervisor	1.00	1.00	1.00	1.00	-
Internal Audit Supervisor IT	1.00	1.00	1.00	1.00	-
Internal Auditor	2.00	2.00	2.00	2.00	-
Internal Auditor Senior	5.00	5.00	5.00	5.00	-
Department Total FTE	11.00	11.00	11.00	11.00	0.00



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Mission Statement

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

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

Department Overview

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

Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY2023
Expenditures					
Personal Services	\$557,229	\$569,107	\$780,353	\$811,032	3.9 %
Operating Expenses	\$125,594	\$123,638	\$178,065	\$178,065	0.0 %
Total Expenditures	\$682,823	\$692,745	\$958,418	\$989,097	3.2 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase	-	\$17,645
Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.		
Update personnel expenditures	-	\$4,550
Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.		
Update healthcare expenditures	-	\$8,484
Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.		
Net Change	-	\$30,679

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	0.00

Planning, Design & Development

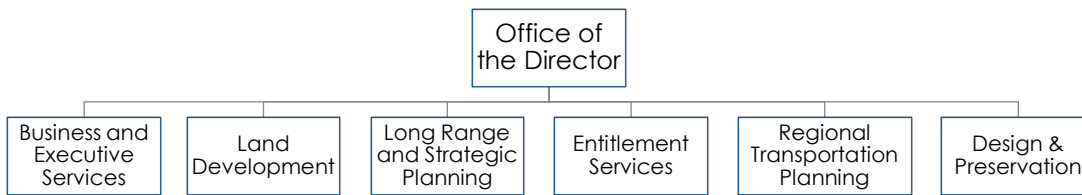
Mission Statement

Shaping a resilient and equitable city for all by creating, connecting, and designing great places to preserve our built and natural spaces, planning for growth, and guiding development of our thriving communities.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Licenses, Fees, and Fines	\$884,765	\$1,322,178	\$1,403,545	\$1,623,000	15.6 %
Charges for Current Services	\$6,052,163	\$6,336,851	\$6,177,195	\$6,972,390	12.9 %
Total Revenues	\$6,936,928	\$7,659,029	\$7,580,740	\$8,595,390	13.4 %
Expenditures					
Personnel Services	\$9,941,914	\$10,589,743	\$11,653,265	\$12,837,877	10.2 %
Operating Expenses	\$1,113,704	\$1,108,639	\$1,316,455	\$1,317,209	0.1 %
Department Charges	-\$966,844	-\$1,126,473	-\$1,523,519	-\$1,622,361	-6.5 %
Total Expenditures	\$10,088,774	\$10,571,909	\$11,446,201	\$12,532,725	9.5 %
Net Expenditures	\$3,151,846	\$2,912,880	\$3,865,461	\$3,937,335	1.9 %

Planning, Design & Development

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$292,528
<p>Reduce non-essential department expenditures</p> <p>Adjust discretionary non-personnel budget based on anticipated utilization. This action captures savings in small tools and equipment expenses, and in food and office supplies.</p>	-	-\$49,609
<p>Add Project Coordinator to support implementation of the Charlotte Future 2040 Comprehensive Plan</p> <p>Add Project Coordinator to support implementation of the 2040 Comprehensive Plan. The position will assist with the community area planning process and monitoring and reporting key metrics.</p>	1.00	\$98,842
<p>Add Project Coordinator to enhance Historic District review process</p> <p>Add Project Coordinator to enhance the customer service and timeliness of Historic District reviews.</p>	1.00	\$98,842
<p>Add Project Coordinator to enhance rezoning process</p> <p>Add Project Coordinator to improve the timeliness of rezoning application reviews, as well as enhance the department's ability to engage with and educate residents in the rezoning process by being the department's single point of contact for rezonings. The position will also be assigned to priority rezonings that advance the city's strategic priorities, such as developments receiving Housing Trust Fund dollars. The position will be reimbursed with user fee revenue.</p>	1.00	\$98,842
<p>Add Urban Forestry Specialist</p> <p>Add Urban Forestry Specialist to ensure timely review of land development plans and compliance with city standards regarding tree planting, preservation, and protection. The position will be reimbursed with user fee revenue.</p>	1.00	\$79,129

Planning, Design & Development

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Add Project Coordinator to support the CRTPO Add Project Coordinator to support the Charlotte Regional Transportation Planning Organization (CRTPO) in implementing the recommendations and strategies from the Beyond 77 study, the CONNECT Beyond study, and CRTPO's first strategic plan. The position will be reimbursed by CRTPO grant funding.	1.00	-
Transfer Construction Manager from General Services Transfer a Construction Manager position from General Services to Planning, Design, & Development as part of the establishment of a new Community Tree Canopy Preservation Division within Planning, Design, & Development. There is a corresponding entry in General Services.	1.00	\$118,295
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This adjustment also includes recognizing a previously approved Planner Associate position.	1.00	\$217,180
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$82,638
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.	-	\$49,837
	Net Change	7.00
		\$1,086,524

Planning, Design & Development

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Create and enhance community vibrancy and identity in the Corridors of Opportunity	Annual number of Corridors of Opportunity placemaking projects completed	New Measure	New Measure	≥5
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Partner with 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%
	Percent of rezoning cases reviewed by staff by the designated deadline	New Measure	New Measure	≥90%
	Percent of Historic District administrative review applications completed within 30 days of complete application submission	New Measure	New Measure	100%

Planning, Design & Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	4.00	4.00	5.00	6.00	1.00
Administrative Officer II	2.00	2.00	2.00	3.00	1.00
Administrative Officer III	2.00	2.00	2.00	1.00	-1.00
Administrative Officer IV	-	-	1.00	1.00	-
Administrative Officer V	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Area Supervisor	1.00	-	-	-	-
Assistant Planner	1.00	-	-	-	-
Assistant Planning Director	5.00	-	-	-	-
Associate Planner	10.00	-	-	-	-
Business Systems Specialist Intermediate	1.00	-	-	-	-
Business System Specialist Senior	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	2.00	2.00	2.00	2.00	-
Construction Inspector	4.00	4.00	5.00	5.00	-
Construction Inspector Senior	1.00	1.00	1.00	1.00	-
Construction Manager	-	-	-	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	2.00	2.00	1.00	-1.00
Planner Associate	-	11.00	12.00	12.00	-
Planner Technician	-	-	-	1.00	1.00
Planner	-	15.00	15.00	16.00	1.00
Planner Senior	-	11.00	-	-	-
Planning Coordinator	10.00	-	-	-	-
Planning Director	1.00	1.00	1.00	1.00	-
Planning Division Manager	-	5.00	5.00	5.00	-
Planning Program Manager	10.00	8.00	7.00	7.00	-
Planning Project Coordinator	-	-	13.00	15.00	2.00
Planning Project Manager	-	8.00	8.00	9.00	1.00
Planning Project Manager Senior	-	7.00	7.00	7.00	-
Plan Review Engineer	1.00	-	-	-	-
Plans Reviewer	2.00	1.00	-	-	-
Principal Planner	15.00	-	-	-	-

Planning, Design & Development

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Senior Planning Coordinator	4.00	-	-	-	-
Senior Principal Planner	9.00	-	-	-	-
Urban Forestry Specialist	6.00	6.00	6.00	7.00	1.00
Urban Forestry Supervisor	2.00	1.00	1.00	1.00	-
Department Total FTE	108.00	104.00	109.00	116.00	7.00

Planning, Design & Development

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Enhance Placemaking Citywide	\$250,000	PAYGO	300
2040 Community Area Planning	\$250,000	PAYGO	304
Total	\$500,000		



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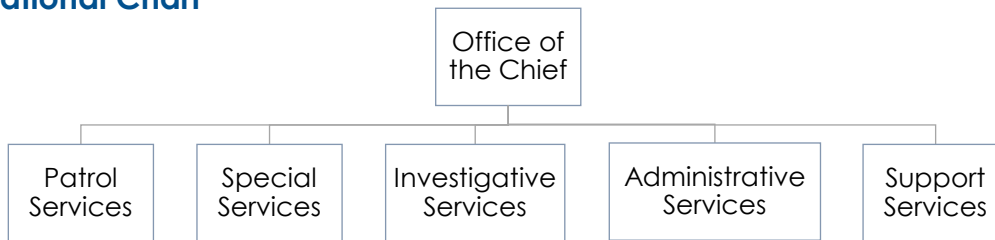
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Law Enforcement Services	\$21,813,610	\$18,255,868	\$23,256,937	\$24,219,838	4.1 %
Interfund Police Charges	\$9,546,902	\$10,224,665	\$10,818,195	\$11,314,405	4.6 %
Licenses, Fees, and Fines	\$1,748,275	\$1,754,144	\$1,907,500	\$1,906,000	-0.1 %
Convention Center Traffic	\$250,000	\$500,000	\$250,000	\$250,000	0.0 %
Charges for Services	\$66,995	\$131,123	\$60,000	\$125,000	108.3 %
Other	\$187,193	\$193,280	\$95,000	\$906,779	854.5 %
Total Revenues	\$33,612,975	\$31,059,080	\$36,387,632	\$38,722,022	6.4 %
Expenditures					
Personnel Services	\$240,083,897	\$248,934,276	\$256,892,432	\$270,148,660	5.2 %
Operating Expenses	\$38,598,658	\$41,650,631	\$44,614,436	\$47,976,248	7.5 %
Capital Outlay	\$2,010,970	\$623,114	-	-	0.0 %
Department Charges	-\$366,393	-\$270,685	-\$629,409	-\$558,296	11.3 %
Total Expenditures	\$280,327,132	\$290,937,336	\$300,877,459	\$317,566,612	5.5 %
Net Expenditures	\$246,714,157	\$259,878,256	\$264,489,827	\$278,844,590	5.4 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$9,387,459
<p>Provide funds for enhanced compensation and pay structure changes</p> <p>Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2023 actions include: eliminating the bottom step for Police Officers; increasing the new first step 2.5 percent; and adding eligible military service to the current five percent associate degree incentive effective January 2023. These actions will increase the starting pay for a police officer by 10.5 percent during FY 2023.</p>	-	\$816,245
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$992,280
<p>Support SAFE Charlotte recommendation to civilianize functions</p> <p>Support civilianization of 37 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.</p>	-	-\$139,949
<p>Centralize vehicle equipment purchases in the General Capital Equipment Fund</p> <p>Technical adjustment to transfer vehicle equipment purchases to the General Capital Equipment Fund. This is an accounting change to reduce the discretionary budget for specialty department supplies, as these purchases will be made from the General Capital Equipment Fund moving forward.</p>	-	-\$375,269
<p>Reduce non-essential department expenditures</p> <p>Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for specialty department supplies will be reduced.</p>	-	-\$251,411
<p>Reduce funds for professional and technical services</p> <p>Adjust discretionary non-personnel budget based on the anticipated end of a project to refresh the department's database software. The discretionary budget for professional and technical services will be reduced.</p>	-	-\$223,320

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
<p>Provide funds for software to assist with secondary employment scheduling</p> <p>Support CMPD's Secondary Employment unit by providing funds for scheduling software to assist with the coordination and planning of special events and other off-duty secondary employment opportunities. Funding for this action will be supported by a special events fee.</p>	-	\$125,000
<p>Provide funds to update Early Intervention System</p> <p>Technical adjustment to support the SAFE Charlotte initiative by providing funds to replace and improve the Early Intervention System used to alert CMPD command staff of officers with job performance concerns.</p>	-	\$118,000
<p>Provide funds to support electronic monitoring unit</p> <p>Provide funds to support contractual expenses associated with CMPD's electronic monitoring program based on anticipated costs. The electronic monitoring program provides an alternative to incarceration for eligible individuals identified by the court system.</p>	-	\$79,000
<p>Add Administrative Officer II to support special events planning</p> <p>Hire an Administrative Officer II to support the planning and coordination of special events staffed by on and off-duty CMPD officers. Funding for this position will be supported by a special events fee.</p>	1.00	\$72,105
<p>Provide funds for technology services cost increases</p> <p>Technical adjustment to provide funds for ongoing software, support, services, and maintenance for CMPD's taser and body-worn camera systems.</p>	-	\$1,478,596
<p>Provide funds for fuel cost increases</p> <p>Technical adjustment to provide funds for increased fuel costs based on projected cost and utilization.</p>	-	\$508,965
<p>Provide funds for retiree health investment account program</p> <p>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.</p>	-	\$226,720
<p>Provide funds to support Community Policing Crisis Response Team</p> <p>Technical adjustment to support CMPD's Community Policing Crisis Response Team (CPCRT) by providing funds for an increase to the contract that provides mental health clinicians to partner with officers to respond to mental health crises. The expansion of CPCRT was a SAFE Charlotte recommendation.</p>	-	\$134,724

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for rent and lease cost increases	-	\$78,997
Technical adjustment to support rent and lease increases at the North Division Station, Aviation Unit hangar, Animal Care and Control Center, and evidence tow lot.		
Provide funds for custodial services cost increases	-	\$33,363
Technical adjustment to provide funds for a custodial service contract increase at police stations throughout the city.		
Provide funds for software services cost increases	-	\$22,109
Technical adjustment to provide funds for ongoing software, support, services, and maintenance for CMPD's Computer Aided Dispatch and database maintenance systems.		
Transfer database functions to Innovation and Technology	-	-\$140,014
Transfer operating funds to support a Database Administrator position in Innovation and Technology. There is a corresponding entry in Innovation and Technology.		
Update personnel expenditures	-	\$149,548
Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.		
Update healthcare expenditures	-	\$1,743,455
Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.		
Update allocations for Internal Service Providers (ISPs)	-	\$1,852,550
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	\$16,689,153

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Reduce victimization	Percent change in crime rate per 100,000 population	9.4% decrease	≥3% decrease	≥3% decrease
Build trust and confidence with the community	Percent of 911 calls answered within 10 seconds or less	90%	≥90%	≥90%
Provide alternative response options for Police calls	Year-over-year change in number of Police response events responded to by the Community Policing Crisis Response Team	New Measure	≥15% increase	≥15% increase
Timely response to calls for service	Average Police response time to priority 1 emergency calls for service	6.7 minutes	<7 minutes	<7 minutes
Provide alternatives to incarceration for youth	Percent change in number of juvenile diversions	60% decrease ¹	≥10% increase	≥5% increase
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	65.26%	≥60%	≥60%

¹FY 2021 actual driven by pandemic-related impacts.

Full-Time Equivalent (FTE) Position Summary

Law Enforcement Officers	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	12.00	-2.00
Police Captain	35.00	35.00	35.00	30.00	-5.00
Police Lieutenant	45.00	45.00	45.00	52.00	7.00
Police Sergeant	157.00	157.00	157.00	157.00	-
Police Officer	1,725.00	1,725.00	1,722.00	1,685.00	-37.00
Sworn Total¹	1,982.00	1,982.00	1,979.00	1,942.00	-37.00¹

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

General Employees	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
311 Contact CTE Program Analyst	-	2.00	2.00	2.00	-
911 Program Analyst	2.00	-	-	-	-
Administrative Officer I	21.00	18.00	18.00	25.00	7.00
Administrative Officer II	12.00	13.00	12.00	15.00	3.00
Administrative Officer III	6.00	6.00	7.00	10.00	3.00
Administrative Officer IV	6.00	5.00	5.00	6.00	1.00
Administrative Officer V	2.00	2.00	1.00	2.00	1.00
Administrative Secretary I	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	2.00	1.00
Animal Control Bureau Manager	1.00	1.00	1.00	1.00	-
Animal Control Officer	21.00	21.00	20.00	19.00	-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	7.00	7.00	-
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	3.00	-	-	-	-
Behavioral Health Specialist	-	-	-	1.00	1.00
Business Services Manager	-	1.00	1.00	1.00	-
Business Systems Specialist	-	1.00	1.00	-	-1.00
Business Systems Specialist Intermediate	8.00	-	-	-	-
Business Systems Specialist Lead	3.00	-	-	-	-
Business System Specialist Senior	4.00	-	-	-	-
Business Systems Program Manager	1.00	-	-	-	-
Business Systems Supervisor	1.00	-	-	-	-

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

General Employees	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Chief Criminalist	3.00	3.00	3.00	3.00	-
Community Relations Manager	2.00	2.00	2.00	1.00	-1.00
Community Relations Specialist	2.00	2.00	2.00	2.00	-
Construction Contracts Admin Coordinator Lead	-	1.00	1.00	1.00	-
Content Webmaster	1.00	-	-	-	-
Contract Technician	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	1.00	-	-	1.00	1.00
Crime Lab Technician	1.00	1.00	1.00	1.00	-
Crime Laboratory Director	1.00	1.00	1.00	1.00	-
Crime Scene Supervisor	-	-	-	1.00	1.00
Crime Scene Technician	28.00	28.00	28.00	28.00	-
Crime Scene Technician Lead	-	-	-	6.00	6.00
Crime Scene Technician Senior	6.00	6.00	6.00	-	-6.00
Criminalist DNA Analyst	4.00	4.00	4.00	5.00	1.00
Criminalist Drug Chemistry	3.00	3.00	3.00	3.00	-
Criminalist Firearms Toolmarks	1.00	2.00	2.00	2.00	-
Criminalist Questioned Document Specialist	1.00	1.00	1.00	-	-1.00
Criminalist Serology	1.00	1.00	1.00	1.00	-
Criminalist Trainee	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	10.00	1.00
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	-	-	-	-
Deputy City Attorney	1.00	-	-	-	-
Division Training Specialist	-	-	-	2.00	2.00
DNA Analysis Team Leader	2.00	2.00	2.00	2.00	-
Domestic Violence Counselor	4.00	4.00	4.00	4.00	-
Engineering Business Services Manager	1.00	-	-	-	-
Field Operations Supervisor	-	-	1.00	1.00	-
Fleet Specification Analyst	1.00	1.00	1.00	1.00	-
Forensic Analyst	-	-	-	4.00	4.00
GIS Analyst	1.00	-	-	-	-
H&NS Program Coordinator	-	2.00	2.00	2.00	-
Information Technology Administrator	1.00	-	-	-	-
Information Technology Supervisor	1.00	-	-	-	-
IT Project Manager Associate	1.00	-	-	-	-

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

General Employees	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Kennel Attendant	9.00	9.00	9.00	9.00	-
Kennel Supervisor	2.00	2.00	2.00	2.00	-
Latent Fingerprint Examiner	3.00	3.00	3.00	3.00	-
Latent Fingerprint Supervisor	1.00	1.00	1.00	1.00	-
Law Enforcement Training Supervisor	-	-	-	1.00	1.00
Management Analyst	5.00	5.00	8.00	8.00	-
Management Analyst Senior	2.00	2.00	2.00	2.00	-
Network Communications Integrator	1.00	-	-	-	-
Non-Emergency Police Services Manager	1.00	1.00	1.00	1.00	-
Office Assistant IV	12.00	10.00	10.00	11.00	1.00
Office Assistant V	6.00	6.00	6.00	6.00	-
Operations Supervisor	1.00	1.00	1.00	1.00	-
Paralegal	1.00	-	-	-	-
Police Aircraft Mechanic	1.00	1.00	1.00	1.00	-
Police Communications Services Supervisor	1.00	1.00	1.00	2.00	1.00
Police Communications Manager	-	-	-	1.00	1.00
Police Customer Service Supervisor	-	5.00	5.00	6.00	1.00
Police Customer Service Team Lead	5.00	-	-	-	-
Police Equipment Technician	-	-	-	2.00	2.00
Police Investigation Technician	44.00	44.00	44.00	45.00	1.00
Police Property Control Supervisor	3.00	3.00	3.00	3.00	-
Police Property Control Technician	14.00	14.00	14.00	15.00	1.00
Police Property Manager	1.00	1.00	1.00	1.00	-
Police Records Supervisor	1.00	1.00	1.00	1.00	-
Police Records Technician	5.00	5.00	5.00	1.00	-4.00
Police Records Support Technician	-	-	-	4.00	4.00
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	2.00	1.00
Program Coordinator	2.00	-	-	-	-
Public Info Specialist Senior	2.00	2.00	2.00	2.00	-
Public Information Specialist	-	-	-	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 Document Specialist	-	-	-	1.00	1.00
Real Time Crime Supervisor	-	-	-	1.00	1.00
Recreation Specialist	1.00	1.00	1.00	1.00	-

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

General Employees	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Safety Coordinator	1.00	1.00	1.00	1.00	-
Senior Assistant City Attorney	2.00	-	-	-	-
Software Developer Intermediate	3.00	-	-	-	-
Software Developer Senior	1.00	-	-	-	-
Senior Business Systems Manager	1.00	-	-	-	-
Special Events Coordinator	-	-	-	1.00	1.00
Technical Systems Specialist	3.00	-	-	-	-
Training Specialist	1.00	2.00	2.00	3.00	1.00
Veterinarian	-	-	-	1.00	1.00
Veterinary Technician	1.00	1.00	1.00	1.00	-
Non-LEO Total FTE¹	516.50	473.50	476.50	514.50	38.00¹
Department Total FTE	2,498.50	2,455.50	2,455.50	2,456.50	1.00

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

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Purchase Police Technology	\$2,000,000	PAYGO	301
Update Police Case Management System	\$675,000	PAYGO	301
Total	\$2,675,000		

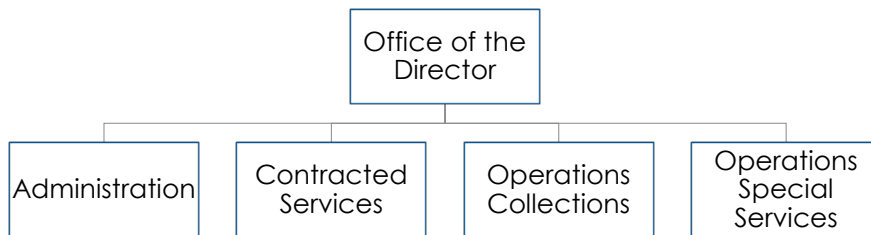
Mission Statement

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

Department Overview

- Deliver weekly curbside collection service city-wide for garbage, yard waste, and bulky waste
- Provide bi-weekly curbside collection of recyclables
- Collect weekly garbage, recycling, and bulky waste for multi-family communities
- Collect weekly small business garbage and provide refuse and recycling collection from public receptacles
- Remove litter and dead animals from city streets and rights-of-way
- Participate in 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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Intergovernmental-state	\$667,679	\$645,509	\$615,000	\$615,000	0.0 %
Licenses, fees, and fines	\$20,892,695	\$24,752,722	\$27,458,887	\$31,985,611	16.5 %
Miscellaneous	\$40,296	-	\$40,000	\$40,000	0.0 %
Total Revenues	\$21,600,670	\$25,398,232	\$28,113,887	\$32,640,611	16.1 %
Expenditures					
Personnel Services	\$23,546,185	\$24,261,333	\$24,354,474	\$26,918,406	10.5 %
Operating Expenses	\$41,703,182	\$42,918,339	\$47,342,018	\$49,759,800	5.1 %
Department Charges	-\$1,663,496	-\$832,124	-\$948,378	-\$1,403,368	-48.0 %
Total Expenditures	\$63,585,872	\$66,347,547	\$70,748,114	\$75,274,838	6.4 %
Net Expenditures	\$41,985,202	\$40,949,316	\$42,634,227	\$42,634,227	0.0 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$1,003,340
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$20,516
<p>Provide incentive pay for jobs that require a Commercial Driver's License</p> <p>Support a pay incentive of 2.5 percent for employees in job classifications that require a Commercial Driver's License (CDL) certification. This action will be effective July 2022.</p>	-	\$260,979
<p>Provide funds for temporary staffing</p> <p>Technical adjustment to provide funds for a contractual increase in the cost of temporary staffing.</p>	-	\$223,735
<p>Adjust multifamily recycling contract</p> <p>Adjust multifamily recycling contract due to an audit and anticipated utilization trends. The volume of tonnage has decreased since the start of the pandemic.</p>	-	-\$446,291
<p>Adjust non-essential department expenditures to protect core service</p> <p>Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for: food; office supplies; general employee travel; training; and mileage will be reduced.</p>	-	-\$30,892
<p>Provide enhanced refuse collection, disposal, and cleaning services along the CityLYNX Gold Line</p> <p>Provide enhanced refuse collection, disposal, and cleaning services along the CityLYNX Gold Line. The cost for these services will be reimbursed by CATS, resulting in no General Fund impact.</p>	7.00	-
<p>Provide funds for fuel cost increases</p> <p>Technical adjustment to provide funds for fuel based on projected cost and utilization.</p>	-	\$203,119

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for curbside recycling collection contract fee increases Technical adjustment to provide funds for contractual increases to curbside recycling collection costs.	-	\$333,244
Provide funds for tipping fee increases Technical adjustment to provide funds for tipping fee increases for garbage and yard waste disposal costs.	-	\$918,863
Provide funds for IT application increases Technical adjustment to provide funds for annual IT application increases. The applications have a range of purposes that contribute to optimized service.	-	\$21,975
Provide funds for vehicle lubrication contract Technical adjustment to provide funds for vehicle lubrication costs. Warranties on collection vehicles require lubrication in order to be maintained. Collection vehicles must receive services weekly or bi-weekly depending on the type and age of the truck.	-	\$69,947
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$615,988
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$224,819
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,107,382
	Net Change	7.00
		\$4,526,724

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Great Neighborhoods (Affordable and Sustainable Neighborhoods)				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.84	≤2	≤2
Provide equitable residential curbside services	Geographic distribution of yard waste collections and bulky item collection requests	New Measure	Determine equity of collections between neighborhoods	Analyze GIS data to determine equity metric
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	35	≥35	≥38
Strategic Priority Area: Workforce and Business 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.	74%	≥20% of Solid Waste employees participate	≥33% of Solid Waste employees participate
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	\$162 (FY 2021 North Carolina statewide average \$330)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$98 (FY 2021 North Carolina statewide average \$111)	< North Carolina statewide average	< North Carolina statewide average
Operate efficient weekly curbside refuse collection	Average number of curbside garbage cart collections per hour	126.40	≥125	≥125

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	4.00	3.00	4.00	5.00	1.00
Administrative Officer II	2.00	2.00	2.00	2.00	-
Administrative Officer III	6.00	6.00	6.00	6.00	-
Administrative Officer IV	2.00	2.00	2.00	2.00	-
Administrative Officer V	2.00	2.00	2.00	2.00	-
Business System Specialist Senior	2.00	-	-	-	-
Business Systems Manager	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	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	-
Field Operations Supervisor	4.00	4.00	4.00	4.00	-
GIS Analyst	1.00	-	-	-	-
GIS Supervisor	1.00	-	-	-	-
GIS Technician	1.00	-	-	-	-
Labor Crew Chief II	15.00	16.00	16.00	17.00	1.00
Management Analyst	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	3.00	2.00	-1.00
Operations Supervisor	5.00	5.00	3.00	3.00	-
Public Information Specialist Senior	1.00	1.00	-	-	-
Public Service Coordinator	1.00	1.00	-	-	-
Safety Coordinator	-	-	1.00	1.00	-
Sanitation Equipment Operator Senior	70.00	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	56.00	-
Sanitation Technician Senior	28.00	29.00	29.00	35.00	6.00
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	-	-	-	-
Training Specialist	1.00	1.00	1.00	1.00	-
Department Total FTE	316.00	309.00	308.00	315.00	7.00



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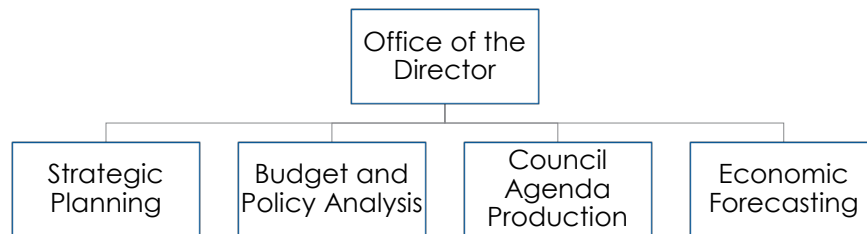
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$1,957,162	\$1,963,795	\$2,143,963	\$2,206,561	2.9 %
Operating Expenses	\$117,901	\$261,870	\$178,977	\$191,410	6.9 %
Department Charges	-	-	-\$110,384	-\$74,575	32.4 %
Total Expenditures	\$2,075,063	\$2,225,665	\$2,212,556	\$2,323,396	5.0 %

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$49,140
Capture vacancy savings Align the department's personnel budget in FY 2023 to anticipated costs, including personnel attrition.	-	-\$25,013
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$62,968
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$11,312
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.	-	\$12,433
Net Change	-	\$110,840

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 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	1.80%	≤3%	≤2.5%
Expand community outreach and engagement to ensure all members of the community have an opportunity to share their voice within the city's budget development process	Develop at least one new engagement initiative	New Measure	≥1	≥1

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer II	-	1.00	1.00	1.00	-
Administrative Officer III	1.00	-	-	-	-
Business Systems Supervisor	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	-	-	-	-
Financial Process Manager	-	1.00	1.00	1.00	-
Strategy and Budget Director	1.00	1.00	1.00	1.00	-
Strategy and Budget Analyst	4.00	2.00	2.00	3.00	1.00
Strategy and Budget Analyst Associate	3.00	4.00	4.00	3.00	-1.00
Strategy and Budget Analyst Lead	-	-	2.00	1.00	-1.00
Strategy and Budget Analyst Senior	2.00	4.00	3.00	3.00	-
Strategy and Budget Manager	2.00	1.00	-	1.00	1.00
Department Total FTE	17.00	16.00	16.00	16.00	-

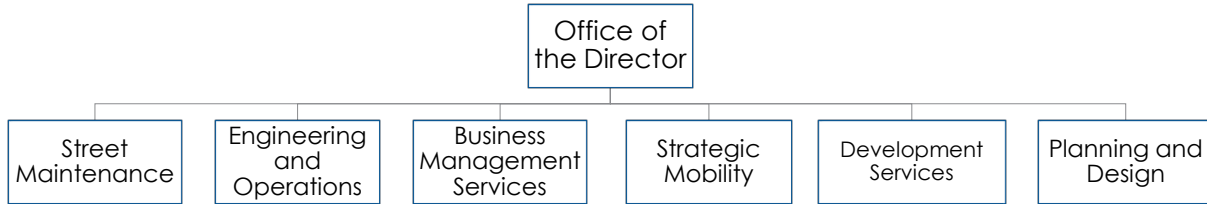
Mission Statement

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

Department Overview

- Maintain and preserve a multi-modal transportation system of 308 square miles, including more than 5,400 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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Intergovernmental - State	\$452,955	\$1,760,973	\$875,000	\$875,000	0.0 %
Licenses, Fees, and Fines	\$3,605,553	\$3,414,303	\$3,387,395	\$4,938,510	45.8 %
Charges for Current Services	\$2,423,164	\$2,596,117	\$2,566,645	\$2,519,035	-1.9 %
Miscellaneous	\$2,950	-	\$3,000	\$3,000	0.0 %
Other	\$51,286	\$26,814	\$16,200	\$19,500	20.4 %
Total Revenues	\$6,535,908	\$7,798,207	\$6,848,240	\$8,355,045	22.0 %
Expenditures					
Personnel Services	\$32,920,166	\$32,245,575	\$34,662,549	\$36,374,908	4.9 %
Operating Expenses	\$10,445,656	\$9,393,611	\$10,653,661	\$10,740,499	0.8 %
Department Charges	-\$17,756,027	-\$16,298,483	-\$16,747,600	-\$16,747,600	0.0 %
Total Expenditures	\$25,609,795	\$25,340,702	\$28,568,610	\$30,367,807	6.3 %
Net Expenditures	\$19,073,887	\$17,542,495	\$21,720,370	\$22,012,762	1.3 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$1,208,156
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$30,152
<p>Provide incentive pay for jobs that require a Commercial Driver's License</p> <p>Support a pay incentive of 2.5 percent for employees in job classifications that require a Commercial Driver's License (CDL) certification. This action will be effective July 2022.</p>	-	\$33,009
<p>Eliminate vacant positions</p> <p>Eliminate four vacant Street Crew Member positions in an effort to right-size the department's workforce. Due to staffing patterns, the positions would not have been filled in FY2023 and this action will not result in an impact to existing service levels.</p>	-4.00	-\$241,575
<p>Adjust non-essential department expenditures to protect core service</p> <p>Adjust non-essential department expenditures based on identified efficiencies in employee training, employee travel, and equipment purchases.</p>	-	-\$218,940
<p>Provide funds for fuel cost increases</p> <p>Technical adjustment to provide funds for fuel based on projected costs and utilization.</p>	-	\$123,560
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$455,773
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>	-	\$291,284

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$117,778
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	-4.00	\$1,799,197

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Remove physical barriers for people with disabilities in the right-of-way as per the ADA	Number of physical barriers removed in accordance with ADA	New Measure	≥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 receive new or upgraded street lighting	3 corridors	≥3 corridors	≥3 corridors
	Miles of new sidewalks	17.80	≥10	≥10
	Miles of new bikeways	12.24	≥10	≥10
	Number of new pedestrian safety projects	87	≥25	≥25
	Number of new signals (city and developer funded)	32	≥2	≥10
	Number of upgraded signals (city and developer funded)	40	≥10	≥15
Maintain existing infrastructure	Percent of emergency signal service requests responded to within 1 hour during regular shift	95%	≥95%	≥95%
	Percent of service requests responded to within 2 hours during on-call shift	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 emergency pothole service requests received	100%	100%
	Number of transportation department service requests completed within the six Corridors of Opportunity	New Measure	≥50	≥50

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	7.00	8.00	9.00	8.00	-1.00
Administrative Officer II	2.00	3.00	3.00	4.00	1.00
Administrative Officer III	4.00	4.00	4.00	5.00	1.00
Administrative Officer IV	3.00	3.00	3.00	3.00	-
Administrative Officer V	2.00	1.00	1.00	1.00	-
Administrative Secretary I	1.00	-	-	-	-
Business Systems Specialist Intermediate	2.00	-	-	-	-
Business Systems Specialist Lead	1.00	-	-	-	-
Business Services Manager	-	1.00	1.00	1.00	-
Business Systems Specialist	-	1.00	1.00	-	-1.00
Chief Construction Inspector	-	1.00	1.00	1.00	-
Code Enforcement Coordinator	1.00	1.00	1.00	-	-1.00
Construction Inspector	11.00	8.00	8.00	7.00	-1.00
Construction Inspector Senior	5.00	6.00	6.00	6.00	-
Construction Supervisor	2.00	2.00	2.00	2.00	-
Contract Administration Coordinator	2.00	2.00	2.00	1.00	-1.00
Content Webmaster	-	-	-	1.00	1.00
Contract Estimator	3.00	2.00	2.00	2.00	-
Contract Estimator Supervisor	1.00	1.00	1.00	1.00	-
Deputy Transportation Director	2.00	2.00	2.00	2.00	-
Director of Transportation	1.00	1.00	1.00	1.00	-
Drafting Technician	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	5.00	-2.00
Engineering Assistant	5.00	4.00	4.00	4.00	-
Engineering Business Services Manager	1.00	-	-	-	-
Engineering Program Manager	7.00	6.00	6.00	8.00	2.00
Engineering Project Coordinator	9.00	9.00	9.00	9.00	-
Engineering Project Manager	13.00	13.00	12.00	12.00	-
Engineering Project Manager Senior	10.00	10.00	10.00	13.00	3.00
Engineering Services Investigator	3.00	3.00	3.00	3.00	-
Engineering Services Supervisor	3.00	4.00	4.00	4.00	-
Equipment Operator II	45.00	45.00	45.00	46.00	1.00
Equipment Operator III	25.00	25.00	25.00	24.00	-1.00
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	42.00	42.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Management Analyst	-	1.00	1.00	1.00	-
Mason	31.00	31.00	31.00	31.00	-
Office Assistant IV	6.00	3.00	3.00	3.00	-
Office Assistant V	1.00	1.00	-	-	-
Operations Supervisor	6.00	6.00	7.00	7.00	-
Public Information Specialist Senior	2.00	2.00	-	-	-
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	2.00	2.00	2.00	2.00	-
Service Dispatcher	2.00	2.00	2.00	2.00	-
Sign and Marking Technician	3.00	3.00	3.00	3.00	-
Sign Fabrication Supervisor	1.00	1.00	1.00	1.00	-
Sign Fabricator	3.00	3.00	3.00	3.00	-
Signal Systems Specialist	2.00	2.00	2.00	2.00	-
Special Events Coordinator	1.00	1.00	1.00	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	48.00	-4.00
Street Maintenance Operations Manager	2.00	2.00	2.00	1.00	-1.00
Technology Support Coordinator	1.00	-	-	-	-
Traffic Counter II	0.75	0.75	0.75	0.75	-
Traffic Electronics Supervisor	1.00	-	-	-	-
Traffic Electronics Technician I	3.00	3.00	3.00	3.00	-
Traffic Signal Electrician	8.00	7.00	7.00	7.00	-
Traffic Signal Electrician Lead	4.00	3.00	3.00	3.00	-
Training Specialist	1.00	1.00	1.00	1.00	-
Transportation Analyst	2.00	2.00	2.00	2.00	-
Transportation Electronics Technician II	5.00	5.00	5.00	6.00	1.00
Transportation Electronics Technician II Lead	2.00	2.00	2.00	2.00	-
Transportation Electronics Supervisor	-	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	4.00	-1.00
Transportation Planner III	3.00	3.00	3.00	3.00	-
Transportation Planning Division Manager	1.00	1.00	1.00	1.00	-
Transportation Planning Program Manager	2.00	2.00	3.00	4.00	1.00
Travel Demand Modeler	2.00	1.00	1.00	1.00	-
Travel Demand Modeler Senior	2.00	2.00	2.00	2.00	-
Travel Demand Modeling Program Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	424.75	412.75	411.75	407.75	-4.00

FY 2023 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2023 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2023 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. Since FY 2023 is a GO Bond year, the 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 2023 Capital Investment Plan Projects			
Project/Program	FY 2023 Budget	Funding Type	Page Number
Resurface Streets	\$2,500,000	PAYGO	303
Complete Traffic Studies	\$500,000	PAYGO	304
Purchase Transportation Equipment	\$200,000	PAYGO	305
Enhance Transportation Safety (Vision Zero)	\$12,600,000	GO Bonds	326
Enhance Transportation Safety - Street Lighting (Vision Zero)	\$4,500,000	GO Bonds	327
Complete the Cross Charlotte Trail	\$2,800,000	Other Sources	341
Improve Sidewalks	\$50,000,000	GO Bonds	342
Improve Eastway Drive/Shamrock Drive Intersection	\$12,700,000	GO Bonds	343
Mitigate Congestion	\$10,000,000	GO Bonds	344
Connect Bicycle Facilities	\$8,000,000	GO Bonds	345
Resurface Streets	\$21,600,000	GO Bonds	346
Improve Rea Road and Bonus Allocation Funding	\$7,300,000	GO Bonds	348
Repair and Replace Bridges	\$5,000,000	GO Bonds	349
Upgrade Traffic Control Devices	\$4,500,000	GO Bonds	350
Maintain Intelligent Transportation Systems	\$4,000,000	GO Bonds	351
Total	\$146,200,000		



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Non-Departmental Accounts



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

COMMUNITY INVESTMENTS	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Alliance Center for Education The Alliance Center for Education, formerly known as The Bethlehem Center, provides out of school time services to low-income children and youth and serves grades K-12 year-round.	-	\$90,000	\$90,000
Arts and Science Council Financial Partner support for the Arts and Science Council. In FY 2022 the city adjusted its arts contribution by contributing \$4 million to the Foundation for the Carolinas.	\$3,190,823	-	-
Arts and Culture Contribution 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.	-	\$4,000,000	\$4,000,000
Bengali Women’s Forum Provide constructive programming around current affairs and social concerns affecting the Asian American community.	-	\$10,000	\$10,000
Cable Access Television Support The city receives sales tax revenue from the state, some of which is required to support the Charlotte Mecklenburg Public Access Corporation, as well as public, educational, or governmental access channels provided by CPCC, UNCC, and the city.	\$541,532	\$538,672	\$529,558
Charlotte-Mecklenburg Historic Landmarks Commission Non-recurring contribution in FY 2022 to the Charlotte-Mecklenburg Historic Landmarks Commission’s revolving fund.	\$35,000	\$70,000	-

COMMUNITY INVESTMENTS (continued)	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Charlotte Regional Visitors Authority (CRVA) Funds the city's general tourism marketing services contract with CRVA. The FY 2023 adjustment reflects an accounting change. This occupancy tax revenue and expenditure will be accounted for in the Tourism Fund beginning in FY 2023.	\$5,035,596	\$4,152,692	- 1
Charlotte Regional Business Alliance Supports business and economic development as well as regional marketing.	\$164,085	\$166,553	\$167,322
Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.	\$74,320	\$80,000	\$80,000
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.	\$392,556	\$451,000	\$510,600
Community Building Initiative Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity.	\$50,000	\$50,000	\$50,000
Elections Office Provides the city's share of the normal expenses of the County Elections Office, per the cost-sharing formula in the City-County Interlocal Agreement.	\$2,245,234	\$2,596,892	\$3,111,434
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.	-	\$200,000	\$200,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.	\$2,500	\$2,500	\$2,500

¹ This adjustment reflects an accounting change rather than a change in the city's partnership with the CRVA. Rather than transfer occupancy tax revenues from the Tourism Fund to the General Fund then make payment to CRVA in the General Fund, these transactions will now be entirely accounted for in the Tourism Fund.

COMMUNITY INVESTMENTS (continued)	FY 2021 Actual	FY 2022 Budget	FY 2023 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. The FY 2023 adjustment reflects an accounting change. The occupancy tax revenue and prepared food and beverage tax revenue and the expenditure will be accounted for in the Convention Center Tax Fund beginning in FY 2023.	\$3,908,976	\$3,319,906	- ²
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	\$50,000	\$50,000
Safe Alliance Provides counseling and guidance for crime victims and their families.	\$397,038	\$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 program will divert low-risk, low-priority calls for service, and mental health and homelessness dispatches toward civilian response teams. Funds provided in FY 2022, plus state grant support, will support the program in FY 2023.	-	\$1,150,000	- ³
SAFE Charlotte Grant Supplement Provide local funds to complement \$900,000 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	\$100,000
Siloam School One-time contribution in FY 2022 to the Siloam School for the cost of architectural services needed to complete the moving and restoration of the structure.	-	\$10,000	-

²This adjustment reflects an accounting change. Rather than transfer occupancy tax revenue and prepared food and beverage tax revenue from the Convention Center Tax Fund to the General Fund then make payment to the towns in the General Fund, these transactions will now be entirely accounted for in the Convention Center Tax Fund.

³Funds provided in FY 2022, plus state grant support, will support the program in FY 2023.

COMMUNITY INVESTMENTS (continued)	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
<p>TreesCharlotte Public / private nonprofit collaboration aimed at achieving 50 percent tree canopy coverage throughout the city.</p>	-	\$150,000	\$150,000
<p>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.</p>	-	\$250,000	-
<p>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.</p>	-	\$50,000	\$50,000
Total Community Investments	\$16,062,660	\$17,905,293	\$9,498,452

INFRASTRUCTURE INVESTMENTS	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Street Resurfacing Supplement General Fund contribution to the Powell Bill Fund to support street resurfacing.	-	-	\$1,000,000
Other Transfers to Capital Funds Miscellaneous transfers made to other capital funds to support infrastructure needs.	\$624,492	-	-
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$199,264	\$214,383	\$214,383
Street Lighting Represents electrical operating costs for the city's street lighting program.	\$10,082,303	\$9,478,023	\$9,791,023
Total Infrastructure Investments	\$10,906,059	\$9,692,406	\$11,005,406

ORGANIZATIONAL INVESTMENTS	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Annual Audit Represents the pro rata amount charged to the General Fund for the city's annual financial audit.	\$59,453	\$74,283	\$64,283
Charlotte-Mecklenburg Government Center Rent Funds used for building rent in unoccupied areas.	\$31,740	-	-
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	\$113,619	\$117,027	\$122,211
NC League of Municipalities	\$111,823	\$115,178	\$115,178
Alliance for Innovation	-	\$9,000	\$9,000
US Conference of Mayors	\$26,216	\$26,216	\$26,216
National League of Cities	\$26,754	\$27,254	\$27,254
NC Metropolitan Mayors Coalition	\$20,425	\$20,425	\$20,425
Centralina Council of Governments	\$204,718	\$207,356	\$210,406
City Storm Water Fee Supports an additional General Fund contribution for Storm Water Services.	\$4,539,291	\$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.	-	\$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	\$2,464,128	\$2,803,666
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	\$299,517	\$299,259	\$248,889
Intergovernmental Support Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.	\$126,882	\$126,504	\$126,504
Municipal Equipment Contribution to the Municipal Debt Service Fund for annual purchase of capital equipment such as police cars, fire trucks, and solid waste trucks.	\$19,065,411	\$19,665,411	\$20,665,411

ORGANIZATIONAL INVESTMENTS (continued)	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$205,694	\$200,000	\$200,000
Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs.	\$936,201	\$1,000,000	\$1,000,000
Synthetic Tax Increment Grant Provides funding from the equivalent of property tax revenues generated from public/private investment to support the Levine Center for the Arts which includes the Mint Museum of Art, the Bechtler Museum of Modern Art, the Knight Theater, and the Harvey B. Gantt Center for African-American Art + Culture.	\$1,290,373	\$1,291,024	\$1,296,068
Undesignated Balance Operating contingency funds used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.	-	\$10,000	\$201,467

EMPLOYEE INVESTMENTS	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Employee Compensation Initiatives In FY 2023, funds are provided to address compensation compression resulting from FY 2023 compensation initiatives. This adjustment also includes compression funds to increase the city's minimum pay by January 2023 to \$20 per hour for positions which work 40 hours per week.	-	\$450,000	\$353,836
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.	\$357,834	\$419,503	\$419,633
Health Care Premium Relief Program Funds for a rebate incentive for city employees if their family income is below \$55,000 and they are not able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.83 percent of their weekly salary. This adjustment is to move the cost of employees of enterprise fund departments from the General Fund to the respective enterprise fund, as well as reflect historical utilization of the program by employees.	-	\$100,000	\$50,000

EMPLOYEE INVESTMENTS (continued)	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Transit Passes for City Employees Provide all access transit passes to all city employees for an employee contribution of \$33 per employee.	\$378,246	\$378,246	\$380,094
Total Employee Investments	\$736,080	\$1,347,749	\$1,203,563
Total Non-Departmental	\$56,782,621	\$58,187,804	\$52,433,690

NONGENERAL FUNDS



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NONGENERAL FUNDS
ENTERPRISE FUNDS



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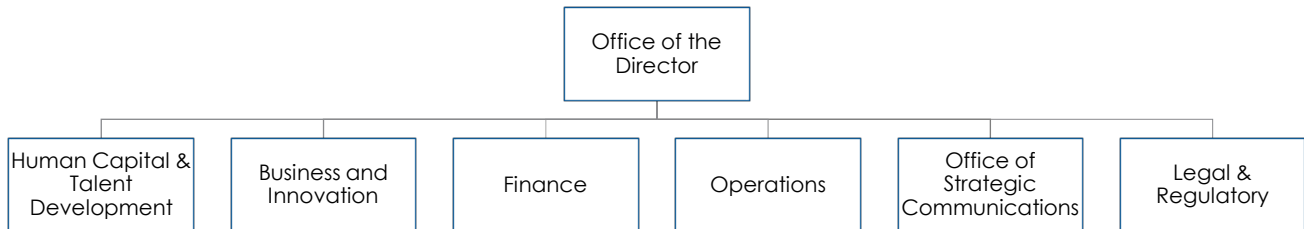
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Terminal Area	\$64,000,181	\$46,657,140	\$72,781,537	\$83,303,018	14.5 %
Airfield	\$31,323,359	\$23,077,553	\$29,856,059	\$34,794,326	16.5 %
Concessions	\$41,140,534	\$34,050,103	\$46,988,014	\$57,585,917	22.6 %
Rental Car	\$13,220,128	\$9,319,110	\$13,750,000	\$18,000,000	30.9 %
Parking	\$47,560,465	\$27,203,115	\$50,000,000	\$76,000,000	52.0 %
Fixed Base Operator	\$18,816,008	\$18,592,431	\$26,710,356	\$40,145,237	50.3 %
Other	\$11,947,523	\$12,484,307	\$6,074,461	\$14,681,224	141.7 %
Total Operating Revenues	\$228,008,198	\$171,383,759	\$246,160,427	\$324,509,722	31.8 %
Passenger Facility Charge Fund	\$53,436,723	\$45,961,389	\$60,928,070	\$64,990,320	6.7 %
Contract Facility Charge Fund	\$10,577,124	\$7,160,360	\$10,365,100	\$12,644,000	22.0 %
Discretionary Fund	\$71,307,122	\$126,487,054	\$63,836,267	\$149,347,759	134.0 %
Total Revenues	\$363,329,167	\$350,992,562	\$381,289,864	\$551,491,801	44.6 %

Budget Overview (continued)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures					
Personnel Services	\$57,814,053	\$60,686,334	\$66,361,826	\$73,180,006	10.3 %
Operating Expenses	\$92,414,561	\$72,400,808	\$100,286,015	\$130,446,022	30.1 %
Capital Outlay	\$1,553,289	\$685,867	\$699,000	\$752,000	7.6 %
Grants, Contributions, and Other	\$21,363,973	\$24,421,343	\$24,323,754	\$25,136,625	3.3 %
Department Charges	-\$3,598,697	-	-\$4,575,173	-\$4,623,673	-1.1 %
Operating Expenditures	\$169,547,179	\$158,194,352	\$187,095,422	\$224,890,980	20.2 %
Discretionary and Debt Support¹					
	\$111,585,162	\$139,281,279	\$122,901,272	\$248,966,499	102.6 %
Reserved for Future Years	\$82,196,826	\$53,516,930	\$71,293,170	\$77,634,322	8.9 %
Total Expenditures	\$363,329,167	\$350,992,561	\$381,289,864	\$551,491,801	44.6 %

¹Passenger Facility Charge and Customer Facility Charge are included.

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: an eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$2,639,225
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$197,389
<p>Provide incentive pay for jobs that require a Commercial Driver's License</p> <p>Support a pay incentive of 2.5 percent for employees in job classifications that require a Commercial Driver's License (CDL) certification. This action will be effective July 2022.</p>	-	\$176,700
<p>Capture savings in contractual services and programmatic support</p> <p>Reduce funds for contractual services and programmatic support based on achieved savings with partners and internal resources.</p>	-	-\$2,804,027
<p>Increase fuel purchases for fixed base operations</p> <p>Increase 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 general aviation customers.</p>	-	\$18,316,003
<p>Restore funding for activity-based contracts</p> <p>Restore funding for service contracts that were reduced due to the impact COVID-19 pandemic had on passenger operations. This restores funding for those contracts to reflect the return of passengers, provide competitive wages, and respond to inflationary pressures.</p>	-	\$9,318,545
<p>Increase contingency funding</p> <p>Restore contingency funds to maintain the reliability of services during emergency and inclement weather operations.</p>	-	\$1,912,068
<p>Continue implementation of online parking prebooking</p> <p>Support of marketing efforts to attract new customers to the new online prebooking service.</p>	-	\$1,631,000
<p>Increase airport fuel costs</p> <p>Provide funds for fueling buses and vehicles that are critical to maintain reliability of services and operations of the airport.</p>	-	\$1,182,687

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Maintain and preserve assets Provide funds for nine additional positions to provide maintenance services to the terminal building, airfield, and technology infrastructure.	9.00	\$511,712
Enhance customer focus Provide funds for eight additional positions to provide additional coverage for terminal operations and enhance landside customer service.	8.00	\$338,781
Support airport safety and security Provide funds for 15 additional positions to enhance airport security, continue staffing transitions that began before the COVID-19 pandemic, and enhance technology security and resiliency.	15.00	\$711,393
Advance strategic growth Provide funds for nine additional positions to support revenue generating activities, financial operations and management, business analysis, administrative services, and strategic communications.	9.00	\$504,908
Increase employee recruitment and professional development Provide funds for three additional positions to aid in recruitment and professional development of Aviation staff.	3.00	\$177,508
Build strong partnerships Provide funds for one additional position to support economic and community affairs within the real estate acquisition program.	1.00	\$57,345
Increase cash contribution to Capital Investment Plan 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. This action also includes an update in funding reserved for future years.	-	\$124,293,384
Adjust contribution to debt service program Technical adjustment to adjust the transfer that supports Aviation's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each budget cycle.	-	\$8,112,995

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
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 the Charlotte Fire Department.	-	\$1,272,491
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$1,000,653
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$502,566
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.	-	\$148,611
Net Change	45.00	\$170,201,937

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Safe Communities (Safe, Healthy, and Inclusive Communities)				
Engage with and support the community	Translate important documents on the CLT Airport website into Spanish	New measure	≥10	≥10
	Number of residents completing the Aviation Academy (8-month program)	25	≥25	≥25
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Provide infrastructure growth that provides access to the Charlotte Douglas International Airport	Progress on studies, land acquisitions, and land development	New measure	New Measure	Identify winning proposals for four development areas in Destination District West
Maintain and support Charlotte's transportation assets	Progress to provide fully operational electric transit fleet services	7% of transit fleet is electric	Convert ≥10% of transit fleet to electric	Convert ≥20% of transit fleet to electric
Strategic Priority Area: Workforce and Business 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	5	≥5	≥5
	Number of students in summer and/or year-long internship opportunities	4	≥6	≥6
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain Airport's Ratings	Debt service coverage ratio	5.9	Generate debt service coverage ratio of 1.25 or greater	Generate debt service coverage ratio of 1.25 or greater
Expand tax base and revenues	Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration	\$1.77	≤\$10.93	≤\$10.65

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Accountant II	3.00	3.00	3.00	3.00	-
Accountant III	2.00	2.00	2.00	3.00	1.00
Accountant IV	1.00	1.00	1.00	1.00	-
Accounting Technician	3.00	3.00	3.00	2.00	-1.00
Administrative Officer I	10.00	11.00	11.00	12.00	1.00
Administrative Officer II	18.00	19.00	18.00	19.00	1.00
Administrative Officer III	14.00	15.00	14.00	19.00	5.00
Administrative Officer IV	4.00	7.00	7.00	7.00	-
Administrative Officer V	4.00	4.00	4.00	6.00	2.00
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	11.00	11.00	11.00	-
Airfield Maintenance Technician II	9.00	9.00	9.00	10.00	1.00
Airfield Maintenance Technician III	9.00	13.00	13.00	14.00	1.00
Airport Business Revenue Manager	2.00	2.00	2.00	2.00	-
Airport Development Manager	2.00	2.00	2.00	2.00	-
Airport Division Manager	-	-	1.00	3.00	2.00
Airport Electronics Technician Lead	2.00	1.00	-	-	-
Airport Electronics Technician Senior	9.00	10.00	-	-	-
Airport Engineer	2.00	2.00	2.00	2.00	-
Airport Financial Services Manager	1.00	-	-	1.00	1.00
Airport Manager I	-	-	15.00	17.00	2.00
Airport Manager II	-	-	-	7.00	7.00
Airport Manager III	-	-	1.00	4.00	3.00
Airport Operations Manager I	15.00	17.00	2.00	-	-2.00
Airport Operations Manager II	8.00	8.00	8.00	-	-8.00
Airport Operations Manager III	2.00	2.00	2.00	-	-2.00
Airport Operations Officer I	23.00	23.00	23.00	23.00	-
Airport Operations Officer II	41.00	41.00	41.00	46.00	5.00
Airport Operations Officer III	38.00	39.00	39.00	48.00	9.00
Airport Operations Supervisor I	16.00	15.00	15.00	17.00	2.00
Airport Operations Supervisor II	17.00	18.00	18.00	20.00	2.00
Airport Shuttlebus Dispatcher	6.00	7.00	7.00	6.00	-1.00
Airport Shuttlebus Driver	104.00	104.00	103.00	104.00	1.00
Airport Technology Manager	1.00	1.00	-	-	-
Airports Services Representative	35.00	32.00	32.00	33.00	1.00
Application Administrator Senior	-	-	2.00	4.00	2.00
Application Development Support Manager	-	-	-	1.00	1.00
Application Development Support Supervisor	-	-	1.00	-	-1.00

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Assistant Field Operations Supervisor	-	-	1.00	1.00	-
Assistant Maintenance Mechanic	12.00	10.00	9.00	9.00	-
Aviation Director	1.00	1.00	1.00	1.00	-
Building Maintenance Assistant	2.00	-	-	-	-
Business Analyst	-	-	1.00	1.00	-
Business Analyst Associate	-	-	-	1.00	1.00
Business System Specialist Associate	6.00	6.00	2.00	-	-2.00
Business System Specialist Intermediate	1.00	-	-	-	-
Business Systems Analyst	-	-	1.00	1.00	-
Business Systems Coordinator	-	-	4.00	4.00	-
Business Systems Specialist	-	1.00	-	-	-
Business Systems Specialist Lead	2.00	2.00	-	-	-
Business Systems Manager	-	-	-	1.00	1.00
Business Systems Manager Senior	1.00	1.00	1.00	1.00	-
Business Systems Program Manager	1.00	1.00	-	-	-
Business Systems Supervisor	5.00	5.00	-	-	-
Carpenter Senior	5.00	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	15.00	16.00	16.00	20.00	4.00
Community Programs Coordinator	1.00	1.00	1.00	1.00	-
Construction Inspector	3.00	3.00	3.00	3.00	-
Construction Inspector Senior	1.00	1.00	1.00	1.00	-
Content Webmaster	1.00	-	-	-	-
Contract Technician	1.00	-	-	-	-
Contracts Admin Coordinator	5.00	5.00	5.00	6.00	1.00
Contracts Admin Specialist	4.00	5.00	5.00	5.00	-
Contracts Admin Specialist Lead	1.00	1.00	1.00	2.00	1.00
Conveyor Load Bridge Technician	12.00	12.00	12.00	12.00	-
Conveyor Load Bridge Technician Lead	3.00	3.00	3.00	3.00	-
Conveyor Load Bridge Technician Senior	11.00	11.00	11.00	10.00	-1.00
Cyber Security Analyst Senior	-	-	-	1.00	1.00
Data Storage Administrator	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	1.00	-
Drafting Technician Senior	1.00	1.00	-	-	-
Economic Development Specialist	-	-	-	1.00	1.00

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Electrician	-	-	9.00	10.00	1.00
Electrician Lead	-	-	2.00	2.00	-
Electrician Senior	-	-	13.00	13.00	-
Electronics Technician II	2.00	1.00	-	-	-
Energy Sustainability Coordinator	1.00	1.00	1.00	1.00	-
Engineer Planning & Design	-	3.00	3.00	3.00	-
Engineering Assistant	4.00	1.00	1.00	1.00	-
Engineering Program Manager	3.00	3.00	3.00	3.00	-
Engineering Project Coordinator	6.00	7.00	7.00	7.00	-
Engineering Project Manager	6.00	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	-	-1.00
Equipment Shop Supervisor	1.00	1.00	1.00	1.00	-
Facilities/Property Supervisor	1.00	1.00	1.00	2.00	1.00
Field Operations Supervisor	3.00	3.00	3.00	3.00	-
GIS Analyst	1.00	1.00	1.00	2.00	1.00
GIS Coordinator	-	-	1.00	1.00	-
GIS Supervisor	-	-	1.00	1.00	-
GIS Technician	2.00	2.00	3.00	1.00	-2.00
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	10.00	10.00	10.00	9.00	-1.00
HVAC Technician	1.00	1.00	7.00	7.00	-
HVAC Technician Lead	-	-	3.00	3.00	-
HVAC Technician Senior	11.00	12.00	12.00	14.00	2.00
Information Technology Administrator	9.00	9.00	1.00	1.00	-
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	2.00	1.00
IT Systems Architect	-	-	-	1.00	1.00
Labor Crew Chief I	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Labor Crew Chief II	3.00	3.00	2.00	2.00	-
Laborer	2.00	-	-	-	-
Landscape Supervisor	1.00	1.00	-	-	-
Light Equipment Service Technician	9.00	9.00	1.00	1.00	-
Locksmith	3.00	3.00	3.00	3.00	-
Management Analyst	2.00	2.00	2.00	2.00	-
Management Analyst Senior	-	-	1.00	2.00	1.00
Mobility and Access Manager	-	-	1.00	1.00	-
Network Administrator	-	-	3.00	3.00	-
Network Communications Integrator	2.00	2.00	-	-	-
Network Communications Integrator Senior	1.00	1.00	-	-	-
Network Engineer	-	-	1.00	1.00	-
Network Technician	-	-	1.00	1.00	-
Office Assistant III	3.00	3.00	2.00	1.00	-1.00
Office Assistant IV	6.00	5.00	9.00	10.00	1.00
Office Assistant V	2.00	1.00	2.00	2.00	-
Operations Supervisor	5.00	5.00	6.00	6.00	-
Planner Associate	1.00	1.00	1.00	1.00	-
Planning Coordinator Senior	1.00	-	-	-	-
Planning Project Manager Senior	-	1.00	1.00	1.00	-
Principal Planner	3.00	3.00	3.00	3.00	-
Process Improvement Manager	-	1.00	1.00	1.00	-
Public Info Specialist Senior	4.00	3.00	3.00	1.00	-2.00
Public Information Specialist	5.00	3.00	3.00	5.00	2.00
Public Service Coordinator	1.00	1.00	1.00	3.00	2.00
Real Estate Agent I	-	-	-	1.00	1.00
Real Estate Agent II	2.00	2.00	2.00	1.00	-1.00
Real Estate Agent III	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	-	-	-	-	-
Safety Supervisor	2.00	1.00	1.00	1.00	-
Server Administrator	-	-	-	1.00	1.00
Server Engineer	-	-	2.00	1.00	-1.00
Service Order Specialist	1.00	1.00	1.00	1.00	-
Small Business Program Administrator	1.00	1.00	-	-	-
Software Developer Associate	1.00	1.00	1.00	-	-1.00
Storekeeper	3.00	3.00	4.00	4.00	-
Storekeeper Senior	3.00	3.00	3.00	3.00	-
Stores Supervisor	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	12.00	12.00	5.00	5.00	-
Systems Maintenance Mechanic	23.00	24.00	8.00	7.00	-1.00
Systems Maintenance Mechanic Lead	-	-	1.00	1.00	-
Technical Systems Specialist	1.00	1.00	-	-	-
Technology Services Officer	-	-	1.00	1.00	-
Technology Support Specialist	-	-	4.00	5.00	1.00
Technology Support Supervisor	-	-	1.00	1.00	-
Training Specialist	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	708.00	708.00	714.00	759.00	45.00

Consolidated Aviation Debt Service Funds

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

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Contribution from Aviation Operating	\$54,801,866	\$113,759,228	\$73,943,414	\$51,483,383	-30.4%
Contribution from Passenger Facility Charges	-	-	-	\$35,232,905	100.0%
Contribution from Rental Car Facilities	\$4,473,994	\$40,946,180	\$4,469,879	-	-100.0%
Proceeds from Sale of Debt	\$77,574,805	\$326,222,897	\$342,000	\$152,000	-55.6%
Premium from Sale of Debt	-	\$85,065,578	-	-	0.0%
Interest on Investments	\$1,162,670	-\$108,680	-	-	0.0%
Fund Balance	\$2,716,064	-	-	-	0.0%
Total Revenues	\$140,729,399	\$565,885,202	\$78,755,293	\$86,868,288	10.3%
Expenditures					
Retirement of Debt	\$19,975,000	\$264,385,787	\$26,265,000	\$27,250,000	3.8%
Interest on Debt	\$42,247,566	\$42,521,769	\$52,043,893	\$59,443,888	14.2%
Cost of Bond Sale	\$370,013	\$2,750,970	-	-	0.0%
Fees and Other Charges	\$98,929	\$82,773	\$446,400	\$174,400	-60.9%
Payment to Refunding Escrow Agent	\$76,953,004	\$221,200,000	-	-	0.0%
Transfers to Operating Fund	\$1,084,887	\$682,430	-	-	0.0%
Transfers to Capital Fund	-	\$3,758,566	-	-	0.0%
Reserved for Future Years	-	\$30,502,907	-	-	0.0%
Total Expenditures	\$140,729,399	\$565,885,202	\$78,755,293	\$86,868,288	10.3%

Charlotte Area Transit System

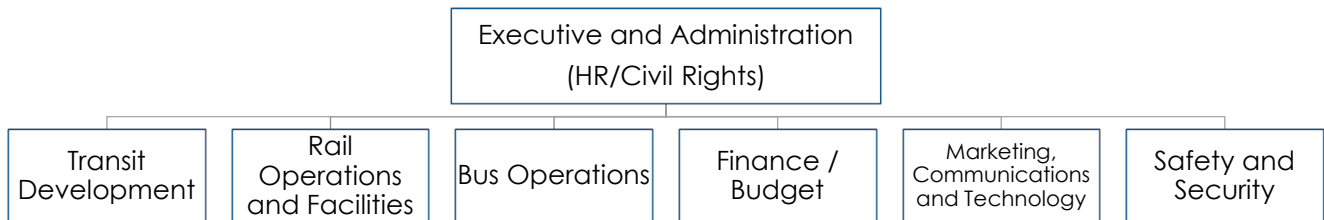
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues¹					
Article 43 Sales Tax	\$107,778,981	\$116,669,192	\$108,235,200	\$136,807,021	26.4 %
Federal Grants	\$19,238,185	\$36,211,140	\$27,760,747	\$43,541,148	56.8 %
Interlocal Agreements	\$211,508	\$211,508	\$211,508	\$211,508	0.0 %
State Grants	\$9,736,656	\$138,656	\$11,288,452	\$11,411,403	1.1 %
Advertising	\$2,846,062	-\$75,643	\$2,469,160	\$1,831,999	-25.8 %
Other Charges	\$1,879,588	\$916,609	\$1,797,315	\$1,820,009	1.3 %
Passenger Fares	\$20,294,403	\$11,035,992	\$22,011,110	\$16,282,798	-26.0 %
Interest Earnings	\$1,234,108	-\$2,231,887	\$3,302,194	\$941,000	-71.5 %
Miscellaneous Revenue	\$478,454	\$251,420	\$1,036,978	\$900,000	-13.2 %
Private Contribution	\$15,000	-	\$10,000	-	-100.0 %
Sale of Assets	\$25,653	\$84,165	\$400	\$4,000	900.0 %
Transit Pay-Go Transfer	\$24,101,575	\$26,399,355	\$27,687,083	\$29,430,130	6.3 %
Total Revenues	\$187,840,173	\$189,610,507	\$205,810,147	\$243,181,016	18.2 %

Charlotte Area Transit System

Budget Overview (continued)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Expenditures¹					
Personnel Services	\$102,650,877	\$103,779,494	\$112,044,469	\$122,104,705	9.0 %
Operating Expenses	\$51,460,919	\$50,611,627	\$65,405,273	\$80,398,961	22.9 %
City Administrative Costs	\$5,924,749	\$6,688,451	\$8,387,205	\$8,601,923	2.6 %
Department Charges	-\$1,139,477	-\$590,405	-	-	0.0 %
Transfer to other funds	\$981,600	\$51,276	-	\$100,000	100.0 %
Subtotal Operating	\$159,878,668	\$160,540,442	\$185,836,947	\$211,205,589	13.7 %
Transfer to Debt Service	\$17,410,943	\$16,975,589	\$16,939,110	\$15,168,881	-10.5 %
Transfer to Control Account	\$10,550,562	\$11,468,192	\$3,034,090	\$16,806,546	453.9 %
Total Expenditures	\$187,840,173	\$188,984,223	\$205,810,147	\$243,181,016	18.2 %

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

Charlotte Area Transit System

FY 2023 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.	-	\$1,719,575
Provide shift differential incentive pay for eligible employees Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.	-	\$181,047
Provide incentive pay for jobs that require a Commercial Driver's License Support a pay incentive of 2.5 percent for employees in job classifications that require a Commercial Driver's License (CDL) certification. This action will be effective July 2022.	-	\$335,998
Provide funds for bus and light rail operations Provide additional funds for bus and light rail operations.	-	\$6,316,607
Provide funds for bus, special transportation services (STS), and rail maintenance costs Provide support for the cost of maintenance and service on tracks, buses, STS vehicles, and S70 Light Rail vehicles.	-	\$7,124,401
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.	-	\$831,759
Support rail operations Provide funds to add 13 positions to provide ongoing support for rail operations.	13.00	\$1,451,303
Support transit development and planning efforts Provide funds to add a Senior Engineer, a Senior Project Manager, and a Transportation Planner II to support regional transit planning.	3.00	\$405,942
Support marketing and communications Provide funds to add three positions to support transit technology, marketing, and communications.	3.00	\$300,215

Charlotte Area Transit System

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Support human resources and recruitment Provide funds to add four positions to support human resources, administration, and recruitment efforts.	4.00	\$421,226
Support safety and security Provide funds to add four positions to support safety and security in transit operations.	4.00	\$450,467
Provide funds for Gold Line Phase II Provide additional funds for the operation of the Gold Line street car.	-	\$33,879
Adjust contribution to debt service program Technical adjustment to adjust the annual debt service transfer. CATS pays debt service from federal, state, and local revenue sources to support its capital investment plan. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$1,770,229
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.	-	\$13,772,456
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.	-	\$214,718
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers. This action also updates funding for bus operators, maintenance and administration services provided by Transit Management of Charlotte.	-	\$4,330,013

Charlotte Area Transit System

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures	-	\$464,450
<p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>		
Update allocations for Internal Service Providers (ISPs)	-	\$787,042
<p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>		
Net Change		27.00
		\$37,370,869

Charlotte Area Transit System

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Financial stability	Percent of total operating costs subsidized by taxpayers	89%	≤80%	≤80%
	Net debt service coverage ratio	1.49	≥1.15	≥1.15
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)	8,687,151 ¹	≥15,302,493	≥11,393,862
	On-time Performance (bus)	87.25%	≥89%	≥85%
Provide effective service	Passengers per revenue hour (bus)	8.35	≥12.59	≥8.90
	Passengers per revenue hour (light rail)	45.45	≥82.55	≥53.70
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Customer focused	Overall customer satisfaction	84%	≥85%	≥85%
	Net Promoter Score ²	58%	≥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	≥24%	≥24%

¹FY 2021 actual driven by pandemic-related impacts.

²The 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 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Accountant II	7.00	7.00	7.00	7.00	-
Accountant III	2.00	3.00	3.00	3.00	-
Accountant IV	2.00	2.00	2.00	2.00	-
Administrative Officer I	7.00	7.00	7.00	9.00	2.00
Administrative Officer II	8.00	11.00	10.00	11.00	1.00
Administrative Officer III	9.00	3.00	4.00	4.00	0.00
Administrative Officer IV	4.00	4.00	4.00	5.00	1.00
Administrative Officer V	2.00	3.00	3.00	4.00	1.00
Administrative Services Manager	-	1.00	1.00	1.00	-
Application Development Support Supervisor	-	-	1.00	1.00	-
Application Administrator	-	-	-	1.00	1.00
Assistant Field Operations Supervisor	1.00	1.00	1.00	1.00	-
Building 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	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	-	-2.00
Business Systems Specialist Intermediate	-	2.00	2.00	-	-2.00
Business Systems Specialist Lead	3.00	3.00	-	-	-
Business Systems Specialist Senior	4.00	5.00	1.00	1.00	-
Business Systems Supervisor	1.00	1.00	-	-	-
Chief Rail Controller				2.00	2.00
Construction Contracts Admin Coord. Lead	2.00	-	-	-	-
Construction Manager	-	1.00	1.00	1.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	1.00	-	-	-	-
Contracts Admin Specialist	2.00	-	-	-	-
Customer Service Supervisor	1.00	2.00	2.00	2.00	-
Customer/Revenue Service Assistant Senior	3.00	3.00	3.00	3.00	-
Customer/Revenue Service Assistant	29.00	25.00	25.00	26.00	1.00
Customer/Revenue Service Specialist	6.00	5.00	5.00	4.00	-1.00
Deputy Director I	1.00	-	1.00	1.00	-
Deputy Director II	-	2.00	2.00	1.00	-1.00
Director Of Transit	1.00	1.00	1.00	1.00	-
Engineer Light Rail Transit Systems	-	1.00	1.00	1.00	-
Engineer Senior	5.00	6.00	5.00	4.00	-1.00
Engineering Projects Coordinator	2.00	3.00	3.00	2.00	-1.00
Equipment Operator I	6.00	6.00	6.00	6.00	-

Charlotte Area Transit System

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Equipment Parts Manager	1.00	1.00	1.00	1.00	-
Facilities Services Coordinator	1.00	1.00	1.00	1.00	-
Facilities/ Property Supervisor	3.00	3.00	3.00	3.00	-
Fare Collection Manager	-	1.00	1.00	-	-1.00
Field Operations Supervisor	19.00	19.00	19.00	19.00	-
GIS Coordinator	-	-	-	1.00	1.00
Graphic Artist	1.00	1.00	1.00	1.00	-
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
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	-	-	-	-
Light Rail Transit System Engineer	1.00	-	-	-	-
Maintenance Training Supervisor	-	-	-	1.00	1.00
Management Analyst	2.00	3.00	3.00	5.00	2.00
Management Analyst Senior	-	-	1.00	1.00	-
Network Engineer	-	-	1.00	1.00	1.00
Marketing Representative	-	-	-	1.00	
Office Assistant III	1.00	7.00	7.00	10.00	3.00
Office Assistant IV	10.00	6.00	6.00	6.00	-
Office Assistant V	5.00	5.00	5.00	4.00	-1.00
Operations Supervisor	3.00	3.00	3.00	2.00	-1.00
Public & Community Relations Specialist	-	1.00	1.00	-	-1.00
Public Information Specialist	2.00	2.00	2.00	4.00	2.00
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Public Service Coordinator	2.00	2.00	2.00	2.00	-
Purchasing Agent	1.00	1.00	1.00	1.00	-
Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Rail Car Maintenance Supervisor	9.00	9.00	9.00	10.00	1.00
Rail Car Technician	38.00	54.00	54.00	54.00	-
Rail Car Technician Lead	3.00	3.00	3.00	3.00	-
Rail Controller	11.00	11.00	11.00	14.00	3.00
Rail Maintenance Assistant	12.00	12.00	-	-	-
Rail Maintenance Of Way Supervisor	9.00	10.00	10.00	10.00	-
Rail Mow Maintainer	29.00	25.00	26.00	25.00	-1.00
Rail Mow Maintainer Lead	7.00	7.00	7.00	7.00	-
Rail Operations Manager	2.00	2.00	2.00	2.00	-
Rail Operator	79.00	79.00	79.00	79.00	-
Rail Track Maintainer	13.00	15.00	14.00	13.00	-1.00
Safety Coordinator	11.00	11.00	10.00	13.00	3.00
Safety Coordinator Senior	4.00	4.00	5.00	6.00	1.00

Charlotte Area Transit System

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Safety Supervisor	3.00	3.00	3.00	4.00	1.00
Social Media Specialist	-	1.00	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	-
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	1.00	-
Technology Support Associate	-	-	-	2.00	2.00
Technology Support Coordinator	-	-	1.00	1.00	-
Technology Support Specialist	-	-	-	3.00	3.00
Technology Support Specialist Senior	-	-	1.00	2.00	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	5.00	5.00	5.00	6.00	1.00
Transit Arts Program Manager	1.00	1.00	1.00	1.00	-
Transit Budget Manager	2.00	-	-	-	-
Transit Business Services Manager	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	2.00	1.00
Transit Development Administrator	-	-	1.00	1.00	-
Transit Energy Manager	-	-	-	1.00	1.00
Transit Energy Analyst	-	-	-	1.00	1.00
Transit Energy Coordinator	-	-	-	1.00	1.00
Transit 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 Operations Training Supervisor	-	-	-	3.00	3.00
Transit Planning Manager	1.00	1.00	1.00	2.00	1.00
Transit Procure & eContracts Administrator	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	-
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	19.00	-	-	-	-
Transportation Planner I	2.00	2.00	2.00	2.00	-

Charlotte Area Transit System

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	582.75	582.75	583.75	610.75	27.00



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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Transfers from CATS Operating	\$17,410,943	\$17,368,654	\$16,939,110	\$15,168,881	-10.5 %
Transfers from CATS Capital	\$15,000,000	\$81,810,000	-	-	0.0 %
Federal Grants	\$4,888,713	\$4,646,121	\$3,549,340	\$2,929,475	-17.5 %
State Grants	\$1,006,825	\$863,031	\$41,637,850	-	-100.0 %
Interest on Investments	\$163,985	\$35,502	-	-	0.0 %
Total Revenues	\$38,470,466	\$104,723,308	\$62,126,300	\$18,098,356	-70.9 %
Expenditures					
Principal Payments	\$24,148,288	\$91,346,094	\$51,214,000	\$8,920,000	-82.6 %
Interest Payments	\$14,292,699	\$13,329,951	\$10,798,300	\$9,064,356	-16.1 %
Other Fees	\$29,479	\$47,263	\$114,000	\$114,000	0.0 %
Total Expenditures	\$38,470,466	\$104,723,308	\$62,126,300	\$18,098,356	-70.9 %

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Transfer from CATS Operating	\$10,550,562	\$11,468,192	\$3,034,090	\$16,806,546	453.9 %
Interest on Investments	\$1,618,608	\$464,956	-	-	0.0 %
Fund Balance	-	-	\$31,526,056	\$17,638,789	-44.1 %
Total Revenues	\$12,169,170	\$11,933,147	\$34,560,146	\$34,445,335	-0.3 %
Expenditures					
Transfer to CATS CIP	\$11,444,036	\$5,821,667	\$31,526,056	\$17,638,789	-44.1 %
Reserved for Future Years	\$725,134	\$6,111,480	\$3,034,090	\$16,806,546	453.9 %
Total Expenditures	\$12,169,170	\$11,933,147	\$34,560,146	\$34,445,335	-0.3 %



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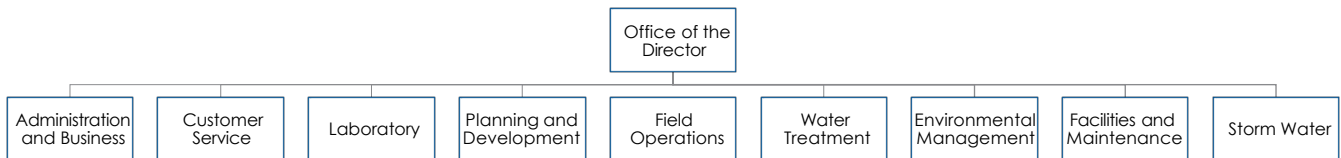
Mission Statement

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Volumetric user charges- water	\$121,309,565	\$124,184,623	\$139,777,343	\$140,795,636	0.7 %
Volumetric user charges- sewer	\$179,522,010	\$189,429,071	\$206,993,234	\$209,183,696	1.1 %
Fixed user charges - water	\$16,477,109	\$15,309,638	\$15,203,900	\$16,000,000	5.2 %
Fixed user charges - sewer	\$14,881,869	\$13,777,458	\$13,679,535	\$14,000,000	2.3 %
Availability fee - water	\$7,415,618	\$7,212,363	\$6,914,941	\$7,250,000	4.8 %
Availability fee - sewer	\$40,487,543	\$43,600,811	\$41,986,121	\$42,500,000	1.2 %
Connection fees - water	\$10,302,695	\$10,718,031	\$10,000,000	\$11,000,000	10.0 %
Connection fees - sewer	\$4,984,112	\$5,064,575	\$4,000,000	\$6,000,000	50.0 %
System development fees - water	\$13,482,123	\$16,757,915	\$9,000,000	\$15,000,000	66.7 %
System development fees - sewer	\$16,632,407	\$22,131,876	\$9,000,000	\$21,000,000	133.3 %
BOD, SS, & IW surcharges	\$5,162,477	\$5,006,288	\$4,700,000	\$4,850,000	3.2 %
Interest Earnings	\$3,344,544	-\$2,070,725	\$659,039	\$975,000	47.9 %
Specific service charges	\$4,598,458	\$2,855,312	\$3,663,500	\$3,535,000	-3.5 %
Other operating revenue	\$4,586,039	\$5,393,689	\$3,615,000	\$5,790,000	60.2 %
Uncollectable Revenue	-\$1,737,591	-\$2,772,521	-\$2,000,000	-\$2,500,000	-25.0 %
Other non-operating revenue	\$5,173,035	\$1,640,101	\$2,962,500	\$2,706,000	-8.7 %
Fund Balance	-	-	\$32,131,701	\$36,958,274	15.0 %
Total Revenues	\$446,622,013	\$458,238,505	\$502,286,814	\$535,043,606	6.5 %
Expenditures					
Personnel Services	\$73,688,692	\$91,472,150	\$88,246,167	\$96,869,727	9.8 %
Operating Expenses	\$75,021,209	\$80,808,074	\$89,580,570	\$99,690,815	11.3 %
Capital Outlay	\$1,485,389	\$1,257,259	\$169,000	\$578,634	242.4 %
Department Charges	-\$17,246,862	-\$19,240,720	-\$21,345,085	-\$22,421,206	-5.0 %
City Administrative Support	\$17,329,237	\$18,936,149	\$21,476,687	\$20,989,582	-2.3 %
Transfer to Debt Service Funds	\$149,632,468	\$144,605,408	\$139,119,475	\$137,536,058	-1.1 %
Transfer to Capital Projects Fund ¹	\$135,034,800	\$140,250,000	\$185,040,000	\$201,799,996	9.1 %
Reserved for Future Years	\$11,677,080	\$150,185	-	-	0.0 %
Total Expenditures	\$446,622,014	\$458,238,505	\$502,286,814	\$535,043,606	6.5 %

¹ In FY23 a portion of the transfer is reserved for future programming and therefore is not programmed in the CIP.

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$3,157,376
<p>Provide shift differential incentive pay for eligible employees</p> <p>Supports a shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.</p>	-	\$58,789
<p>Provide incentive pay for jobs that require a Commercial Driver's License</p> <p>Support a pay incentive of 2.5 percent for employees in job classifications that require a Commercial Driver's License (CDL) certification. This action will be effective July 2022.</p>	-	\$293,708
<p>Update costs for General Fund service</p> <p>Technical adjustment to update the reimbursement for central support services provided by the General Fund.</p>	-	-\$487,105
<p>Adjust transfer of project administration to capital projects</p> <p>Technical adjustment in operating cost in the transfer of project administrative services to various capital projects.</p>	-	-\$1,076,121
<p>Increase contribution to Capital Investment Plan</p> <p>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.</p>	-	\$16,759,996
<p>Provide funds for non-personnel services</p> <p>Technical adjustment to update required funds for increases in miscellaneous repairs/paving contracts associated with water and sewer distribution repairs.</p>	-	\$6,490,000
<p>Adjust funding for Enterprise Resource Planning</p> <p>Adjust funding to provide contribution toward replacing the city's current Enterprise Resource Planning (ERP) solutions.</p>	-	\$1,712,355

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for operations and maintenance Provide funds to add fourteen additional positions, including Water Treatment Plant Operators, Pump Station Technician, Water Treatment Operations Coordinator, Lead Dispatcher, Treatment Plant Mechanic IIs, Network Administrator, Server Administrator and Senior Cyber Security Analyst. The 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 CLTWater can continue to provide safe and reliable service to customers.	14.00	\$1,260,509
Support project management and administration Provide funds to add twelve additional positions, including an Engineering Assistant, Engineering Project Manager, Senior Engineering Project Manager, Engineering Project Coordinators, Construction Inspectors, and Senior Engineer. The positions will support the CIP and development-oriented activities which include plans review, and project management construction services. The positions are funded in part by the Capital Investment Plan.	12.00	\$1,224,365
Enhance Charlotte Water’s internal customer service Provide funds to add three additional positions, including an Administrative Officer IV, Facilities Services Coordinator and Technology Support Coordinator. The positions will provide tailored, reliable, and responsive customer service to internal customers.	3.00	\$300,887
Support environmental initiatives Provide funds to add two additional Senior Engineer positions in support of environmental health.	2.00	\$239,795
Provide funds for technology contractual increases Technical adjustment to update costs for information technology agreements associated with organization-wide GIS and business planning/advisory services.	-	\$78,231
Provide funds for inter-local agreement Technical adjustment to update required funds for essential contractual agreement with the 2016 Water and Sewer Authority of Cabarrus County for Water/Sewer.	-	\$28,020
Adjust contribution to debt service program Technical adjustment to adjust the transfer that supports Charlotte Water's Capital Investment Plan. This is a routine adjustment that occurs at the beginning of each budget cycle.	-	-\$1,583,417

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$3,593,147
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>	-	\$719,077
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	-\$12,820
Net Change		31.00
		\$32,756,792

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Enhance existing water infrastructure	Feet of aging pipe rehabilitated or replaced	47,104	≥55000	≥55000
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	3.40	≤3	≤3
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	99.06%	≥96.75%	≥97%
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act	100% compliance	100% compliance	100% compliance
Strategic Priority Area: Workforce and Business 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	8	≥15	≥15
	Number of Pipeline Academy Graduates hired	12	≥10	≥10

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	2.00	-
Administrative Officer I	14.00	14.00	14.00	14.00	-
Administrative Officer II	8.00	8.00	8.00	8.00	-
Administrative Officer III	10.00	10.00	10.00	10.00	-
Administrative Officer IV	2.00	2.00	2.00	3.00	1.00
Administrative Officer V	1.00	1.00	1.00	1.00	-
Administrative Secretary I	1.00	1.00	1.00	2.00	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 Analysis Program Manager	-	-	-	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	2.00	-	-2.00
Business Systems Specialist	3.00	2.00	1.00	-	-1.00
Business Systems Specialist Lead	7.00	10.00	-	-	-
Business Systems Specialist Senior	18.00	16.00	-	-	-
Business Systems Supervisor	1.00	1.00	3.00	4.00	1.00
CCTV Crew Chief	4.00	5.00	5.00	5.00	-
CCTV Technician	4.00	5.00	5.00	5.00	-
Centrifuge/Solids Operator	1.00	1.00	1.00	1.00	-
Chief Construction Inspector	6.00	6.00	6.00	7.00	1.00
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	41.00	2.00
Construction Supervisor	5.00	5.00	5.00	5.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	2.00	2.00	3.00	3.00	-
Contracts Admin Specialist	1.00	1.00	1.00	1.00	-
Construction Manager	-	-	-	2.00	2.00
Customer/Revenue Service Assistant	17.00	17.00	17.00	17.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Customer/Revenue Service Assistant Senior	4.00	4.00	5.00	4.00	-1.00
Customer/Revenue Service Specialist	3.00	3.00	3.00	5.00	2.00
Cyber Security Analyst Senior	-	-	-	1.00	1.00
Deputy Utilities Director I	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	1.00	1.00	1.00	1.00	-
Drafting Technician	4.00	4.00	4.00	3.00	-1.00
Electrical Engineer	1.00	1.00	1.00	1.00	-
Electrical Engineer Senior	3.00	3.00	4.00	4.00	-
Engineering Services Investigator	6.00	6.00	6.00	6.00	-
Engineer Plan Review	3.00	3.00	4.00	4.00	-
Engineer Planning/Design	2.00	2.00	2.00	2.00	-
Engineer Senior	12.00	12.00	13.00	16.00	3.00
Engineering Assistant	11.00	11.00	12.00	14.00	2.00
Engineering Contracts Manager	1.00	1.00	1.00	1.00	-
Engineering Division Manager	6.00	6.00	7.00	7.00	-
Engineering Program Manager	1.00	1.00	1.00	3.00	2.00
Engineering Project Coordinator	16.00	16.00	16.00	19.00	3.00
Engineering Project Manager	10.00	9.00	10.00	12.00	2.00
Senior Engineering Project Manager	15.00	16.00	17.00	18.00	1.00
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
Environmental Compliance Manager	4.00	3.00	3.00	3.00	-
Environmental Compliance Specialist	6.00	6.00	6.00	6.00	-
Environmental Compliance Supervisor	2.00	3.00	3.00	3.00	-
Environmental Program Inspector	11.00	11.00	12.00	12.00	-
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	3.00	2.00	2.00	3.00	1.00
Facilities/ Property Supervisor	-	1.00	1.00	1.00	-
Field Operations Supervisor	17.00	17.00	18.00	18.00	-
GIS Analyst	3.00	3.00	3.00	4.00	1.00
GIS Coordinator	1.00	1.00	1.00	2.00	1.00
GIS Manager	-	-	1.00	1.00	-
GIS Supervisor	-	-	-	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	8.00	8.00	8.00	8.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Instrument Technician	6.00	6.00	6.00	6.00	-
Instruments & Controls Supervisor	1.00	1.00	1.00	1.00	-
IT Data Services Administrator	-	-	1.00	1.00	-
IT Data Services Analyst	-	-	1.00	1.00	-
IT Program Manager	-	-	1.00	1.00	-
IT Project Coordinator	-	-	1.00	-	-1.00
IT Project Coordinator Senior	-	-	-	1.00	1.00
IT Project Manager	1.00	1.00	-	-	-
IT Project Manager Associate	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	48.00	47.00	49.00	49.00	-
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	16.00	16.00	16.00	16.00	-
Laboratory Analyst III	8.00	8.00	8.00	7.00	-1.00
Laboratory Manager	1.00	1.00	1.00	1.00	-
Laboratory Supervisor	5.00	5.00	5.00	5.00	-
Laborer	5.00	5.00	5.00	5.00	-
Lift Station Technician	4.00	4.00	4.00	4.00	-
Management Analyst	2.00	2.00	2.00	2.00	-
Management Analyst Senior	3.00	3.00	3.00	3.00	-
Manhole Inspector	8.00	8.00	8.00	8.00	-
Meter Services Supervisor	1.00	1.00	2.00	2.00	-
Network Administrator	-	-	-	1.00	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	8.00	7.00	-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	4.00	1.00
Pumping Station Supervisor	1.00	1.00	1.00	1.00	-
Purchasing Agent	4.00	4.00	5.00	5.00	-
Revenue Collection & Credit Officer	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	4.00	4.00	4.00	3.00	-1.00
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Technician Service Specialist	1.00	1.00	-	-	-
Server Administrator	-	-	-	1.00	1.00
Service Dispatcher	-	-	-	-	-
Software Developer Senior	2.00	2.00	-	-	-
Senior Water Service Technician	18.00	19.00	19.00	18.00	-1.00
Storekeeper	2.00	2.00	2.00	2.00	-
Stores Supervisor	1.00	1.00	1.00	1.00	-
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	3.00	3.00	1.00	-	-1.00
Technology Services Officer	-	-	1.00	1.00	-
Technology Support Coordinator	-	-	2.00	3.00	1.00
Technology Support Specialist	-	-	1.00	1.00	-
Technology Support Specialist Senior	-	-	-	2.00	2.00
Technology Support Supervisor	-	-	1.00	1.00	-
Training Specialist	7.00	7.00	7.00	7.00	-
Treatment Operations Coordinator	1.00	1.00	1.00	2.00	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	4.00	3.00	5.00	6.00	1.00
Treatment Plant Mechanic II	19.00	16.00	15.00	15.00	-
Treatment Plant Mechanic III	9.00	13.00	6.00	8.00	2.00
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	7.00	6.00	-1.00
Utilities Planner Scheduler	8.00	8.00	8.00	9.00	1.00
Utilities Residuals Coordinator	-	1.00	1.00	1.00	-
Utilities Safety & Security Manager	-	-	-	1.00	1.00
Utilities Services Manager	3.00	3.00	3.00	3.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Utilities Services Tech	5.00	5.00	5.00	5.00	-
Utilities Technician I	60.00	62.00	58.00	60.00	2.00
Utilities Technician II	70.00	65.00	69.00	67.00	-2.00
Utilities Technician III	-	2.00	2.00	2.00	-
Wastewater Chief Treatment Plant Operator	7.00	7.00	7.00	7.00	-
Wastewater Treatment Plant Operator I	3.00	3.00	3.00	3.00	-
Wastewater Treatment Plant Operator II	3.00	5.00	4.00	3.00	-1.00
Wastewater Treatment Plant Operator III	4.00	3.00	6.00	5.00	-1.00
Wastewater Treatment Plant Operator IV	36.00	36.00	35.00	36.00	1.00
Wastewater Treatment Plant Operator IV Senior	16.00	15.00	14.00	15.00	1.00
Wastewater Treatment Plant Supervisor	6.00	6.00	6.00	6.00	-
Water Chief Treatment Plant Operator	7.00	9.00	9.00	9.00	-
Water Meter Repair Technician	9.00	9.00	9.00	8.00	-1.00
Water Quality Program Administrator	4.00	3.00	3.00	3.00	-
Water Quality Program Specialist	6.00	6.00	6.00	6.00	-
Water Quality Technician II	10.00	10.00	10.00	10.00	-
Water Quality Technician Lead	2.00	2.00	2.00	2.00	-
Water Service Technician	48.00	47.00	51.00	52.00	1.00
Water Treatment Plant Operator A	18.00	20.00	19.00	22.00	3.00
Water Treatment Plant Operator B	7.00	2.00	3.00	1.00	-2.00
Water Treatment Plant Operator C	2.00	3.00	3.00	7.00	4.00
Water Treatment Plant Supervisor	2.00	2.00	2.00	2.00	-
Water Treatment Plant Supervisor Senior	1.00	1.00	1.00	1.00	-
Department Total FTE	997.00	997.00	1,019.00	1,050.00	31.00

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 2020	FY 2021	FY 2022	FY 2023	Percent Change FY 2022 FY 2023
	Actual	Actual	Adopted	Proposed	
Operating Revenues					
Transfer from CLT Water Operating	\$149,632,468	\$144,605,408	\$139,119,475	\$137,536,058	-1.1 %
Transfer from CLT Water Capital	\$528,016	-	\$301,595	-	-100.0 %
Premium from Sale of Bonds	\$14,995,293	\$65,208,792	-	-	0.0 %
Proceeds-Lease Purchases	\$38,000	-	-	-	0.0 %
Proceeds from Refunding	\$58,750,000	\$333,445,000	-	-	0.0 %
Interest on Investments	\$12,695	\$14,660	-	-	0.0 %
Other Interest	\$11,568	-\$709	-	-	0.0 %
Total Revenue	\$223,968,040	\$543,273,151	\$139,421,070	\$137,536,058	-1.4 %
Operating Expenditures					
Bond Retirement	\$77,909,097	\$176,763,305	\$70,391,007	\$70,969,105	0.8 %
Interest on Bonds	\$63,042,808	\$57,764,980	\$58,920,699	\$55,240,017	-6.2 %
Bank Charges	\$676,274	\$646,719	\$836,253	\$808,611	-3.3 %
Cost of Bond Sales	\$499,675	\$1,678,354	\$210,000	\$250,000	19.0 %
Equipment Lease - Purchase	\$5,932,277	\$6,880,408	\$7,113,358	\$8,276,023	16.3 %
Principal Equipment Lease - Purchase Interest State Revolving	\$608,380	\$559,057	\$568,199	\$433,545	-23.7 %
Loan Principal State Revolving Loan	\$226,365	\$1,270,462	\$1,270,462	\$1,453,512	14.4 %
Interest Payment to Escrow Agent	-	\$131,516	\$111,092	\$105,245	-5.3 %
Reserved for Future Years	\$73,275,000	\$297,055,000	-	-	0.0 %
	\$1,798,164	\$523,350	-	-	0.0 %
Total Expenditures	\$223,968,040	\$543,273,151	\$139,421,070	\$137,536,058	-1.4 %

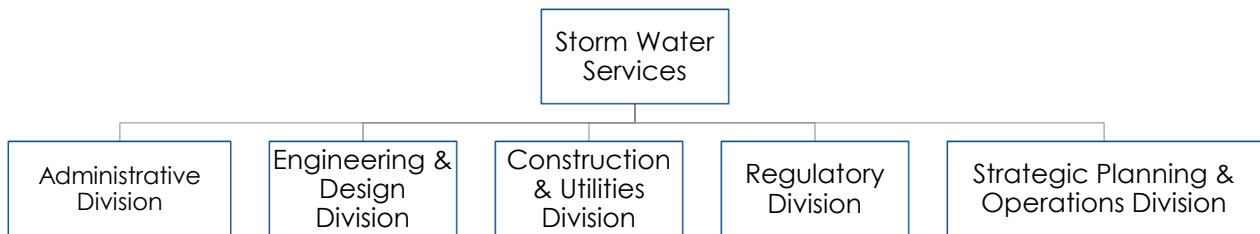
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted ¹	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Charges for Storm Water Fees	\$73,281,435	\$74,317,082	\$75,256,010	\$77,442,150	2.9 %
Investment Earnings	\$745,699	-\$1,118,920	-	-	0.0 %
Regulatory Services Fees	-	-	\$2,328,190	\$2,460,000	5.7 %
Expedited Plan Review	-	-	\$300,000	\$350,000	16.7 %
Other	\$62,738	\$152,044	-	-	0.0 %
Fund Balance	\$9,601,061	\$10,232,897	\$7,673,953	-	-100.0 %
Total Revenues	\$83,690,933	\$83,583,102	\$85,558,153	\$80,252,150	-6.2 %
Expenditures					
Personnel Services	\$14,216,778	17,566,442	\$22,578,819	\$25,587,277	13.3 %
Operating Expenses	\$7,775,326	8,866,225	\$12,047,151	\$11,609,417	-3.6 %
Department Charges	-\$12,670,984	-\$12,341,277	-\$12,262,229	-\$12,724,141	-3.8 %
Transfer to CIP	\$61,000,000	\$55,000,000	\$45,000,000	\$36,000,000	-20.0 %
Transfer to Debt Service	\$13,369,813	\$14,491,712	\$18,194,412	\$18,609,990	2.3 %
Reserved for Future Years	-	-	-	\$1,169,607	100.0 %
Total Expenditures	\$83,690,933	\$83,583,102	\$85,558,153	\$80,252,150	-6.2 %

¹ FY 2022, included 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 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase for hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$647,469
<p>Adjust funds for vehicle purchases</p> <p>Adjust funds for vehicle purchases based on FY 2023 Fleet plan. FY 2022 included additional funds to purchase vehicles for staff.</p>	-	-\$1,600,000
<p>Adjust construction management process support</p> <p>Eliminate the consultant program developer supporting the construction management application. The duties of the contract will be absorbed by Storm Water staff.</p>	-	-\$240,000
<p>Implement long-term stewardship for surface water quality</p> <p>Start long-term stewardship to inspect, maintain, and repair stormwater control measures (SCMs), stream restoration enhancements, and pond retrofits.</p>	-	\$1,000,000
<p>Support project management, strategic planning, and business operations</p> <p>Provide funds for additional positions that will support capital projects and will help manage drainage-assets, through risk prioritization, and other business operations. The costs of the positions are partially funded by the Capital Investment Plan.</p>	7.00	\$646,692
<p>Support regulatory compliance and reviews</p> <p>Add positions to comply with the requirements of the Federal Clean Water Act and increase capacity to review and inspect private residential and commercial development activities for stormwater regulations.</p>	6.00	\$622,637
<p>Advance strategic planning efforts</p> <p>Advance inventory, asset management practices, and watershed modeling efforts to develop and improve long-term planning, renewal strategies and capital needs assessment.</p>	-	\$580,000
<p>Adjust funding for Enterprise Resource Planning</p> <p>Adjust funding to provide contribution toward replacing the city's current Enterprise Resource Planning (ERP) solutions.</p>	-	\$400,126

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
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. This action also includes an increase in reserve for future years.	-	-\$7,830,393
Adjust contribution to debt service program 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. This is a routine adjustment that occurs at the beginning of each budget cycle.	-	\$415,578
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 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.	-	\$111,895
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.	-	\$140,360
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$200,367
Net Change	13.00	-\$5,306,003

Performance Measure Highlights

Objective	Measure	FY 2021 Actual	FY 2022 Target	FY 2023 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	27.4 miles completed between FY 2019- FY 2021	≥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	1,371 acres completed between FY 2019- FY 2021	≥100 acres over 3 years	≥100 acres over 3 years
	Number of feet of impaired stream improvements	25,447 feet completed between FY 2019- FY 2021	≥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	Complete the review	Target complete in FY 2022

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Administrative Officer I	-	1.00	1.00	1.00	-
Administrative Officer II	1.00	1.00	-	-	-
Administrative Officer III	1.00	1.00	2.00	2.00	-
Administrative Officer IV	1.00	1.00	1.00	2.00	1.00
Administrative Officer V	1.00	1.00	1.00	1.00	-
Application Administrator Senior	-	-	-	1.00	1.00
Arborist	1.00	2.00	2.00	2.00	-
Business Systems Analyst	-	-	-	1.00	1.00
Business System Specialist Associate	1.00	1.00	1.00	-	-1.00
Business System Specialist Intermediate	2.00	-	-	-	-
Business Systems Specialist	-	2.00	2.00	-	-2.00
Business Systems Specialist Lead	1.00	1.00	1.00	-	-1.00
Business Systems Manager	1.00	1.00	-	-	-
CCTV Crew Chief	1.00	1.00	2.00	2.00	-
CCTV Technician	1.00	1.00	2.00	2.00	-
Contract Admin Specialist	-	1.00	-	-	-
Construction Inspector	34.00	33.00	32.00	32.00	-
Construction Inspector Senior	10.00	10.00	11.00	11.00	-
Construction Manager	4.00	4.00	5.00	5.00	-
Construction Supervisor	7.00	7.00	7.00	9.00	2.00
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	5.00	6.00	1.00
Engineering Division Manager	1.00	1.00	2.00	4.00	2.00
Engineering Program Manager ¹	5.00	5.00	6.00	6.00	-
Engineering Project Coordinator	10.00	10.00	10.00	9.00	-1.00
Engineering Project Manager	33.00	33.00	42.00	42.00	-
Erosion Coordinator ¹	-	-	6.00	6.00	-
GIS Analyst	-	-	-	2.00	2.00
GIS Coordinator	1.00	1.00	1.00	-	-1.00
GIS Supervisor	1.00	1.00	1.00	2.00	1.00
GIS Technician	5.00	5.00	5.00	5.00	-
Management Analyst	-	-	-	1.00	1.00
Planner	-	-	1.00	-	-1.00
Public Information Specialist Senior	3.00	3.00	3.00	4.00	1.00
Public Service Coordinator	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
Real Estate Agent II	1.00	1.00	1.00	1.00	-
Senior Engineer ¹	7.00	7.00	12.00	13.00	1.00
Senior Engineering Project Manager	13.00	14.00	15.00	16.00	1.00
Software Developer	-	-	-	1.00	1.00
Utilities Business Manager	-	-	-	1.00	1.00
Utilities Engineering Manager	-	-	-	1.00	1.00
Utilities Operations Manager	-	-	-	1.00	1.00
Water Quality Modeler	1.00	1.00	1.00	1.00	-
Water Quality Program Administrator ¹	3.00	5.00	6.00	6.00	-
Water Quality Program Manager	1.00	1.00	1.00	1.00	-
Water Quality Program Specialist	5.00	3.00	3.00	4.00	1.00
Web Content Administrator	1.00	1.00	1.00	1.00	-
Wetland Specialist	1.00	2.00	3.00	3.00	-
Department Total FTE	171.00	175.00	208.00¹	221.00	13.00

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

Storm Water Services Debt Service Fund

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

Revenues	FY 2020	FY 2021	FY 2022	FY 2023	Percent
	Actual	Actual	Adopted	Proposed	Change FY 2022 FY 2023
Transfer from Storm Water Operating	\$13,369,813	\$14,491,712	\$18,194,412	\$18,609,990	2.3%
Transfer from Storm Water Capital	\$112,158	-	-	-	0.0%
Proceeds from Refunding	-	\$104,705,000	-	-	0.0%
Premium on Sale of Debt	-	\$10,966,192	\$200,000	-	-100.0%
Total Revenues	\$13,481,971	\$130,162,904	\$18,394,412	\$18,609,990	1.2%
Expenditures					
Bond Retirement	\$6,482,026	\$121,797,519	\$9,144,472	\$9,766,779	6.8%
Interest on Bonds	\$6,923,608	\$7,878,240	\$8,992,940	\$8,586,211	-4.5%
Cost of Bond Sale	-	\$668,285	\$200,000	\$200,000	0.0%
Fees	\$17,943	\$17,237	\$57,000	\$57,000	0.0%
Reserved for Future Years	\$58,392	-	-	-	0.0%
Total Expenditures	\$13,481,970	\$130,361,281	\$18,394,412	\$18,609,990	1.2%



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**NONGENERAL FUNDS
INTERNAL SERVICE
FUNDS**



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Mission Statement

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

Fund Overview

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

Budget Overview

	FY 2020 Actual	FY 2021 ¹ Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Operating Revenues	\$123,138,154	\$111,923,039	\$117,753,130	\$127,956,261	8.7%
Fund Balance	-	\$17,058,251	\$9,521,500	\$14,858,220	56.0%
Total Revenues	\$123,138,154	\$128,981,290	\$127,274,630	\$142,814,481	12.2%
Expenditures					
Operating Expenditures	\$115,073,124	\$128,981,290	\$127,274,630	\$142,814,481	12.2%
Reserved for Future Years	\$8,065,030	-	-	-	0.0%
Total Expenditures	\$123,138,154	\$128,981,290	\$127,274,630	\$142,814,481	12.2%

¹FY 2021 includes the correction of \$5 million of FY 2020 expenditures that had been erroneously charged to the city's OPEB fund.

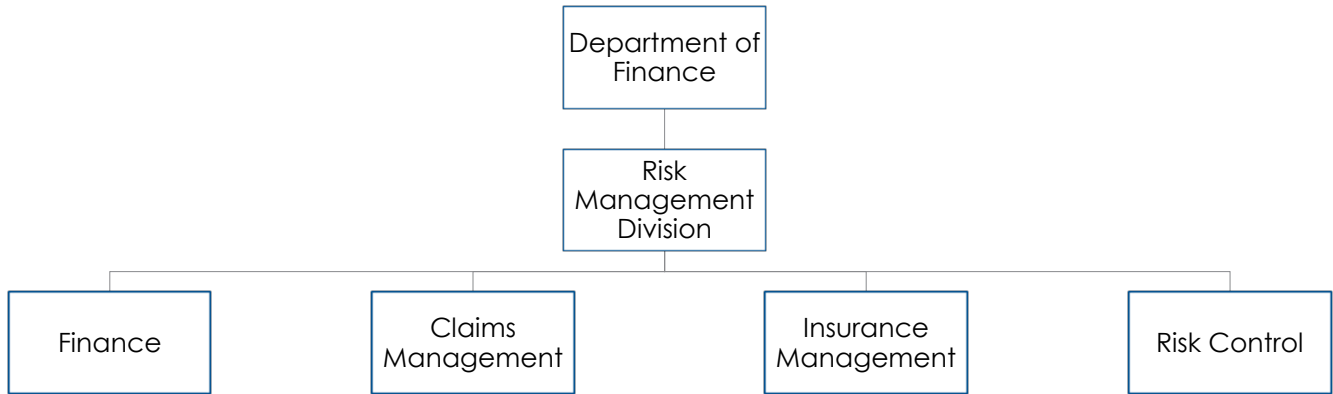
Mission Statement

To provide a safe environment for our employees and residents 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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Revenues					
Operating Revenues	\$26,392,814	\$26,176,814	\$28,566,512	\$31,659,675	10.8 %
Fund Balance	\$618,466	\$5,896,613	\$3,247,000	\$6,938,066	113.7 %
Total Revenues	\$27,011,280	\$32,073,427	\$31,813,512	\$38,597,741	21.3 %
Expenditures					
Operating Expenditures	\$27,011,280	\$32,073,427	\$31,813,512	\$38,597,741	21.3 %
Total Expenditures	\$27,011,280	\$32,073,427	\$31,813,512	\$38,597,741	21.3 %

FY 2023 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2023 which includes: An eight percent increase hourly general employees (four percent increase in both July and January); a four percent merit pool for salaried employees; and a three percent market adjustment (1.5 percent increase in both July and January) plus a step increase of 2.5 to five percent for all eligible public safety pay plan employees.</p>	-	\$39,456
<p>Transfer Customer/Revenue Service Assistant from Finance</p> <p>Transfer a Customer/Revenue Service Assistant position from a General Fund division of Finance to the Risk Management division of Finance which is in an internal service fund. The position was reclassified to Claims Assistant to reflect new roles and responsibilities as a result of the transfer. There is a corresponding entry in Finance.</p>	1.00	\$65,402
<p>Adjust funding for cost increases in insurance and projected loss claims</p> <p>Provide funds for increases in insurance premiums charged to the city by third-party insurance carriers, self-insured losses as projected by the city's actuary, and other administrative costs.</p>	-	\$6,202,390
<p>Adjust funding for Enterprise Resource Planning</p> <p>Technical adjustment to funding to provide contribution toward replacing the city's current Enterprise Resource Planning (ERP) solutions.</p>	-	\$87,729
<p>Update costs for General Fund services</p> <p>Technical adjustment to update the reimbursement for central support services provided by the General Fund.</p>	-	\$314,103
<p>Update Personnel Expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2022. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 0.75 percent for general employees and 1.0 percent for Law Enforcement Officers.</p>	-	\$66,430
<p>Update healthcare expenditures</p> <p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2023. This action will not impact the cost of health insurance for employees.</p>	-	\$24,031

FY 2023 Adjustments (continued)

Budget Action	FTE	Amount
Update Allocations for Internal Service Providers (ISPs)	-	-\$15,312
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	\$6,784,229

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020	FY 2021	FY 2022	FY 2023 Proposed	Change FY 2022 to FY 2023
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	5.00	1.00
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	1.00	1.00	1.00	-
Safety Supervisor	1.00	4.00	4.00	4.00	-
Workers' Compensation Claim Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	23.00	23.00	23.00	24.00	1.00



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**NONGENERAL FUNDS
SPECIAL REVENUE FUNDS**



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Municipal Debt Service Fund

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

	FY 2020	FY 2021	FY 2022	FY 2023	Percent Change FY 2022 FY 2023
	Actual	Actual	Adopted	Proposed	
<u>Revenues</u>					
Property Tax	\$96,817,061	\$100,160,258	\$102,242,297	\$105,108,586	2.8 %
Sales Tax	\$22,784,592	\$25,802,307	\$25,232,578	\$29,716,612	17.8 %
Interest on Investments	\$4,554,690	\$332,418	\$1,606,217	\$771,187	-52.0 %
Contribution from Other Funds					
General Fund - Equipment	\$19,065,411	\$19,065,411	\$19,665,411	\$20,665,411	5.1 %
Powell Bill Fund- Equipment	\$2,500,651	-	\$4,203,351	\$3,925,905	-6.6 %
General CIP	-	\$48,463,104	-	-	0.0 %
PAYGO Fund	-	\$1,200,000	\$1,200,000	-	-100.0 %
Proceeds from Lease Purchases	\$350,715,683	-	\$750,000	\$750,000	0.0 %
Other	\$2,159,367	\$283,332	\$1,544,000	\$350,000	-77.3 %
Fund Balance	\$85,785,235	\$30,537,173	-	-	0.0 %
Total Revenues	\$584,382,690	\$225,844,003	\$156,443,854	\$161,287,701	3.1 %
<u>Expenditures</u>					
Bonds					
Principal	\$52,973,877	\$53,889,175	\$64,762,852	\$64,620,173	-0.2 %
Interest	\$31,415,628	\$26,517,786	\$34,446,989	\$31,608,806	-8.2 %
Certificates of Participation					
Principal	\$10,515,047	\$50,415,000	\$6,610,000	\$10,975,000	66.0 %
Interest	\$8,259,052	\$10,740,576	\$10,531,716	\$9,966,150	-5.4 %
Bank Charges and Other	\$134,028	\$845,707	\$3,118,241	\$2,250,000	-27.8 %
Contribution to: ¹					
General Fund	\$122,859	\$122,859	\$122,859	\$122,859	0.0 %
General Equipment	\$25,086,235	\$26,238,885	\$24,261,090	\$23,811,026	-1.9 %
Powell Bill Equipment	\$3,665,000	\$4,259,710	\$1,764,970	\$998,100	-43.4 %
Capital Projects Fund	\$101,951,235	\$36,960,017	\$1,700,000	\$7,800,000	358.8 %
Cultural Facilities Operating Fund	\$319,564	\$321,288	\$321,288	\$321,288	0.0 %
OPEB	-	\$15,533,000	-	-	0.0 %
Lease Purchase Cost	\$349,940,165	-	-	\$750,000	100.0 %
Reserved for Future Years	-	-	\$8,803,849	\$8,064,299	-8.4 %
Total Expenditures	\$584,382,690	\$225,844,003	\$156,443,854	\$161,287,701	3.1 %

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

Convention Center Tax Fund

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

	FY 2020	FY 2021	FY 2022	FY 2023	Percent Change FY 2022 FY 2023
Revenues	Actual	Actual	Adopted	Proposed	
Taxes					
Occupancy	\$18,127,929	\$11,890,644	\$15,536,873	\$24,081,912	55.0 %
Prepared Food & Beverage Tax	\$31,650,169	\$32,173,891	\$32,446,938	\$43,958,550	35.5 %
Total Taxes	\$49,778,098	\$44,064,535	\$47,983,811	\$68,040,462	41.8 %
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	\$1,359,249	\$213,918	\$517,370	\$329,091	-36.4 %
Fund Balance	\$11,944,474	\$11,623,237	\$9,344,803	-	-100.0 %
Total Revenues and Fund Balance	\$64,081,821	\$56,901,690	\$58,845,984	\$69,369,553	17.9 %
Expenditures					
Promotion and Marketing	\$8,997,611	\$10,172,636	\$11,511,788	\$10,207,524	-11.3 %
Business Development	\$2,270,086	\$2,338,189	\$2,408,334	\$2,480,549	3.0 %
Contributions for Convention Center:					
Operating Allocation	\$8,726,612	\$9,309,443	\$9,759,715	\$10,078,501	3.3 %
Capital Items	-	\$1,820,999	\$2,225,000	\$2,375,000	6.7 %
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 %
General Tourism	\$4,299,843	\$3,908,976	\$3,319,906	\$4,545,783	36.9 %
Transfer to Other Funds:					
Convention Center Debt Service	\$37,637,669	\$26,951,447	\$27,471,241	\$24,479,811	-10.9 %
General Fund-Stadium Traffic Control	\$250,000	\$500,000	\$250,000	\$250,000	0.0 %
Reserved for Future Years	-	-	-	\$13,052,385	100.0 %
Total Expenditures	\$64,081,821	\$56,901,690	\$58,845,984	\$69,369,553	17.9 %

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 2020	FY 2021	FY 2022	FY 2023	Percent Change FY 2022 FY 2023
	Actual	Actual	Adopted	Proposed	
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$37,637,670	\$26,951,447	\$27,471,241	\$24,479,811	-10.9 %
Fund Balance	\$47,068	\$10,497	-	-	0.0 %
Total Revenues	\$37,684,738	\$26,961,944	\$27,471,241	\$24,479,811	-10.9 %
<u>Expenditures</u>					
Debt Retirement	\$28,892,472	\$19,435,000	\$20,055,000	\$16,715,000	-16.7 %
Interest on Debt	\$8,772,258	\$7,485,793	\$7,331,491	\$7,680,061	4.8 %
Bank Charges and Other	\$20,007	\$41,151	\$84,750	\$84,750	0.0 %
Total Expenditures	\$37,684,738	\$26,961,944	\$27,471,241	\$24,479,811	-10.9 %

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 2020	FY 2021	FY 2022	FY 2023	Percent Change
	Actual	Actual	Adopted	Proposed	FY 2022 FY 2023
Revenues					
Occupancy Tax	\$9,819,540	\$6,247,147	\$8,059,652	\$19,197,338	138.2 %
Rental Car Tax	\$3,206,800	\$3,020,765	\$3,497,061	\$4,493,320	28.5 %
Interest on Investments	\$2,047,000	\$225,248	\$757,029	\$334,982	-55.8 %
Mint Museum Energy Repayment	\$100,000	\$91,667	\$83,000	\$83,000	0.0 %
Contribution from Charlotte Hornets	\$1,071,412	\$1,094,982	\$1,119,732	\$1,100,000	-1.8 %
Contribution from Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Transfers from General Capital Pay-As-You-Go ¹	\$8,499,470	\$6,672,280	\$8,185,288	\$11,065,862	35.2 %
Transfers for Synthetic TIG:					
General Fund	\$1,291,024	\$1,290,373	\$1,290,373	\$1,296,068	0.4 %
Municipal Debt Service Fund	\$319,564	\$321,288	\$321,288	\$321,288	0.0 %
Pay-As-You-Go Fund	\$41,412	\$40,339	\$34,644	\$34,644	0.0 %
Contribution from County ²	\$2,948,040	\$2,948,040	\$2,948,040	\$2,948,040	0.0 %
Miscellaneous	\$2,242,366	\$307,848	-	-	0.0 %
Fund Balance	\$1,528,000	\$10,935,990	\$5,636,597	\$82,206	-98.5 %
Total Revenues	\$33,165,322	\$33,246,662	\$31,983,398	\$41,007,442	28.2 %
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	\$2,144,000	\$2,191,000	\$2,240,705	\$2,200,000	-1.8 %
Ovens/Bojangles Maintenance ³	\$400,000	\$2,200,000	\$2,150,000	\$4,095,000	90.5 %
Cultural Facilities Maintenance	\$2,771,000	\$4,714,344	\$3,867,456	\$3,950,317	2.1 %
Special Projects	\$1,785,000	\$1,650,000	\$79,000	-	-100.0 %
CRVA Tourism Marketing ⁴	-	-	-	\$6,224,864	100.0 %
Contributions to Debt Service:					
Tourism Debt Service Fund	\$17,741,493	\$14,153,620	\$15,256,305	\$16,144,079	5.8 %
Cultural Facilities Debt Service Fund	\$7,641,047	\$7,654,916	\$7,707,150	\$7,710,400	0.0 %
Total Expenditures	\$33,165,322	\$33,246,662	\$31,983,398	\$41,007,442	28.2 %

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

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

³ Includes carryforward expenses totaling \$1,695,000 from previous year.

⁴ This adjustment reflects an accounting change rather than a change in the city's partnership with the CRVA. Rather than transfer occupancy tax revenues from the Tourism Fund to the General Fund then make payment to CRVA in the General Fund, these transactions will now be entirely accounted for in the Tourism Fund.

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 2020	FY 2021	FY 2022	FY 2023	Percent Change FY 2022 FY 2023
	Actual	Actual	Adopted	Proposed	
<u>Revenues</u>					
Tourism Operating Fund	\$17,741,493	\$14,153,620	\$15,256,305	\$16,144,079	5.8 %
Interest on Investments	\$1,000	-	-	-	0.0 %
Total Revenues	\$17,742,493	\$14,153,620	\$15,256,305	\$16,144,079	5.8 %
<u>Expenditures</u>					
Debt Retirement	\$11,492,056	\$8,775,000	\$9,115,000	\$9,465,000	3.8 %
Interest on Debt	\$5,550,806	\$4,829,158	\$5,296,305	\$5,834,079	10.2 %
Bank Charges and Other	\$699,631	\$549,462	\$845,000	\$845,000	0.0 %
Total Expenditures	\$17,742,493	\$14,153,620	\$15,256,305	\$16,144,079	5.8 %

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 2020	FY 2021	FY 2022	FY 2023	Percent Change FY 2022 FY 2023
	Actual	Actual	Adopted	Proposed	
<u>Revenues</u>					
Tourism Operating Fund	\$7,641,047	\$7,654,916	\$7,707,150	\$7,710,400	0.0 %
Fund Balance	\$1,000	-	-	-	0.0 %
Total Revenues	\$7,642,047	\$7,654,916	\$7,707,150	\$7,710,400	0.0 %
<u>Expenditures</u>					
Debt Retirement	\$2,970,000	\$3,080,000	\$3,235,000	\$3,400,000	5.1 %
Interest on Debt	\$4,665,445	\$4,556,150	\$4,402,150	\$4,240,400	-3.7 %
Bank Charges and Other	\$6,603	\$18,766	\$70,000	\$70,000	0.0 %
Total Expenditures	\$7,642,047	\$7,654,916	\$7,707,150	\$7,710,400	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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
<u>Revenues</u>					
Occupancy Tax	\$12,043,912	\$7,888,599	\$10,237,673	\$14,741,095	44.0 %
Interest on Investments	\$707,930	\$61,492	\$254,490	\$147,402	-42.1 %
Fund Balance	\$288,182	\$3,967,114	\$4,003,187	\$1,150,058	-71.3 %
Total Revenues	\$13,040,024	\$11,917,205	\$14,495,350	\$16,038,555	10.6 %
<u>Expenditures</u>					
Transfer to Debt Service	\$8,559,310	\$9,586,594	\$9,770,350	\$9,465,705	-3.1 %
Transfer to Capital Projects	-	-	\$1,500,000	\$1,300,000	-13.3 %
Contributions:					
Maintenance & Repair Allocation	\$3,980,714	\$830,612	\$3,225,000	\$3,681,500	14.2 %
Maintenance & Repair Reserve Deposit	\$500,000	\$1,500,000	-	\$1,591,350	100.0 %
Total Expenditures	\$13,040,024	\$11,917,205	\$14,495,350	\$16,038,555	10.6 %

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
<u>Revenues</u>					
Hall of Fame Tax Fund	\$8,559,310	\$9,586,594	\$9,770,350	\$9,465,705	-3.1%
Fund Balance	\$730,714	-	-	-	0.0%
Total Revenues	\$9,290,024	\$9,586,594	\$9,770,350	\$9,465,705	-3.1%
<u>Expenditures</u>					
Debt Retirement	\$3,280,000	\$3,475,000	\$3,665,000	\$3,870,000	5.6%
Interest on Debt	\$5,147,700	\$4,847,552	\$4,980,350	\$4,470,705	-10.2%
Bank Charges and Other	\$862,324	\$1,264,042	\$1,125,000	\$1,125,000	0.0%
Total Expenditures	\$9,290,024	\$9,586,594	\$9,770,350	\$9,465,705	-3.1%

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
<u>Revenues</u>					
Federal Grants	\$5,619,275	\$6,887,645	\$10,149,440	\$14,684,811	44.7 %
State Grants	\$450,570	\$515,406	\$614,044	\$1,282,632	108.9 %
Contributions	\$1,374,428	\$1,218,899	\$4,030,878	\$4,830,403	19.8 %
Assets Forfeiture	\$1,750,000	\$1,350,000	\$1,250,000	\$4,200,000	236.0 %
Contribution from Other Funds	\$310,780	\$434,217	\$451,659	\$610,600	35.2 %
Total Revenues	\$9,505,053	\$10,406,167	\$16,496,021	\$25,608,446	55.2 %
<u>Expenditures</u>					
Police					
Diversions Projects	\$132,944	\$200,706	\$205,000	\$392,193	91.3 %
DUI/Salaries	\$197,598	\$198,940	\$206,000	\$205,000	-0.5 %
Forensics and Analysis	\$0	\$0	\$1,000	\$500	-50.0 %
Grants Salaries and Benefits	\$1,847,666	\$1,241,622	\$1,355,000	\$2,975,000	119.6 %
Federal Task Force	\$127,449	\$170,702	\$135,000	\$175,000	29.6 %
Federal Initiatives	\$280,441	\$138,070	\$139,000	\$150,000	7.9 %
JAG Grants	\$591,173	\$554,609	\$550,000	\$625,000	13.6 %
Youth/Community Initiatives	\$953,416	\$808,600	\$755,000	\$1,180,000	56.3 %
AF Equipment and Services	\$1,750,000	\$1,350,000	\$1,250,000	\$4,200,000	236.0 %
Fire					
Emergency Management	\$149,000	\$149,000	\$449,000	\$319,000	-29.0 %
Emergency Response	\$300,000	\$1,414,580	\$1,274,580	\$1,243,062	-2.5 %
Medical Response	\$3,418	\$3,500	\$4,000	\$5,000	25.0 %
Urban Area Security Initiative	-	-	\$2,800,000	\$4,000,000	42.9 %
Transportation					
Unified Planning Work Program	\$2,765,829	\$3,768,430	\$4,381,075	\$5,962,948	36.1 %
Metrolina Regional Travel Demand	\$166,467	\$109,811	\$166,366	\$887,743	433.6 %
Signal Improvements	-	-	\$2,500,000	\$3,000,000	20.0 %
Community Relations					
Fair Housing	\$106,450	\$94,441	\$105,000	\$153,000	45.7 %
Dispute Settlement	\$78,670	\$164,768	\$100,000	\$80,000	-20.0 %
Community Programs	\$54,532	\$38,388	\$120,000	\$55,000	-54.2 %
Total Expenditures	\$9,505,053	\$10,406,167	\$16,496,021	\$25,608,446	55.2 %

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.

Revenues	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Housing Opportunities for Persons with AIDS (HOPWA) Grant	\$2,036,306	\$2,834,662	\$3,029,512	\$3,029,512	0.0%
Double Oaks Loan Repayment	\$730,668	\$737,667	\$2,885,900	-	-100.0%
Emergency Solutions Grant	\$647,298	\$556,334	\$509,569	\$509,569	0.0%
Continuum of Care	\$82,519	-	-	-	0.0%
Bank of America Youth Grant	\$102,700	\$301,984	\$122,700	\$122,700	0.0%
Miscellaneous Revenues	\$807,921	\$3,458,275	\$250,000	\$250,000	0.0%
Sub-Total Neighborhood Development Grants Fund	\$4,407,412	\$7,888,921	\$6,797,681	\$3,911,781	-42.5%
Federal HOME Investment Partnership Grant (HOME)	\$1,501,214	\$622,232	\$3,191,443	\$3,191,443	0.0%
HOME Program Income	\$971,177	\$1,002,019	\$600,000	\$600,000	0.0%
Transfer from Other Funds:					
HOME Grant Local Match	\$743,028	\$810,302	-	-	0.0%
Sub-Total HOME Fund	\$3,215,419	\$2,434,552	\$3,791,443	\$3,791,443	0.0%
Federal Community Development Block Grant (CDBG)	\$4,320,199	\$3,852,522	\$5,866,405	\$5,866,405	0.0%
CDBG Program Income	\$559,313	\$385,625	\$300,000	\$300,000	0.0%
Sub-Total CDBG Fund	\$4,879,512	\$4,238,147	\$6,166,405	\$6,166,405	0.0%
Workforce Innovation and Opportunity Act (WIOA) Adult	\$3,268,962	\$2,448,033	\$2,166,792	-	-100.0%
WIOA Administration	\$694,514	\$715,821	\$709,703	-	-100.0%
WIOA Youth	\$2,302,657	\$2,092,331	\$2,324,811	-	-100.0%
WIOA Dislocated Worker	\$1,327,830	\$1,571,882	\$1,895,726	-	-100.0%
Miscellaneous Grants	\$620,944	\$655,791	\$500,000	-	-100.0%
Sub-Total WIOA Fund¹	\$8,214,907	\$7,483,857	\$7,597,032	-	-100.0%
Total Revenues for Consolidated Housing and Neighborhood Grants Funds	\$20,717,250	\$22,045,478	\$24,352,561	\$13,869,629	-43.0%

¹Beginning in FY 2023, WIOA grant revenues will be distributed directly to Charlotte Works.

Consolidated Housing and Neighborhood Grants Funds

Expenditures	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
Housing Opportunities for Persons with AIDS	\$2,036,306	\$2,613,415	\$3,029,512	\$3,029,512	0.0%
Emergency Solutions Programs	\$647,298	\$556,334	\$509,569	\$509,569	0.0%
Continuum of Care	\$82,489	-	-	-	0.0%
Double Oaks Loan Repayment	\$1,702,598	\$114,767	\$2,885,900	-	-100.0%
Bank of America Youth Grant	-	\$281,064	\$122,700	\$122,700	0.0%
Miscellaneous Programs	\$742,076	\$689,798	\$250,000	\$250,000	0.0%
Sub-Total Neighborhood Development Grants Fund	\$5,210,767	\$4,255,377	\$6,797,681	\$3,911,781	-42.5%
Sub-Total HOME Fund	\$3,215,419	\$2,396,578	\$3,791,443	\$3,791,443	0.0%
Sub-Total CDBG Fund	\$4,028,789	\$3,921,071	\$6,166,405	\$6,166,405	0.0%
Education and Training Courses	\$3,268,962	\$2,448,033	\$2,166,792	-	-100.0%
Contribution to Workforce Development	\$694,514	\$715,821	\$709,703	-	-100.0%
Summer and Year-Round Youth Programs	\$2,302,657	\$2,092,331	\$2,324,811	-	-100.0%
Dislocated Worker Contract	\$1,327,830	\$1,571,882	\$1,895,726	-	-100.0%
Miscellaneous Programs	\$620,944	\$655,791	\$500,000	-	-100.0%
Sub-Total WIOA Fund¹	\$8,214,907	\$7,483,857	\$7,597,032	-	-100.0%
Total Expenditures for Consolidated Housing and Neighborhood Grants Funds	\$20,669,882	\$18,056,884	\$24,352,561	\$13,869,629	-43.0%

¹Beginning in FY 2023, WIOA grant expenditures will be made directly by Charlotte Works.

Emergency Telephone System Fund

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

	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
<u>Revenues</u>					
NC 911 Fund Distribution	\$2,735,351	\$2,831,804	\$2,500,000	\$2,865,000	14.6 %
Interest Earnings	\$131,697	\$65,009	\$50,000	\$65,000	30.0 %
Total Revenues	\$2,867,048	\$2,896,813	\$2,550,000	\$2,930,000	14.9 %
<u>Expenditures</u>					
911 Line Charges and Equipment	\$838,590	\$1,354,899	\$750,000	\$1,400,000	86.7 %
Software	\$871,632	\$550,536	\$750,000	\$580,500	-22.6 %
Hardware	\$195,751	\$184,045	\$225,000	\$200,000	-11.1 %
Training	\$15,480	\$16,757	\$20,000	\$17,500	-12.5 %
Implementation of Projects	\$229,754	\$237,045	\$230,000	\$235,000	2.2 %
Charlotte Fire Secondary PSAP	\$29,321	\$44,048	\$42,000	\$62,000	47.6 %
County Medic Secondary PSAP	\$472,821	\$258,899	\$333,000	\$370,000	11.1 %
Reserved for Future Years	\$213,699	\$250,584	\$200,000	\$65,000	-67.5 %
Total Expenditures	\$2,867,048	\$2,896,813	\$2,550,000	\$2,930,000	14.9 %

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 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	Percent Change FY 2022 FY 2023
<u>Revenues</u>					
State Powell Bill Distribution	\$20,519,618	\$13,679,745 ¹	\$19,814,612 ²	\$13,679,745	-31.0 %
Transfer from General Fund	\$4,261,000	-	-	\$1,000,000	100.0 %
Transfer from PAYGO	-	-	-	\$2,500,000	100.0 %
Interest on Investments	\$272,310	-\$21,964	\$50,000	\$50,000	0.0 %
Sale of Used Vehicles	\$254,350	\$368,550	-	-	0.0 %
Fund Balance	\$373,094	\$146,712	\$650,000	\$669,500	3.0 %
Total Revenues	\$25,680,372	\$14,173,043	\$20,514,612	\$17,899,245	-12.7 %
<u>Expenditures</u>					
Contracted Resurfacing	\$13,719,175	\$9,019,324	\$10,987,330	\$11,019,500	0.3 %
Repairs by City Forces	\$6,652,691	\$2,251,861	\$2,240,012	\$1,414,069	-36.9 %
Equipment Rent/Purchase	\$961,142	\$960,283	\$750,000	-	-100.0 %
Street Drainage Maintenance	\$50,024	\$163,457	\$160,860	\$160,860	0.0 %
Traffic Control Improvements	\$623,786	\$624,366	\$623,786	\$744,286	19.3 %
Snow Removal	\$35,630	\$16,479	-	\$134,625	100.0 %
Physical Inventory of Streets	-	-	\$12,000	-	-100.0 %
Pavement Management System	-	-	\$400,000	-	-100.0 %
Wheelchair Ramps	-	-	-	\$500,000	100.0 %
Storm Water Program Fees	\$1,137,273	\$1,137,273	\$1,137,273	-	-100.0 %
Lease Purchase Contribution	\$2,500,651	-	\$4,203,351	\$3,925,905	-6.6 %
Total Expenditures	\$25,680,372	\$14,173,043	\$20,514,612	\$17,899,245	-12.7 %

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. To address the decrease in funds, CDOT deferred the Lease Purchase Contribution for one year.

² In November 2021, the State of North Carolina decided to continue the reduced level of funding for municipalities with a population of 400,000 or more for FY 2022 and FY 2023. Actual FY 2022 revenues and expenditures will be reduced correspondingly.

Consolidated Municipal Service Districts

The Proposed FY 2023 Budget includes funding for the six Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, a fourth is located in the South End area, a fifth district is located in the University City area, and the sixth is located in the SouthPark area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

	FY 2020 ¹	FY 2021 ²	FY 2022	FY 2023 ^{3,4}	Percent Change FY 2022 FY 2023
Revenues	Actual	Actual	Adopted	Proposed	
Property Taxes	\$6,809,790	\$7,226,548	\$7,395,394	\$9,092,301	22.9 %
Total Revenues	\$6,809,790	\$7,226,548	\$7,395,394	\$9,092,301	22.9 %
Expenditures					
Contractual Services	\$6,963,842	\$7,220,886	\$7,362,337	\$9,058,252	23.0 %
City Services	\$30,251	\$32,094	\$33,057	\$34,049	3.0 %
Total Expenditures	\$6,994,093	\$7,252,980	\$7,395,394	\$9,092,301	22.9 %

¹ FY 2020 revenues were lower than projected in MSDs 1 and 2, reconciled in FY 2022.

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

³ District 6 (SouthPark) was added in FY 2023.

⁴ As final assessment of the District becomes available, the assessed valuation will be adjusted.

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY 2023 is \$13,835,931,102. The proposed budget includes an MSD tax rate of 1.36¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2020¹ Actual	FY 2021² Actual	FY 2022 Adopted	FY 2023 Proposed
Revenues				
Property Taxes	\$1,685,647	\$1,737,338	\$1,790,087	\$1,862,870
Total Municipal Service District 1 Revenues	\$1,685,647	\$1,737,338	\$1,790,087	\$1,862,870
Expenditures				
Contractual Services	\$1,740,530	\$1,710,889	\$1,790,087	\$1,862,870
Total Municipal Service District 1 Expenditures	\$1,740,530	\$1,710,889	\$1,790,087	\$1,862,870

District 2 (Center City)

Assessed value for FY 2023 is \$5,985,732,257. The proposed budget includes an MSD tax rate of 2.27¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2020¹ Actual	FY 2021² Actual	FY 2022 Adopted	FY 2023 Proposed
Revenues				
Property Taxes	\$1,166,041	\$1,192,495	\$1,276,809	\$1,345,174
Total Municipal Service District 2 Revenues	\$1,166,041	\$1,192,495	\$1,276,809	\$1,345,174
Expenditures				
Contractual Services	\$1,295,461	\$1,213,282	\$1,276,809	\$1,345,174
Total Municipal Service District 2 Expenditures	\$1,295,461	\$1,213,282	\$1,276,809	\$1,345,174

¹ FY 2020 revenues were lower than projected in MSDs 1 and 2 and will be reconciled in FY 2022.

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

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2023 is \$5,906,336,056. The proposed budget includes an MSD tax rate of 3.38¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Revenues				
Property Taxes	\$1,786,942	\$1,889,042	\$1,891,807	\$1,976,378
Total Municipal Service District 3 Revenues	\$1,786,942	\$1,889,042	\$1,891,807	\$1,976,378
Expenditures				
Contractual Services	\$1,756,691	\$1,856,948	\$1,858,750	\$1,942,329
City Services	\$30,251	\$32,094	\$33,057	\$34,049
Total Municipal Service District 3 Expenditures	\$1,786,942	\$1,889,042	\$1,891,807	\$1,976,378

District 4 (South End)

Assessed value for FY 2023 is \$3,404,371,730. The proposed budget includes an MSD tax rate of 3.90¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Revenues				
Property Taxes	\$1,082,617	\$1,271,544	\$1,274,098	\$1,314,428
Total Municipal Service District 4 Revenues	\$1,082,617	\$1,271,544	\$1,274,098	\$1,314,428
Expenditures				
Contractual Services	\$1,082,617	\$1,271,544	\$1,274,098	\$1,314,428
Total Municipal Service District 4 Expenditures	\$1,082,617	\$1,271,544	\$1,274,098	\$1,314,428

District 5 (University City)

Assessed value for FY 2023 is \$4,488,338,593. The proposed budget includes an MSD tax rate of 2.79¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Revenues				
Property Taxes	\$1,088,543	\$1,136,129	\$1,162,593	\$1,239,724
Total Municipal Service District 5 Revenues	\$1,088,543	\$1,136,129	\$1,162,593	\$1,239,724
Expenditures				
Contractual Services	\$1,088,543	\$1,136,129	\$1,162,593	\$1,239,724
Total Municipal Service District 5 Expenditures	\$1,088,543	\$1,136,129	\$1,162,593	\$1,239,724

Municipal Service Districts

District 6 (SouthPark)

Assessed value for FY 2023 is \$3,418,501,784. The proposed budget includes an MSD tax rate of 4.0¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023¹ Proposed
Revenues				
Property Taxes	-	-	-	\$1,353,727
Total Municipal Service District 6 Revenues	-	-	-	\$1,353,727
Expenditures				
Contractual Services	-	-	-	\$1,353,727
Total Municipal Service District 6 Expenditures	-	-	-	\$1,353,727

¹As final assessment of the District becomes available, the assessed valuation will be adjusted.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	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 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
Est. property tax increment	\$183,937	\$193,134	\$202,791	\$212,931	\$223,577	\$1,016,370
Est. STIG Payment	\$82,772	\$86,910	\$91,256	\$95,819	\$100,610	\$457,367

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
Est. property tax increment	\$590,081	\$619,585	\$650,565	\$683,093	\$717,248	\$3,260,572
Est. STIG Payment	\$265,537	\$278,813	\$292,754	\$307,392	\$322,761	\$1,467,257

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
Est. property tax increment	\$315,000	\$330,750	\$347,288	\$364,652	\$382,884	\$1,740,574
Est. STIG Payment	\$283,500	\$297,675	\$312,559	\$328,187	\$344,596	\$1,566,517

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
Est. property tax increment	\$565,493	\$593,768	\$623,456	-	-	\$1,782,718
Est. STIG Payment	\$508,944	\$534,391	\$561,111	-	-	\$1,604,446

Synthetic Tax Increment Grants

Midtown/Pearl Park Redevelopment

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

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
Est. property tax increment	-	\$6,276,436	\$6,590,258	\$6,919,771	\$7,265,759	\$27,052,224
Est. STIG Payment	-	\$2,824,396	\$2,965,616	\$3,113,897	\$3,269,592	\$12,173,501

STIG Projects Combined Total

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
Est. property tax increment	\$3,490,067	\$9,849,229	\$10,249,914	\$10,016,003	\$10,425,024	\$44,030,237
Est. TOTAL STIG Payment	\$2,792,753	\$5,674,185	\$5,875,296	\$5,497,295	\$5,689,559	\$25,529,088

Est. Total STIG Payment by Fund

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Yr. Total
General Fund	\$2,191,039	\$2,235,788	\$2,282,774	\$1,869,882	\$1,898,572	\$10,478,055
Municipal Debt Service	\$543,147	\$554,240	\$565,887	\$463,533	\$470,646	\$2,597,453
Pay-As-You-Go	\$58,567	\$59,763	\$61,019	\$49,982	\$50,749	\$280,080
Total	\$2,792,753	\$2,849,791	\$2,909,680	\$2,383,397	\$2,419,967	\$13,355,588

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



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CAPITAL INVESTMENT PLAN



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Capital Investment Plan

Background

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

The CIP provides residents with an outline of how the city anticipates investing capital funds for the next five years. The first year of the five-year plan, fiscal year (FY) 2023, 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 2023 through FY 2027. A General Obligation Bond Referendum is proposed to occur in November 2022, during FY 2023.

Guiding Principles

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

- Ensure the Budget Principles are adhered to; these principles were developed in accordance with the framework set forth by Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act,
- Promote City Council's five Strategic Priorities:
 - Great Neighborhoods (Affordable and Sustainable Neighborhoods),
 - Safe Communities (Safe, Healthy, and Inclusive Communities),
 - Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity), and
 - Workforce and Business Development (Economy, Jobs, and Upward Mobility),
 - 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 nearly 700 responses on the electronic budget survey. Residents also communicate through their City Council representatives, who regularly engage directly with the City Manager's Office and Strategy and Budget. City Council priorities are discussed year-round during City Council Meetings and Committee Meetings, but they are also revisited and revised or confirmed at the Annual Strategy Meeting.

Capital Investment Plan

General CIP Process (continued)

City staff works with City Council through a series of Budget and Governance Committee Meetings and City Council Budget Workshops to gather feedback that informs the Proposed Budget. Once the budget is proposed, a Public Hearing is held for the community to provide comments, and City Council meets to discuss and vote on potential adjustments to the Proposed Budget. Finally, the revised budget, which includes any Council-approved additions/subtractions, is presented to City Council for adoption. Once adopted, the Budget is in effect from July 1 through June 30. If the fiscal year is also a bond year, which is the case for FY 2023, 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 2023 – 2027 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 \$49,452,131 in the FY 2023 Proposed Budget. Projects include:

- Continuing a three-year program to construct Fire facilities, beginning with \$20,800,000 in FY 2023, including the city's first all-electric Fire Station,
- Supporting the Strategic Energy Action Plan with \$4,000,000 for the installation of sustainable infrastructure in city-owned facilities, in addition to \$500,000 in Pay-As-You-Go funding,
- Implementing the ADA Transition Plan in priority city-owned facilities,
- Providing \$10,100,000 to ensure well-maintained and efficient city-owned facilities, including HVAC replacement, roof replacement, window, and door replacements, and
- Continuing funding of the Cross Charlotte Trail, with \$2,800,000 in FY 2023.

A complete listing of projects funded with other sources in the Proposed FY 2023 – 2027 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.

Since FY 2023 is proposed to be a bond year; the FY 2023 – 2027 CIP includes the 2022 Proposed Bond, and two planned bonds appearing in FY 2025 and FY 2027. The Proposed 2022 Bond totals \$226,000,000 between three components:

- \$50,000,000 for Housing,
- \$29,800,000 for Neighborhood Improvements, and
- \$146,200,000 for Transportation.

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

- Planning the fourth consecutive \$50,000,000 allocation to create and preserve affordable housing,
- More than tripling the 2020 Bond funding for the Sidewalk 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,
- Doubling the 2020 Bond totals for the Bike Program, from \$4,000,000 to \$8,000,000, and
- Increasing Transportation Safety funding for Vision Zero by more than six times than the 2020 bond funding, from \$2,000,000 to \$12,600,000,

FY 2023 – 2027

Capital Investment Plan

Highlights of the General FY 2023 – 2027 CIP (continued)

- Focusing on street lighting projects along high-injury network streets and converting existing streetlights to LED with \$4,500,000 in dedicated street lighting funding in the 2022 Bond.

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 2023, use of existing Advanced Planning and Design funding is proposed to explore two new potential projects. Additional information is available in the Advanced Planning and Design Program section of the CIP.

Funding the CIP

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

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

General Capital Projects:

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

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

- **Property Tax:** Of the total 34.81¢ property tax rate, 0.73¢ is dedicated to the PAYGO program (2.10 percent).
- **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 2024.

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.

Project Index

FY 2023 - 2027 Capital Investment Plan			
General Pay-As-You-Go (PAYGO) and Transit PAYGO			
Project Title	Fund	Page	FY 2023
Great Neighborhoods (Affordable and Sustainable Neighborhoods)			
Support Innovative Housing	General	299	\$3,800,000
Support Neighborhood Grants	General	299	\$400,000
Renovate Median Landscapes	General	299	\$250,000
Enhance Placemaking Citywide	General	300	\$250,000
Enhance Housing Opportunities for Team Charlotte	General	300	\$2,000,000
Safe Communities (Safe, Healthy, and Inclusive Communities)			
Purchase Police Technology	General	301	\$2,000,000
Update Police Case Management System	General	301	\$675,000
Trim and Remove Trees	General	301	\$1,875,000
Support Firefighter Lifecycle Management	General	302	\$1,250,000
Offer In Rem Remedy - Residential	General	302	\$600,000
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)			
Resurface Streets	General	303	\$2,500,000
Support Environmental Services Program	General	303	\$1,000,000
Replace Trees	General	303	\$1,250,000
Improve Energy Efficiency in Buildings	General	304	\$500,000
Support 2040 Community Area Planning	General	304	\$250,000
Complete Traffic Studies	General	304	\$500,000
Purchase Transportation Equipment	General	305	\$200,000
Support Americans with Disabilities Act Program	General	305	\$1,250,000
Transfer Maintenance of Effort to CATS	General	306	\$24,728,061
Contribute to CityLYNX Gold Line Operating Costs	General	306	\$4,702,069
Allocate U-Drive-It Tax to County/Towns	General	306	\$921,805

Project Index

FY 2023 - 2027 Capital Investment Plan (continued)

General PAYGO and Transit PAYGO (continued)

Project Title	Fund	Page	FY 2023
Workforce and Business Development (Economy, Jobs, and Upward Mobility)			
Improve Cultural Facilities	General	307	\$11,065,862
Enhance Economic Development Programs	General	307	\$500,000
Revitalize Business Corridors	General	307	\$750,000
Build Minority, Women, and Small Business Enterprise Capacity	General	308	\$1,300,000
Fund Synthetic Tax Increment Grant (STIG) Cultural Projects	General	308	\$34,644
Support STIG and BIG Developer Payments	General	308	\$89,515
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)			
Maintain City-Owned Facilities	General	309	\$4,702,131
Upgrade Business System Software	General	309	\$1,247,869
Enhance Innovation and Technology Assets	General	309	\$2,500,000
Replace Radios	General	310	\$2,000,000
Repair City-Owned Parking Lots and Parking Decks	General	310	\$500,000
Maintain Government Center Parking Deck	General	310	\$200,000
Sub-Total General PAYGO and Transit PAYGO			\$45,440,021

Project Index

FY 2023 - 2027 Capital Investment Plan (continued)			
Project Title	Fund	Page	FY 2023
Great Neighborhoods (Affordable and Sustainable Neighborhoods)			
Create and Preserve Affordable Housing	General	323	\$50,000,000
Invest in Corridors of Opportunity	General	324	\$10,000,000
Sub-Total Great Neighborhoods			\$60,000,000
Safe Communities (Safe, Healthy, and Inclusive Communities)			
Construct Fire Facilities	General	325	\$20,800,000
Enhance Transportation Safety (Vision Zero)	General	326	\$12,600,000
Enhance Street Lighting (Vision Zero)	General	327	\$4,500,000
Rehabilitate and Improve Wastewater Infrastructure	Charlotte Water	328	\$110,198,892
Rehabilitate and Improve Water Infrastructure	Charlotte Water	329	\$86,400,000
Construct Stowe Regional Water Resource Recovery Facility	Charlotte Water	330	\$83,915,392
Improve McAlpine Creek Wastewater Treatment Plant	Charlotte Water	331	\$26,500,000
Expand Mallard Creek Wastewater Treatment Plant	Charlotte Water	332	\$20,000,000
Improve Wastewater Treatment Plants	Charlotte Water	333	\$8,300,000
Upgrade Water Treatment Plants	Charlotte Water	334	\$2,500,000
Improve Franklin Water Treatment Plant	Charlotte Water	335	\$5,500,000
Upgrade McDowell Creek Wastewater Treatment Plant	Charlotte Water	336	\$2,000,000
Sub-Total Safe Communities			\$383,214,284
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)			
Increase Building Sustainability	General	339	\$4,000,000
Implement ADA Transition Plan in Facilities	General	340	\$3,000,000
Complete the Cross Charlotte Trail	General	341	\$2,800,000
Improve Sidewalks	General	342	\$50,000,000
Improve Eastway Drive/Shamrock Drive Intersection	General	343	\$12,700,000
Mitigate Congestion	General	344	\$10,000,000
Connect Bicycle Facilities	General	345	\$8,000,000
Resurface Streets	General	346	\$21,600,000
Connect Northeast Corridor Infrastructure	General	347	\$6,000,000
Improve Rea Road with Bonus Allocation Funding	General	348	\$7,300,000
Repair and Replace Bridges	General	349	\$5,000,000

Project Index

FY 2023 - 2027 Capital Investment Plan (continued)

Transportation, Planning, and Environment (continued)

Project Title	Fund	Page	FY 2023
Upgrade Traffic Control Devices	General	350	\$4,500,000
Maintain Intelligent Transportation Systems	General	351	\$4,000,000
Develop Transit Systems	CATS	355	\$9,200,000
Purchase New Transit Support Systems	CATS	356	\$5,952,525
Construct Hambright Park and Ride	CATS	357	\$9,747,054
Enhance Safety and Security on Transit	CATS	358	\$348,897
Purchase Vehicles for CATS	CATS	359	\$390,530
Recover Resources and Biosolids	Charlotte Water	360	\$21,000,000
Relocate Water and Wastewater Infrastructure	Charlotte Water	361	\$16,500,000
Improve Drainage for Storm Water	Storm Water	362	\$83,350,000
Enhance Storm Water Mitigation Programs	Storm Water	363	\$2,650,000
Mitigate Impacts to Streams and Wetlands	Storm Water	364	\$2,000,000
Sub-Total Transportation, Planning, and Environment			\$290,039,006
Workforce and Business Development (Economy, Jobs, and Upward Mobility)			
Promote Public/Private Partnerships	General	367	\$3,000,000
Support Ballantyne Reimagined Infrastructure	General	368	\$8,800,000
Improve Infrastructure for Centene Development	General	369	\$3,000,000
Reimburse Innovation District Infrastructure (Atrium)	General	370	\$5,000,000
Renovate Airport Terminal	Aviation	371	\$228,430,663
Enhance Airfield Capacity	Aviation	372	\$261,236,748
Enhance Airport Services Facilities	Aviation	373	\$10,601,000
Expand Ground Transportation Capacity	Aviation	374	\$5,760,000
Install and Expand New Water and Sewer Service	Charlotte Water	376	\$22,660,712
Construct Dixie Berryhill Water and Sewer Projects	Charlotte Water	377	\$1,500,000
Sub-Total Workforce and Business Development			\$549,989,123

Project Index

FY 2023 - 2027 Capital Investment Plan (continued)

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

Project Title	Fund	Page	FY 2023
Replace Government Center Heating, Ventilation, and Air Conditioning (HVAC)	General	381	\$6,100,000
Construct Capital Building Improvements	General	382	\$4,000,000
Upgrade Business Software System	General	384	\$8,752,131
Maintain Transit Vehicles	CATS	385	\$19,666,943
Maintain Transit Facilities	CATS	386	\$1,800,000
Replace and Upgrade Field and Administrative Facilities	Charlotte Water	387	\$1,600,000
Enhance Security and Technology	Charlotte Water	388	\$12,225,000
Sub-Total Well-Managed Government			\$54,144,074

FY 2023 - 2027 Capital Investment Plan (continued)

Summary of Projects by Fund

Fund	FY 2023
General	\$307,202,131
Transfers/Direct Payments from PAYGO	-\$44,041,956
Sub-Total General	\$263,160,175
Aviation	\$506,028,411
Charlotte Area Transit System (CATS)	\$47,105,949
Charlotte Water	\$420,799,996
Storm Water Services	\$88,000,000
TOTAL Capital Investment Plan	\$1,325,094,531

General CIP Sources and Uses

Funding Sources and Uses Summary

Funding Sources

	<i>Proposed</i>	<i>Planned</i>				
	2022 Bond FY 2023	FY 2024	2024 Bond FY 2025	FY 2026	2026 Bond FY 2027	TOTAL
GO Bonds	\$226,000,000	-	\$226,000,000	-	\$226,000,000	\$678,000,000
Other Sources	\$49,452,131	\$58,252,131	\$44,652,131	\$36,252,131	\$32,500,000	\$221,108,524
General PAYGO	\$31,750,000	\$19,084,363	\$19,419,971	\$19,108,488	\$18,825,492	\$108,188,314
Sources Total	\$307,202,131	\$77,336,494	\$290,072,102	\$55,360,619	\$277,325,492	\$1,007,296,838

Funding Uses

	<i>Proposed</i>	<i>Planned</i>				
	2022 Bond FY 2023	FY 2024	2024 Bond FY 2025	FY 2026	2026 Bond FY 2027	TOTAL
Neighborhoods	\$29,800,000	-	\$44,700,000	-	\$13,000,000	\$74,500,000
Housing	\$50,000,000	-	\$50,000,000	-	\$50,000,000	\$100,000,000
Transportation	\$146,200,000	-	\$131,300,000	-	\$163,000,000	\$277,500,000
GO Bonds Sub-Total	\$226,000,000	-	\$226,000,000	-	\$226,000,000	\$678,000,000
Facilities	\$37,900,000	\$41,900,000	\$27,500,000	\$27,500,000	\$27,500,000	\$162,300,000
Cash-Funded Projects	\$43,302,131	\$35,436,494	\$36,572,102	\$27,860,619	\$23,825,492	\$166,996,838
Uses Total	\$307,202,131	\$77,336,494	\$290,072,102	\$55,360,619	\$277,325,492	\$1,007,296,838

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary

FUNDING SOURCES

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
AVIATION						
Revenue Bonds	\$240,900,427	\$237,104,625	\$151,604,335	\$282,465,176	\$183,583,646	\$1,095,658,209
Aviation PAYGO	\$49,596,555	\$31,589,566	\$25,062,153	\$22,126,476	\$15,060,403	\$143,435,153
Passenger Facility Charges	\$88,181,018	\$15,149,353	\$17,426,050	\$26,977,000	\$103,337,000	\$251,070,421
Federal Grants	\$119,350,411	\$96,968,000	\$66,935,000	\$37,129,000	\$37,429,000	\$357,811,411
Customer Facility Charges	\$8,000,000	\$9,600,000	\$1,400,000	\$6,000,000	-	\$25,000,000
Aviation Sub-Total	\$506,028,411	\$390,411,544	\$262,427,538	\$374,697,652	\$339,410,049	\$1,872,975,194
CATS						
Transfer from Control Account	\$17,638,789	\$5,869,509	\$4,900,250	\$2,981,636	\$11,033,209	\$42,423,393
Federal Grants	\$25,233,161	\$19,281,862	\$14,274,362	\$16,499,538	\$17,046,329	\$92,335,252
State Grants	\$2,512,798	\$1,126,781	\$1,145,322	\$1,302,802	\$1,559,108	\$7,646,811
Private Funding	-	-	-	-	-	-
Local Funding	\$1,721,201	-	-	-	-	\$1,721,201
CATS Sub-Total	\$47,105,949	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$144,126,657
CHARLOTTE WATER						
Charlotte Water PAYGO	\$161,799,996	\$184,634,167	\$265,778,851	\$289,840,195	\$246,616,226	\$1,148,669,435
Sewer Revenue Bonds	\$226,700,000	\$239,600,000	\$303,000,000	\$286,700,000	\$165,190,000	\$1,221,190,000
Water Revenue Bonds	\$32,300,000	\$18,000,000	\$62,400,000	\$67,300,000	\$97,700,000	\$277,700,000
Charlotte Water Sub-Total	\$420,799,996	\$442,234,167	\$631,178,851	\$643,840,195	\$509,506,226	\$2,647,559,435
STORM WATER						
Storm Water PAYGO	\$36,000,000	\$43,000,000	\$43,000,000	\$48,000,000	\$43,000,000	\$213,000,000
Revenue Bonds	\$50,000,000	\$65,000,000	\$70,000,000	\$65,000,000	\$65,000,000	\$315,000,000
Program Income	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Storm Water Sub-Total	\$88,000,000	\$110,000,000	\$115,000,000	\$115,000,000	\$110,000,000	\$538,000,000
Sources Total	\$1,061,934,356	\$968,923,863	\$1,028,926,323	\$1,154,321,823	\$988,554,921	\$5,202,661,286

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary (continued)

FUNDING USES

	<i>Proposed</i>		<i>Planned</i>			TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
AVIATION						
Renovate Airport Terminal	\$228,430,663	\$199,655,392	\$5,200,000	\$9,800,000	\$3,800,000	\$446,886,055
Enhance Airfield Capacity	\$261,236,748	\$182,268,152	\$245,739,538	\$357,137,652	\$327,850,049	\$1,374,232,139
Enhance Airport Services Facilities	\$10,601,000	\$2,728,000	\$2,728,000	\$2,000,000	\$2,000,000	\$20,057,000
Expand Ground Transportation Capacity	\$5,760,000	\$5,760,000	\$5,760,000	\$5,760,000	\$5,760,000	\$28,800,000
Improve Private Aircraft Area	-	-	\$3,000,000	-	-	\$3,000,000
Aviation Sub-Total	\$506,028,411	\$390,411,544	\$262,427,538	\$374,697,652	\$339,410,049	\$1,872,975,194
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Develop Transit Systems	\$9,200,000	\$200,000	\$250,000	\$250,000	-	\$9,900,000
Purchase New Transit Support Systems	\$5,952,525	\$1,570,577	\$2,869,509	\$2,344,340	\$1,456,000	\$14,192,951
Construct Hambright Park and Ride	\$9,747,054	-	-	-	-	\$9,747,054
Enhance Safety and Security on Transit	\$348,897	\$326,136	\$2,396,339	\$686,339	\$736,339	\$4,494,050
Purchase Vehicles for CATS	\$390,530	\$650,740	\$70,000	\$833,212	\$1,319,942	\$3,264,424
Maintain Transit Vehicles	\$19,666,943	\$21,905,699	\$13,383,086	\$15,591,085	\$24,556,365	\$95,103,178
Maintain Transit Facilities	\$1,800,000	\$1,625,000	\$1,351,000	\$1,079,000	\$1,570,000	\$7,425,000
CATS Sub-Total	\$47,105,949	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$144,126,657
CHARLOTTE WATER						
Install and Expand New Water and Sewer Service	\$22,660,712	\$42,203,877	\$41,919,891	\$42,419,891	\$41,933,640	\$191,138,011
Construct Dixie Berryhill Water and Sewer Projects	\$1,500,000	-	\$2,400,000	\$500,000	\$500,000	\$4,900,000
Rehabilitate and Improve Wastewater Infrastructure	\$110,198,892	\$120,826,167	\$159,638,690	\$130,892,398	\$154,171,268	\$675,727,415
Rehabilitate and Improve Water Infrastructure	\$86,400,000	\$47,100,000	\$116,200,000	\$109,200,000	\$156,200,000	\$515,100,000
Construct Stowe Regional Water Resource Recovery Facility	\$83,915,392	\$100,934,123	\$113,205,270	\$122,517,906	\$2,586,318	\$423,159,009
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)	\$26,500,000	\$17,600,000	\$14,050,000	\$900,000	-	\$59,050,000
Expand Mallard Creek WWTP	\$20,000,000	\$37,000,000	\$26,400,000	\$26,400,000	\$10,300,000	\$120,100,000
Improve WWTPs	\$8,300,000	\$11,550,000	\$15,600,000	\$19,550,000	\$19,500,000	\$74,500,000
Upgrade Water Treatment Plants (WTPs)	\$2,500,000	\$12,000,000	\$14,600,000	\$8,600,000	\$3,000,000	\$40,700,000
Improve Franklin WTP	\$5,500,000	-	\$19,000,000	\$24,000,000	-	\$48,500,000
Upgrade and Maintain McDowell Creek WWTP	\$2,000,000	\$5,000,000	\$20,000,000	\$24,000,000	-	\$51,000,000
Recover Resources and Biosolids	\$21,000,000	\$26,000,000	\$42,000,000	\$56,000,000	\$61,000,000	\$206,000,000
Relocate Water and Wastewater Infrastructure	\$16,500,000	\$2,000,000	\$17,500,000	\$27,000,000	\$27,000,000	\$90,000,000
Replace and Upgrade Field and Administrative Facilities	\$1,600,000	\$6,000,000	\$3,600,000	\$4,600,000	\$4,600,000	\$20,400,000
Enhance Security and Technology	\$12,225,000	\$14,020,000	\$25,065,000	\$47,260,000	\$28,715,000	\$127,285,000
Charlotte Water Sub-Total	\$420,799,996	\$442,234,167	\$631,178,851	\$643,840,195	\$509,506,226	\$2,647,559,435
STORM WATER SERVICES						
Improve Drainage for Storm Water	\$83,350,000	\$100,200,000	\$102,250,000	\$105,600,000	\$100,500,000	\$491,900,000
Enhance Storm Water Mitigation Programs	\$2,650,000	\$7,800,000	\$10,750,000	\$7,400,000	\$7,500,000	\$36,100,000
Mitigate Impacts to Streams and Wetlands	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Storm Water Services Total	\$88,000,000	\$110,000,000	\$115,000,000	\$115,000,000	\$110,000,000	\$538,000,000
Uses Total	\$1,061,934,356	\$968,923,863	\$1,028,926,323	\$1,154,321,823	\$988,554,921	\$5,202,661,286

General CIP

PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Property Tax (0.73¢)	\$11,333,717	\$11,560,391	\$11,791,599	\$12,027,431	\$12,267,980	\$58,981,118
Sales Tax	\$21,374,780	\$22,336,645	\$23,341,794	\$24,392,175	\$25,489,823	\$116,935,217
Sales Tax-Partial Transfer to Transit PAYGO	-	-	-\$687,085	-\$1,064,883	-\$1,462,174	-\$3,214,142
PAYGO Fund - Interest Income	\$470,691	\$658,967	\$706,036	\$706,036	\$706,036	\$3,247,766
Capital Reserve from FY 2021	\$7,247,167	-	-	-	-	\$7,247,167
PAYGO Available Cash Balance	\$4,513,666	-	-	-	-	\$4,513,666
Energy Credit Revenue	\$500,000	-	-	-	-	\$500,000
TOTAL REVENUES PAYGO	\$45,440,021	\$34,556,003	\$35,152,344	\$36,060,759	\$37,001,665	\$188,210,792

EXPENDITURES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Great Neighborhoods						
Support Innovative Housing	\$3,800,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,600,000
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
Enhance Housing Opportunities for Team Charlotte	\$2,000,000	-	-	-	-	\$2,000,000
Provide HOME Grant Match	-	\$810,302	\$810,302	\$810,302	\$810,302	\$3,241,208
Enhance Placemaking Citywide	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Safe Communities						
Purchase Police Technology	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,000,000
Update Police Case Management System	\$675,000	-	-	-	-	\$675,000
Trim and Remove Trees	\$1,875,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,375,000
Support Firefighter Lifecycle Management	\$1,250,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,250,000
Offer In Rem Remedy - Residential	\$600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,600,000
Transportation, Planning, and Environment						
Resurface Streets	\$2,500,000	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$8,783,000
Support Environmental Services Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Replace Trees	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000
Improve Energy Efficiency in Buildings	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
2040 Community Area Planning	\$250,000	-	-	-	-	\$250,000
Complete Traffic Studies	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,100,000
Purchase Transportation Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Support Americans with Disabilities Act Program	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000
Workforce and Business Development						
Improve Cultural Facilities ¹	\$11,065,862	\$11,287,179	\$11,512,923	\$11,743,181	\$11,978,045	\$57,587,190
Enhance Economic Development Programs	\$500,000	-	-	-	-	\$500,000
Revitalize Business Corridors	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Build Minority, Women, Small Business Enterprise (MWSBE) Capacity ²	\$1,300,000	\$250,000	\$250,000	-	-	\$1,800,000
Fund Synthetic Tax Increment Grants (STIGs)	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220
Cultural Projects	-	-	-	-	-	-
Support STIG and BIG Developer Payments	\$89,515	\$89,515	\$113,504	\$103,144	\$92,182	\$487,860
Well-Managed Government						
Maintain City-Owned Facilities	\$4,702,131	\$4,211,494	\$4,547,102	\$4,485,619	\$4,202,623	\$22,148,969
Upgrade Business System Software	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	\$6,239,345
ERP System Replacement	-	\$1,000,000	\$2,000,000	\$3,000,000	\$4,000,000	\$10,000,000
Enhance Innovation and Technology Assets	\$2,500,000	-	-	-	-	\$2,500,000
Replace Radios	\$2,000,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000
Repair City-Owned Parking Lots/Decks	\$500,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,900,000
Maintain Government Center Parking Deck	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TOTAL EXPENDITURES PAYGO	\$45,440,021	\$34,556,003	\$35,152,344	\$36,060,759	\$37,001,665	\$188,210,792

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.

²Includes funding for Charlotte Business Inclusion's (CBI) Capital Access and CBI Bonding Programs

General CIP

PAYGO Summary Schedule

PAYGO Summary (continued)

<u>USE CATEGORIES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Direct Payments	\$89,515	\$89,515	\$113,504	\$103,144	\$92,182	\$487,860
Transfer to HOME	-	\$810,302	\$810,302	\$810,302	\$810,302	\$3,241,208
Transfer to Tourism Funds	\$11,100,506	\$11,321,823	\$11,547,567	\$11,777,825	\$12,012,689	\$57,760,410
Transfer to Debt Service Fund	-	\$1,000,000	\$2,000,000	\$3,000,000	\$4,000,000	\$10,000,000
Transfer to Powell Bill Fund	\$2,500,000	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$8,783,000
Transfer to CIP	\$31,750,000	\$18,834,363	\$19,419,971	\$19,108,488	\$18,825,492	\$107,938,314
TOTAL USES PAYGO	\$45,440,021	\$34,556,003	\$35,152,344	\$36,060,759	\$37,001,665	\$188,210,792

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.

Over the next five years, motor vehicle license revenue, available cash balances, and a portion of the city's sales tax revenue totaling \$161.4 million is dedicated to support Transit PAYGO.

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

REVENUES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Vehicle Rental Tax (U-Drive-It)	\$14,741,095	\$15,035,917	\$15,336,635	\$15,643,368	\$15,956,235	\$76,713,250
Motor Vehicle License	\$15,610,840	\$15,923,057	\$16,241,518	\$16,566,348	\$16,897,675	\$81,239,438
PAYGO Available Cash Balance	-	\$328,023	-	-	-	\$328,023
Sales Tax-Partial Transfer from PAYGO	-	-	\$687,086	\$1,064,883	\$1,462,174	\$3,214,143
TOTAL REVENUE TRANSIT PAYGO	\$30,351,935	\$31,286,997	\$32,265,239	\$33,274,599	\$34,316,084	\$161,494,854
EXPENDITURES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Transfer Maintenance of Effort (MOE) to CATS	\$24,728,061	\$25,469,903	\$26,234,000	\$27,021,020	\$27,831,651	\$131,284,635
Contribute to CityLYNX Gold Line Operating Costs	\$4,702,069	\$4,890,152	\$5,085,758	\$5,289,188	\$5,500,756	\$25,467,923
Allocate U-Drive-It Tax to County/Towns	\$921,805	\$926,942	\$945,481	\$964,391	\$983,677	\$4,742,296
TOTAL EXPENDITURES TRANSIT PAYGO	\$30,351,935	\$31,286,997	\$32,265,239	\$33,274,599	\$34,316,084	\$161,494,854
USE CATEGORIES						
Direct Payments	\$921,805	\$926,942	\$945,481	\$964,391	\$983,677	\$4,742,296
Transfer to CATS	\$29,430,130	\$30,360,055	\$31,319,758	\$32,310,208	\$33,332,407	\$156,752,558
TOTAL USES TRANSIT PAYGO	\$30,351,935	\$31,286,997	\$32,265,239	\$33,274,599	\$34,316,084	\$161,494,854

Other Debt Summary of Changes

Summary of Changes from FY 2022 to FY 2023

PROJECT	FY 2022 Approved	FY 2023 Proposed	Change in Funding
Promote Public/Private Partnerships	\$11,000,000	\$3,000,000	(\$8,000,000)
Improve Infrastructure for Centene Development	\$0	\$3,000,000	\$3,000,000
Reimburse Innovation District Infrastructure (Atrium)	\$0	\$5,000,000	\$5,000,000
Enhance Transportation Safety (Vision Zero)	\$4,000,000	\$12,600,000	\$8,600,000
Enhance Street Lighting (Vision Zero)	\$0	\$4,500,000	\$4,500,000
Resurface Streets	\$8,000,000	\$21,600,000	\$13,600,000
Improve Rea Road with Bonus Allocation Funding	\$6,000,000	\$7,300,000	\$1,300,000
TOTAL	\$29,000,000	\$57,000,000	\$28,000,000
Total 2022 Bond	\$198,000,000	\$226,000,000	\$28,000,000

General Obligation Bond Summary

The FY 2023 - 2027 Capital Investment Plan includes three bond referendums: one in the upcoming fiscal year, FY 2023 (November 2022), one in FY 2025 (November 2024), and one in FY 2027 (November 2026). 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, FY 2025, and FY 2027 Annual Budget processes. Additional planned bond referendums in 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)					
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)	\$12,600,000	\$4,000,000	\$4,000,000	\$4,000,000	\$24,600,000
Enhance Transportation Safety (Vision Zero)- Street Lighting	\$4,500,000	-	-	-	\$4,500,000
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)					
Improve Sidewalks	\$50,000,000	\$20,000,000	\$17,000,000	\$20,000,000	\$107,000,000
Improve Eastway Drive/Shamrock Drive Intersection	\$12,700,000	\$10,500,000	-	-	\$23,200,000
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	\$21,600,000	\$8,000,000	\$8,000,000	\$8,000,000	\$45,600,000
Connect Northeast Corridor Infrastructure	\$6,000,000	-	-	-	\$6,000,000
Improve Rea Road with Bonus Allocation Funding	\$7,300,000	-	-	-	\$7,300,000
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 Bryant Farms Road Phase II	-	\$10,000,000	\$43,000,000	-	\$53,000,000
Construct Robinson Church Road	-	\$7,800,000	\$18,500,000	\$32,500,000	\$58,800,000
Construct Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	-	-	\$5,200,000	\$9,800,000	\$15,000,000
Workforce and Business Development (Economy, Jobs, and Upward Mobility)					
Promote Public/Private Partnerships	\$3,000,000	\$12,500,000	\$13,000,000	\$26,000,000	\$54,500,000
Support Ballantyne Reimagined Infrastructure	\$8,800,000	\$8,700,000	-	-	\$17,500,000
Improve Infrastructure for Centene Development	\$3,000,000	\$3,500,000	-	-	\$6,500,000
Reimburse Innovation District Infrastructure (Atrium)	\$5,000,000	\$10,000,000	-	-	\$15,000,000
Additional Future Capacity	-	\$38,000,000	\$39,300,000	\$47,700,000	\$125,000,000
Total General Obligation Bonds	\$226,000,000	\$226,000,000	\$226,000,000	\$226,000,000	\$904,000,000

General CIP

Other Sources Summary of Changes

Summary of Other Sources Changes from FY 2022 to FY 2023

<u>PROJECT/PROGRAM</u>	FY 2022 Approved	FY 2023 Proposed	Change in Funding
Construct Fire Facilities	\$2,700,000	\$20,800,000	\$18,100,000
Implement the Americans with Disabilities Act (ADA) Transition Plan in Facilities	\$1,000,000	\$3,000,000	\$2,000,000
Replace Government Center HVAC	\$5,800,000	\$6,100,000	\$300,000
Construct Capital Building Improvements	\$2,000,000	\$4,000,000	\$2,000,000
Complete the Cross Charlotte Trail	\$1,700,000	-	-
TOTAL OTHER SOURCERS CHANGES	\$13,200,000	\$33,900,000	\$20,700,000

Other Sources Summary Schedule

	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>TOTAL</u>
OTHER SOURCES (Do Not Require Voter Approval)						
Certificates of Participation (COPs)	\$37,900,000	\$41,900,000	\$27,500,000	\$27,500,000	\$27,500,000	\$162,300,000
Municipal Debt Service Fund Cash (MDS) ¹	\$7,800,000	\$12,600,000	\$13,400,000	\$5,000,000	-	\$38,800,000
Transfers from Non-General Funds (For ERP)						
Aviation	\$728,213	\$728,213	\$728,213	\$728,213	-	\$2,912,852
CATS	\$790,077	\$790,077	\$790,077	\$790,077	-	\$3,160,308
Charlotte Water	\$1,712,355	\$1,712,355	\$1,712,355	\$1,712,355	-	\$6,849,420
Storm Water	\$400,126	\$400,126	\$400,126	\$400,126	-	\$1,600,504
Risk Management	\$121,360	\$121,360	\$121,360	\$121,360	-	\$485,440
TOTAL OTHER SOURCES REVENUES	\$49,452,131	\$58,252,131	\$44,652,131	\$36,252,131	\$27,500,000	\$216,108,524

PROJECTS FUNDED WITH COPs	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>TOTAL</u>
Safe Communities (Safe, Healthy, and Inclusive Communities)						
Construct Fire Facilities	\$20,800,000	\$28,000,000	-	-	-	\$48,800,000
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	\$3,000,000	\$15,000,000
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)						
Replace Government Center HVAC	\$6,100,000	\$6,400,000	-	-	-	\$12,500,000
Construct Capital Building Improvements	\$4,000,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,000,000
Reserved for Projects from Advanced Planning Program	-	-	\$20,000,000	\$20,000,000	\$20,000,000	\$60,000,000
Sub-Total COPs	\$37,900,000	\$41,900,000	\$27,500,000	\$27,500,000	\$27,500,000	\$162,300,000

PROJECTS FUNDED WITH MDS	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>TOTAL</u>
Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)						
Complete the Cross Charlotte Trail	\$2,800,000	\$7,600,000	\$8,400,000			\$18,800,000
Upgrade Business System Software	\$8,752,131	\$8,752,131	\$8,752,131	\$8,752,131	-	\$35,008,524
Sub-Total MDS	\$11,552,131	\$16,352,131	\$17,152,131	\$8,752,131	-	\$53,808,524

TOTAL OTHER SOURCES EXPENDITURES	\$49,452,131	\$58,252,131	\$44,652,131	\$36,252,131	\$27,500,000	\$216,108,524
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¹ PAYGO will reimburse MDSF for costs related to Business System Upgrades over five years

Operating Impact Summary Schedule

Annual Operating Impacts of FY 2023 Capital Expenditures

	FY23 Budget	Total Project Cost to City	Classification ¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Safe Communities						
Construct Fire Facilities	\$20,800,000	\$48,800,000	Increased Expenditures	This program is anticipated to construct at least three Fire Stations: one new infill station and the replacements of two existing stations. 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 and the new facilities are anticipated to require less maintenance and repair. One of the new fire stations will be an all-electric fire house, complete with an electric fire truck and charging technology.	\$2,062,313	FY 2023
Sidewalk Safety	\$50,000,000	\$87,000,000	Increased Expenditures	Costs will be covered within existing capital maintenance budgets.	\$65,250	FY 2023
Enhance Transportation Safety (Vision Zero)	\$12,600,000	\$20,600,000	Increased Expenditures	Periodic maintenance of pedestrian crossings, bicycle lanes, and curb and gutter.	\$15,450	FY 2023
Transportation Safety- Street Lighting (Vision Zero)	4,500,000	\$4,500,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$3,375	FY 2023
Transportation, Planning, and Environment						
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.	\$9,000	FY 2023
Northeast Corridor Infrastructure (NECI)	6,000,000	6,000,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Costs will be covered within existing capital maintenance budgets.	\$4,500	FY 2023
Bryant Farms Road Phase II	10,000,000	\$53,000,000	Increased Expenditures	Periodic repaving, as well as, maintenance of sidewalks, curb and gutter, pedestrian crossings, landscaping, street signs, and traffic signals. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue. Remaining costs will be covered within existing capital maintenance budgets.	\$39,750	FY 2023
Resurface Streets	21,600,000	\$37,600,000	Increased Expenditures	Periodic repaving. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue.	\$28,200	FY 2023

General CIP

Operating Impact Summary Schedule

Annual Operating Impacts of FY 2023 Capital Expenditures (continued)

	FY23 Budget	Total Project Cost to City	Classification ¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Transportation, Planning, and Environment (continued)						
Mitigate Congestion	10,000,000	\$25,000,000	Increased Expenditures	Periodic maintenance of traffic signals, traffic signs, repaving, and curb and gutter. Traffic signal and sign costs will be covered within existing capital maintenance budgets. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue.	\$18,750	FY 2023
Bicycle Facilities	8,000,000	\$24,000,000	Increased Expenditures	Periodic maintenance of bicycle lanes. Increase in street resurfacing costs will be offset by Powell Bill revenue.	\$18,000	FY 2023
Traffic Signal System Coordination	4,000,000	\$12,000,000	Increased Expenditures	Costs will be covered within existing traffic system maintenance budget.	\$9,000	FY 2023
Traffic Control Devices	4,500,000	\$14,500,000	Increased Expenditures	Costs will be covered within existing traffic control devices budget.	\$10,875	FY 2023
Bridge Program	5,000,000	\$23,000,000	Increased Expenditures	Costs will be covered within existing bridge program budget.	\$17,250	FY 2023
Neighborhood Development						
Opportunity Corridors	\$10,000,000	\$20,000,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Costs will be covered within existing capital maintenance budgets.	\$15,000	FY 2023
Eastway/Shamrock Drive Intersection	\$12,700,000	\$23,200,000	Increased Expenditures	Costs will be covered within existing capital maintenance budgets.	\$17,400	FY 2023
Rea Road	\$7,300,000	\$7,300,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Costs will be covered within existing capital maintenance budgets.	\$5,475	FY 2023
Bryant Farms Road Phase II	-	\$53,000,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$39,750	FY 2023
Robinson Church Road	-	\$26,300,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$19,725	FY 2023
Ashley Road/ Tuckaseegee Road/Freedom Drive Intersection	-	\$5,200,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$3,900	FY 2023

General CIP

Operating Impact Summary Schedule

Annual Operating Impacts of FY 2023 Capital Expenditures (continued)

	FY23 Budget	Total Project Cost to City	Classification ¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Well-Managed Government						
Replace Government Center HVAC	\$6,100,000	\$31,060,000	Savings	This five-year project replaces the Government Center HVAC with a more energy efficient system. The new system is anticipated to reduce annual energy costs and require less maintenance and repair.	-\$50,000	FY 2025
Construct Capital Building Improvements	\$4,000,000	\$14,000,000	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 OPERATING IMPACT FROM MAJOR CIP PROJECTS					\$2,252,963	

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
<u>PUBLIC ART REVENUES</u>						
General Obligation (GO) Bonds	\$188,400	\$45,600	\$148,400	-	\$95,000	\$477,400
Other Sources	\$37,680	\$168,000	-	-	-	\$205,680
TOTAL PUBLIC ART REVENUES	\$226,080	\$213,600	\$148,400	\$0	\$95,000	\$683,080
<u>PUBLIC ART EXPENDITURES</u>						
Construct Fire Facilities ¹	\$37,680	\$168,000	-	-	-	\$205,680
Invest in Corridors of Opportunity	\$60,000	-	\$60,000	-	\$60,000	\$180,000
Enhance Transportation Safety (Vision Zero)	\$12,600	-	\$4,000	-	\$4,000	\$20,600
Complete the Cross Charlotte Trail	\$16,800	\$45,600	\$50,400	-	-	\$112,800
Improve Sidewalks	\$50,000	-	\$20,000	-	\$17,000	\$87,000
Connect Bicycle Facilities	\$8,000	-	\$8,000	-	\$8,000	\$24,000
Connect Northeast Corridor Infrastructure	\$36,000	-	-	-	-	\$36,000
Repair and Replace Bridges	\$5,000	-	\$6,000	-	\$6,000	\$17,000
TOTAL PUBLIC ART EXPENDITURES	\$226,080	\$213,600	\$148,400	\$0	\$95,000	\$683,080

¹ In addition to the \$205,680 of public art funding planned for the Construct Fire Facilities program, previously-funded public art will be installed at one of the program's newly constructed fire facilities.

The Aviation public art allocation for FY 2023 is \$2,422,928. The Charlotte Water public art allocation for FY 2023 is \$2,119,153.

Nongeneral Funds Project Summary Schedules

Aviation Summary

<u>AVIATION REVENUES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Revenue Bonds	\$240,900,427	\$237,104,625	\$151,604,335	\$282,465,176	\$183,583,646	\$1,095,658,209
Aviation Pay-As-You-Go	\$49,596,555	\$96,968,000	\$66,935,000	\$37,129,000	\$37,429,000	\$288,057,555
Passenger Facility Charges	\$88,181,018	\$15,149,353	\$17,426,050	\$26,977,000	\$103,337,000	\$251,070,421
Federal Grants	\$119,350,411	\$9,600,000	\$1,400,000	\$6,000,000	-	\$136,350,411
Customer Facility Charges	\$8,000,000	\$31,589,566	\$20,792,153	\$17,856,476	\$10,790,403	\$89,028,598
TOTAL AVIATION REVENUES	\$506,028,411	\$390,411,544	\$258,157,538	\$370,427,652	\$335,140,049	\$1,860,165,194

<u>AVIATION EXPENDITURES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Renovate Airport Terminal						
Terminal Lobby Expansion	\$19,371,408	\$9,600,000	\$1,400,000	\$6,000,000	-	\$36,371,408
Concourse A Expansion Ph II	\$120,324,854	\$91,257,144	-	-	-	\$211,581,998
Concourse E Renovation	\$21,573,378	\$18,426,623	-	-	-	\$40,000,001
FIS / Concourse D Renovation	\$41,764,409	\$76,571,625	-	-	-	\$118,336,034
Passenger Boarding Bridge Replacements	\$21,596,614	-	-	-	-	\$21,596,614
Operating Capital - Building Maintenance	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$19,000,000
Sub-Total Airport Terminal	\$228,430,663	\$199,655,392	\$5,200,000	\$9,800,000	\$3,800,000	\$446,886,055
Enhance Airfield Capacity						
Fourth Parallel Runway	\$103,218,083	\$35,255,663	\$181,363,407	\$318,986,047	\$278,117,403	\$916,940,603
South Ramp Expansion Ph 1	\$1,020,000	\$18,014,132	\$15,564,000	\$15,000,000	-	\$49,598,132
South Ramp Expansion Ph 2	-	-	-	\$3,500,000	\$46,232,646	\$49,732,646
North End Around Taxiway	\$61,868,747	\$62,254,748	\$29,542,473	-	-	\$153,665,968
South Crossfield Taxiway	\$55,680,339	\$45,567,451	\$9,495,000	-	-	\$110,742,790
Dual Taxilanes	\$27,000,000	-	-	-	-	\$27,000,000
Center Airfield Lighting Vault Relocation	-	\$4,000,000	-	-	-	\$4,000,000
Decommission Runway 5/23	-	-	-	\$9,085,000	-	\$9,085,000
Pavement Management Plan	\$8,667,000	\$11,958,000	-	-	-	\$20,625,000
Concourse C Sharklets	\$282,579	\$1,718,158	\$6,274,658	\$7,066,605	-	\$15,342,000
Operating Capital - Airfield Maintenance	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$17,500,000
Sub-Total Airfield Capacity	\$261,236,748	\$182,268,152	\$245,739,538	\$357,137,652	\$327,850,049	\$1,374,232,139
Enhance Airport Services Facilities						
Perimeter Fence Upgrade	\$1,500,000	-	-	-	-	\$1,500,000
Terminal Building Sprinkler & Voice Evac	\$5,174,000	-	-	-	-	\$5,174,000
Operating Capital - Innovation & Experience	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Operating Capital - Operations	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Operating Capital - Technology	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
ERP System	\$728,000	\$728,000	\$728,000	-	-	\$2,184,000
Architectural Consultation and Programming Services	\$1,199,000	-	-	-	-	\$1,199,000
Sub-Total Airport Services Facilities	\$10,601,000	\$2,728,000	\$2,728,000	\$2,000,000	\$2,000,000	\$20,057,000
Expand Ground Transportation Capacity						
Electric Buses	\$4,270,000	\$4,270,000	-	-	-	\$8,540,000
Operating Capital - Fleet	\$1,490,000	\$1,490,000	\$1,490,000	\$1,490,000	\$1,490,000	\$7,450,000
Sub-Total Ground Transportation Capacity	\$5,760,000	\$5,760,000	\$1,490,000	\$1,490,000	\$1,490,000	\$15,990,000
Improve Private Aircraft Area						
FBO Ramp Expansion	-	-	\$3,000,000	-	-	\$3,000,000
Sub-Total Private Aircraft Area	-	-	\$3,000,000	-	-	\$3,000,000
TOTAL AVIATION EXPENDITURES	\$506,028,411	\$390,411,544	\$258,157,538	\$370,427,652	\$335,140,049	\$1,860,165,194

Nongeneral Funds Project Summary Schedules

Charlotte Area Transit System (CATS) Summary

<u>CATS REVENUES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Transfer from Control Account	\$17,638,789	\$5,869,509	\$4,900,250	\$2,981,636	\$11,033,209	\$42,423,393
Federal Grants	\$25,233,161	\$19,281,862	\$14,274,362	\$16,499,538	\$17,046,329	\$92,335,252
State Grants	\$2,512,798	\$1,126,781	\$1,145,322	\$1,302,802	\$1,559,108	\$7,646,811
Local Funding	\$1,721,201	-	-	-	-	\$1,721,201
TOTAL CATS REVENUES	\$47,105,949	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$144,126,657
<u>CATS EXPENDITURES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Develop Transit Systems						
CTC Temporary Facility	\$9,000,000	-	-	-	-	\$9,000,000
Americans with Disabilities Act Improvements	\$200,000	\$200,000	\$250,000	\$250,000	-	\$900,000
Sub-Total Transit Systems	\$9,200,000	\$200,000	\$250,000	\$250,000	-	\$9,900,000
Purchase New Transit Support Systems & Equipment						
Miscellaneous Capital Projects	\$2,471,201	-	-	-	-	\$2,471,201
Server Refresh	\$34,000	\$538,000	\$504,000	\$138,000	\$100,000	\$1,314,000
Asset Management Tool Replacement	\$1,159,815	-	-	-	-	\$1,159,815
Davidson Network Refresh	\$220,000	\$42,500	\$24,000	-	-	\$286,500
UPS Refresh	-	-	\$240,000	-	-	\$240,000
Network Refresh	-	\$100,000	\$100,000	-	-	\$200,000
LR SCADA Firewall Refresh	\$250,000	-	-	-	-	\$250,000
DR System Upgrade	-	-	\$661,432	-	-	\$661,432
Upgrade Business System Software	\$790,077	\$790,077	\$790,077	-	-	\$2,370,231
Contingency for IT Projects	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
BLE Network Refresh	-	-	-	-	\$500,000	\$500,000
Park & Ride Network Refresh	-	-	-	-	\$195,000	\$195,000
Rail Shop Equipment/Contingency	\$327,432	-	-	-	-	\$327,432
HASTUS Software Upgrade	\$600,000	-	-	-	-	\$600,000
Radio Dispatch Console Refresh	-	-	\$450,000	-	-	\$450,000
Friction Modifiers	-	-	-	\$146,340	-	\$146,340
Steam Bay Lift	-	-	-	\$160,000	\$160,000	\$320,000
AVL System	-	-	-	\$1,800,000	-	\$1,800,000
Scrubber	-	-	-	-	\$96,000	\$96,000
Fork Lifts	-	-	-	-	\$70,000	\$70,000
Rim Polisher	-	-	-	-	\$140,000	\$140,000
Climate Controlled Containers	-	-	-	-	\$75,000	\$75,000
Brake Rotor Lathe	-	-	-	-	\$20,000	\$20,000
Sub-Total Transit Support Systems	\$5,952,525	\$1,570,577	\$2,869,509	\$2,344,340	\$1,456,000	\$14,192,951
Construct Hambright Park and Ride	\$9,747,054	-	-	-	-	\$9,747,054
Enhance Safety and Security on Transit						
Mobile Video Replacements	-	-	\$336,339	\$336,339	\$336,339	\$1,009,017
Blue Line Extension Cameras	\$223,897	\$226,136	\$350,000	\$350,000	\$400,000	\$1,550,033
Guard Shacks/Bollards	\$75,000	\$75,000	-	-	-	\$150,000
Access Control Replacements	\$50,000	\$25,000	\$10,000	-	-	\$85,000
Access Control System Upgrade	-	-	\$1,700,000	-	-	\$1,700,000
Sub-Total Safety and Security on Transit	\$348,897	\$326,136	\$2,396,339	\$686,339	\$736,339	\$4,494,050

Nongeneral Funds Project Summary Schedules

CATS Summary (continued)

CATS EXPENDITURES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Purchase Vehicles for CATS						
Bus Operations Replacements	\$143,950.00	\$151,200.00	-	\$64,162.00	\$33,433.00	\$392,745
Bus Maintenance Replacements	\$79,800	-	-	-	-	\$79,800
Special Transportation Service Replacements	\$106,780	\$109,540	-	-	\$240,000	\$456,320
Facility Maintenance Replacements	\$60,000	\$60,000	-	-	\$171,643	\$291,643
Safety and Security Replacements & Expansion	-	\$330,000	-	\$540,000	\$300,000	\$1,170,000
Technology Maintenance Replacements	-	-	\$70,000	\$36,050	-	\$106,050
Admin Replacements	-	-	-	\$73,000	-	\$73,000
Rail Replacements	-	-	-	\$120,000	\$508,000	\$628,000
Development & Planning Replacements	-	-	-	-	\$66,866	\$66,866
Sub-Total Vehicles for CATS	\$390,530	\$650,740	\$70,000	\$833,212	\$1,319,942	\$3,264,424
Maintain Transit Vehicles						
Bus Replacements	\$17,522,253	\$19,693,789	\$11,104,822	\$13,154,373	\$12,317,280	\$73,792,517
Special Transportation Service Replacements	\$1,812,800	\$1,867,184	\$1,923,196	\$2,200,000	\$3,502,000	\$11,305,180
Vanpool Replacements	\$331,890	\$344,726	\$355,068	\$236,712	\$406,350	\$1,674,746
Electric Vehicle Chargers	-	-	-	-	\$8,330,735	\$8,330,735
Sub-Total Maintain Transit Vehicles	\$19,666,943	\$21,905,699	\$13,383,086	\$15,591,085	\$24,556,365	\$95,103,178
Maintain Transit Facilities						
Bus Shelters	\$500,000	\$500,000	\$500,000	\$500,000	-	\$2,000,000
Drainage Improvements	\$500,000	\$525,000	\$551,000	\$579,000	-	\$2,155,000
South Corridor Lighting Upgrades	\$300,000	\$300,000	\$300,000	-	-	\$900,000
Lighting Upgrades	\$300,000	\$300,000	-	-	-	\$600,000
Bus & Rail Facility Boiler Replacements	-	-	-	-	\$450,000	\$450,000
Facility AC Replacement	-	-	-	-	\$120,000	\$120,000
Generator Replacement	-	-	-	-	\$500,000	\$500,000
Solar Panel Additions	-	-	-	-	\$500,000	\$500,000
Contingency for Facilities Projects	\$200,000	-	-	-	-	\$200,000
Sub-Total Maintain Transit Facilities	\$1,800,000	\$1,625,000	\$1,351,000	\$1,079,000	\$1,570,000	\$7,425,000
TOTAL CATS EXPENDITURES	\$47,105,949	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$144,126,657

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary

<u>CHARLOTTE WATER REVENUES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Water Revenue Bonds	\$32,300,000	\$18,000,000	\$62,400,000	\$67,300,000	\$97,700,000	\$277,700,000
Sewer Revenue Bonds	\$226,700,000	\$239,600,000	\$303,000,000	\$286,700,000	\$165,190,000	\$1,221,190,000
Pay-As-You-Go	\$161,799,996	\$184,634,167	\$265,778,851	\$289,840,195	\$246,616,226	\$1,148,669,435
TOTAL CHARLOTTE WATER REVENUES	\$420,799,996	\$442,234,167	\$631,178,851	\$643,840,195	\$509,506,226	\$2,647,559,435

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Install and Expand New Water and Sewer Service						
New Service Installation-Water	\$3,765,184	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$63,765,184
Street Main Extension - Sewer	\$8,000,000	\$8,500,000	\$8,500,000	\$9,000,000	\$9,000,000	\$43,000,000
New Service Installations - Sewer	\$1,791,651	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$29,791,651
Water Meter Program	\$4,700,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$17,900,000
Developer Constructed-Sewer Reimbursement	\$3,403,877	\$3,403,877	\$3,119,891	\$3,119,891	\$2,633,640	\$15,681,176
Street Main Extension - Water	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$21,000,000
Sub-Total New Water and Sewer Service	\$22,660,712	\$42,203,877	\$41,919,891	\$42,419,891	\$41,933,640	\$191,138,011
Construct Dixie Berryhill Water and Sewer Projects						
Dixie Berryhill Water Infrastructure	\$1,500,000	-	-	-	-	\$1,500,000
Beaver Dam Creek Lift Improvements New Pump Station	-	-	\$1,900,000	-	-	\$1,900,000
Beaver Dam Creek West Branch Outfall Phase 2	-	-	\$500,000	\$500,000	\$500,000	\$1,500,000
Sub-Total Dixie Berryhill Water and Sewer Projects	\$1,500,000	-	\$2,400,000	\$500,000	\$500,000	\$4,900,000
Rehabilitate and Improve Wastewater Infrastructure						
Sanitary Sewer Rehabilitation	\$15,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$95,000,000
Mallard Creek Basin Sanitary Sewer Improvements	\$9,500,000	\$20,000,000	\$37,700,000	\$30,500,000	\$30,500,000	\$128,200,000
Little Hope Creek Sanitary Sewer Improvements	\$6,000,000	\$10,000,000	\$14,000,000	-	-	\$30,000,000
Dairy Branch Tributary Sewer Improvements	\$5,000,000	\$5,000,000	\$5,000,000	-	-	\$15,000,000
Derita Branch Tributary Sewer Improvements	\$9,000,000	\$6,000,000	-	-	-	\$15,000,000
McMullen Creek Basin Program Management and Rehab Const.	\$8,900,000	\$1,600,000	\$2,000,000	\$5,200,000	\$21,000,000	\$38,700,000
Upper Little Sugar Creek Trunk Sewer	\$12,398,892	-	\$8,000,000	\$20,000,000	\$20,000,000	\$60,398,892
Clarke Creek Basin Pump Station and Force Main	\$5,000,000	\$20,000,000	\$20,000,000	-	-	\$45,000,000
SS Condition Based Needs Assessment	\$200,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$7,400,000
Sewer Lift Station FM Replacement & Rehab	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer Capacity Improvements	-	-	\$5,000,000	\$10,000,000	\$10,000,000	\$25,000,000
Large Diameter Sanitary Sewer Rehabilitation	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$10,000,000	\$30,000,000
Trunk Sewer Stream Bank Repairs	\$3,500,000	-	\$3,500,000	\$3,500,000	\$3,500,000	\$14,000,000
Briar Creek Relief Sewer Phase 4	-	-	-	-	-	-
Sanitary Sewer Capacity Assurance Support	-	\$226,167	\$1,823,690	\$1,677,398	\$1,761,268	\$5,488,523
Lift Station Improvements	\$1,700,000	\$3,000,000	\$3,315,000	\$6,315,000	\$3,220,000	\$17,550,000
Irwin Basin Tributary to Remount Road	\$10,000,000	\$5,500,000	\$9,500,000	-	-	\$25,000,000
Toby Creek Basin Sewer Improvements	-	\$9,000,000	\$9,000,000	-	-	\$18,000,000
Davidson Eastern Rocky River Sanitary Sewer Outfall	-	-	-	-	\$320,000	\$320,000
Mallard Connector Main	-	-	\$7,100,000	-	-	\$7,100,000
WSACC RRRWWTP Expansion	\$13,900,000	\$13,600,000	\$6,800,000	\$8,600,000	\$8,600,000	\$51,500,000
McDowell Basin Trunk Sewers	-	-	-	\$18,200,000	\$18,200,000	\$36,400,000
Upper Clear Creek Tributary Sewer	-	-	-	-	\$260,000	\$260,000
Moore's Chapel Gravity Sewer, Life Station and Force Main	-	-	-	-	\$1,200,000	\$1,200,000
Campus Ridge Road Gravity Sewer	-	-	-	-	\$800,000	\$800,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Rehabilitate and Improve Wastewater Infrastructure (continued)						
Davidson Eastern Rocky River Sewer Outfall	\$5,000,000	-	-	-	-	\$5,000,000
Middle Clear Creek Lift Station	-	-	-	-	\$2,000,000	\$2,000,000
McKee Creek Tributary Extension	-	-	-	-	\$320,000	\$320,000
Mountain Island Tributary Extension	-	-	-	-	\$240,000	\$240,000
Cane Creek Trunk Sewer North	-	-	-	-	\$220,000	\$220,000
Lake Road Trunk Sewer	-	-	-	-	\$130,000	\$130,000
Sub-Total Wastewater Infrastructure	\$110,198,892	\$120,826,167	\$159,638,690	\$130,892,398	\$154,171,268	\$675,727,415
Rehabilitate and Improve Water Infrastructure						
Major Water Main Replacement & Rehabilitation	\$35,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$25,000,000	\$120,000,000
960 Zone North-South Transmission Main	\$19,000,000	\$12,100,000	\$5,000,000	-	-	\$36,100,000
Idlewild Booster Pump Station Supply Main	\$7,500,000	\$1,000,000	-	-	-	\$8,500,000
Lead and Copper Program	\$500,000	\$500,000	\$40,000,000	\$40,000,000	\$40,000,000	\$121,000,000
Pressure Zone Boundary Changes	\$8,400,000	-	\$3,000,000	-	-	\$11,400,000
Water Distribution Elevated Storage Tanks	-	\$5,000,000	\$11,000,000	-	\$20,000,000	\$36,000,000
South Boulevard Water Main From Worthington Avenue to Clanton Road	\$2,000,000	-	-	-	-	\$2,000,000
Brief Road Water Main Extension	-	-	-	-	\$1,500,000	\$1,500,000
McKee Road Water Main Extension	-	-	-	\$2,500,000	-	\$2,500,000
East Rocky River Rd to Shearer Road Davidson Extension 16/12 Water Main	-	-	-	-	\$3,100,000	\$3,100,000
Interbasin Transfer Management Project	\$1,500,000	\$1,500,000	-	-	-	\$3,000,000
Water Transmission Improvement	\$4,500,000	\$4,500,000	\$5,000,000	\$1,500,000	-	\$15,500,000
Elevated Water Storage Tank Rehabilitation	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
960 Zone West-East Transmission Main	-	-	\$16,000,000	\$13,000,000	\$9,000,000	\$38,000,000
Franklin WTP West Main Extension	-	-	-	-	-	-
Water Transmission Main Clearing	-	-	\$500,000	\$500,000	\$500,000	\$1,500,000
Water Master Plan	\$2,000,000	-	-	-	-	\$2,000,000
Valve Rehabilitation and Replacement	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
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
Plaza Storage Tank Reinforcement Main	-	-	-	-	\$1,500,000	\$1,500,000
Water Quality Sampling Stations	\$300,000	\$300,000	\$300,000	\$400,000	-	\$1,300,000
Water Distribution System Design and Reliability Improvements	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$3,000,000	\$9,000,000
978 Zone Transfer Support Water Transmission	-	-	\$2,000,000	\$10,400,000	\$27,800,000	\$40,200,000
978 Zone PCCP Replacement Main	-	-	\$2,600,000	\$5,600,000	-	\$8,200,000
Verhoeff Drive Water Main	-	-	-	-	\$1,300,000	\$1,300,000
978 North-South Transmission Main	-	-	-	-	\$21,800,000	\$21,800,000
Old Dowd Rd Airport 24" Watermain Connect	\$3,500,000	-	-	-	-	\$3,500,000
Hambright Road Water Main	-	-	-	-	\$500,000	\$500,000
Sub-Total Water Infrastructure	\$86,400,000	\$47,100,000	\$116,200,000	\$109,200,000	\$156,200,000	\$515,100,000
Construct Stowe Regional Water Resource Recovery Facility						
Stowe Regional Water Resource Recovery Facility (WRRF)	\$80,000,000	\$90,000,000	\$100,000,000	\$107,000,000	-	\$377,000,000
Belmont Lift Station and Forcemain	-	\$4,500,000	\$13,205,270	\$15,517,906	\$2,586,318	\$35,809,494
Mount Holly Lift Station and Forcemain	\$3,915,392	\$6,434,123	-	-	-	\$10,349,515
Sub-Total Stowe Regional WRRF	\$83,915,392	\$100,934,123	\$113,205,270	\$122,517,906	\$2,586,318	\$423,159,009
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)						
McAlpine RPI (Aeration & Clarifier Rehab)	\$20,000,000	-	-	-	-	\$20,000,000
McAlpine WWTP Preliminary/Primary Treatment Facilities	\$2,000,000	\$7,500,000	\$11,000,000	\$900,000	-	\$21,400,000
McAlpine WWTP Biosolids Treatment Facilities Reliability	\$4,500,000	\$10,100,000	\$3,050,000	-	-	\$17,650,000
Sub-Total McAlpine Creek WWTP	\$26,500,000	\$17,600,000	\$14,050,000	\$900,000	-	\$59,050,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Expand Mallard Creek WWTP						
Mallard Creek WWRP Expansion & Improvement	\$20,000,000	\$37,000,000	\$26,400,000	\$26,400,000	\$10,300,000	\$120,100,000
Sub-Total Mallard Creek WWTP	\$20,000,000	\$37,000,000	\$26,400,000	\$26,400,000	\$10,300,000	\$120,100,000
Improve WWTPs						
Water And Wastewater Roofing Replacement Program Phase 2	\$500,000	-	-	-	-	\$500,000
WWTP Rehabilitation and Upgrades	\$6,300,000	\$9,300,000	\$7,800,000	\$7,800,000	\$7,800,000	\$39,000,000
Site Work at all WWTPs	\$750,000	\$750,000	\$500,000	\$750,000	\$500,000	\$3,250,000
WWTP PCB Remediation	-	-	-	-	-	-
Ultraviolet Disinfection System Improvements	-	-	\$3,800,000	\$4,500,000	\$4,700,000	\$13,000,000
Ashe Plantation WWTP Upgrade	-	\$1,500,000	\$1,500,000	-	-	\$3,000,000
Vacuum Truck Debris Receiving Stations	\$750,000	-	-	-	-	\$750,000
Sugar Creek IPS/Preliminary Treatment Reliability Improvements	-	-	\$2,000,000	\$6,500,000	\$6,500,000	\$15,000,000
Sub-Total WWTPs	\$8,300,000	\$11,550,000	\$15,600,000	\$19,550,000	\$19,500,000	\$74,500,000
Upgrade Water Treatment Plants (WTPs)						
WTP Rehabilitation and Upgrades	\$2,500,000	\$3,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,500,000
Dukes WTP Reliability Improvements Project	-	-	\$4,500,000	\$5,500,000	-	\$10,000,000
Catawba River Pump Station Expansion Project	-	-	\$1,000,000	\$1,000,000	\$1,000,000	\$3,000,000
Water Distribution Flow Monitoring	-	\$1,000,000	-	-	-	\$1,000,000
Lee S. Dukes WTP Expansion	-	-	-	-	-	-
WTP Residuals	-	\$8,000,000	\$7,000,000	-	-	\$15,000,000
Water Treatment BPS Improvements	-	-	\$100,000	\$100,000	-	\$200,000
Sub-Total WTPs	\$2,500,000	\$12,000,000	\$14,600,000	\$8,600,000	\$3,000,000	\$40,700,000
Improve Franklin WTP						
Reliability Improvement Project	-	-	\$7,000,000	\$10,000,000	-	\$17,000,000
Water Quality Improvement	\$5,000,000	-	\$7,000,000	\$8,000,000	-	\$20,000,000
Main Building Renovation	\$500,000	-	\$5,000,000	\$6,000,000	-	\$11,500,000
Sub-Total Franklin WTP	\$5,500,000	-	\$19,000,000	\$24,000,000	-	\$48,500,000
Upgrade and Maintain McDowell Creek WWTP						
McDowell WWTP - Capacity Enhancement and Rehabilitation Project	\$2,000,000	\$5,000,000	\$20,000,000	\$24,000,000	-	\$51,000,000
Sub-Total McDowell Creek WWTP	\$2,000,000	\$5,000,000	\$20,000,000	\$24,000,000	-	\$51,000,000
Recover Resources and Biosolids						
Biosolids Program	\$15,000,000	\$20,000,000	\$36,000,000	\$56,000,000	\$61,000,000	\$188,000,000
Nutrient Harvesting at WWTPs	\$6,000,000	\$6,000,000	\$6,000,000	-	-	\$18,000,000
Sub-Total Reuse	\$21,000,000	\$26,000,000	\$42,000,000	\$56,000,000	\$61,000,000	\$206,000,000
Relocate Water and Wastewater Infrastructure						
NCDOT Widening - Water	\$3,500,000	-	\$4,000,000	\$4,000,000	\$4,000,000	\$15,500,000
NCDOT Widening - Sewer	\$4,000,000	-	\$4,000,000	\$4,000,000	\$4,000,000	\$16,000,000
Water Lines for Street Improvements	\$3,500,000	-	\$4,000,000	\$4,000,000	\$4,000,000	\$15,500,000
Sewer in Streets to be Widened	\$3,500,000	-	\$3,500,000	\$5,000,000	\$5,000,000	\$17,000,000
Sewer Mains for Transit Projects	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$5,000,000	\$13,000,000
Water Mains for Transit Projects	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$5,000,000	\$13,000,000
Sub-Total Water and Wastewater Infrastructure	\$16,500,000	\$2,000,000	\$17,500,000	\$27,000,000	\$27,000,000	\$90,000,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
Replace and Upgrade Field and Administrative Facilities						
Zone 4 Field Operations Center	-	\$4,400,000	-	-	-	\$4,400,000
ADA Improvements	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Paving/Patching at Charlotte Water Facilities	-	-	\$2,000,000	\$3,000,000	\$3,000,000	\$8,000,000
Building and Facility Support	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Primary Building Capital Improvements	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
Sub-Total Field and Administrative Facilities	\$1,600,000	\$6,000,000	\$3,600,000	\$4,600,000	\$4,600,000	\$20,400,000
Enhance Security and Technology						
GIS Facility Mapping	\$1,500,000	\$1,590,000	\$1,340,000	\$1,560,000	\$1,490,000	\$7,480,000
Automatic Meter Reading Replacement Program	\$5,000,000	\$8,000,000	\$16,800,000	\$16,800,000	\$16,800,000	\$63,400,000
Utility Management System	\$1,750,000	\$2,000,000	\$2,500,000	\$24,500,000	\$6,000,000	\$36,750,000
Technology Improvements	\$1,900,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,900,000
Real Estate and Asset Management	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Laboratory Information Management System Program	-	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Enhance Security and Technology (continued)						
Control System Enhancements	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Security Improvements	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$2,125,000
e-Builder Capital Program	-	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
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	\$75,000	\$300,000
Charlotte Water Electrification Program	\$1,000,000	-	\$2,000,000	\$2,000,000	\$2,000,000	\$7,000,000
Water and Wastewater Information Management Program	-	\$50,000	\$75,000	\$50,000	\$75,000	\$250,000
Sub-Total Security and Technology	\$12,225,000	\$14,020,000	\$25,065,000	\$47,260,000	\$28,715,000	\$127,285,000
TOTAL CHARLOTTE WATER EXPENDITURES	\$420,799,996	\$442,234,167	\$631,178,851	\$643,840,195	\$509,506,226	\$2,647,559,435

Nongeneral Funds Project Summary Schedules

Storm Water Services Summary

<u>STORM WATER SERVICES REVENUES</u>	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL
Storm Water Pay-As-You-Go	\$36,000,000	\$43,000,000	\$43,000,000	\$48,000,000	\$43,000,000	\$213,000,000
Revenue Bonds	\$50,000,000	\$65,000,000	\$70,000,000	\$65,000,000	\$65,000,000	\$315,000,000
Program Income	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
TOTAL STORM WATER SERVICES REVENUES	\$88,000,000	\$110,000,000	\$115,000,000	\$115,000,000	\$110,000,000	\$538,000,000

<u>STORM WATER SERVICES EXPENDITURES</u>	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL
Improve Drainage for Storm Water						
Minor Storm Water Projects	\$49,000,000	\$47,000,000	\$45,000,000	\$46,000,000	\$50,000,000	\$237,000,000
Major Storm Water Projects	\$3,650,000	\$13,000,000	\$1,259,000	\$2,745,000	\$17,046,000	\$37,700,000
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)	\$5,100,000	-	-	-	-	\$5,100,000
Chandworth SDIP	\$3,900,000	-	-	-	-	\$3,900,000
Edgewater/Rosecrest SDIP	\$1,025,000	\$2,556,000	\$2,556,000	\$2,557,000	\$2,556,000	\$11,250,000
East 4 th Street SDIP	\$375,000	\$475,000	\$950,000	\$2,550,000	-	\$4,350,000
Foxrun/Burtonwood SDIP	\$250,000	-	\$1,500,000	\$2,100,000	\$440,000	\$4,290,000
Hill Street Phase 1 SDIP	\$1,350,000	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000	\$12,950,000
Raleigh SDIP	\$500,000	\$1,000,000	\$2,000,000	\$4,500,000	\$2,550,000	\$10,550,000
Barrington SDIP	\$250,000	\$1,275,000	-	-	-	\$1,525,000
Toomey Avenue SDIP	\$6,450,000	\$3,105,000	\$3,105,000	\$3,105,000	\$3,105,000	\$18,870,000
Litchfield SDIP	\$250,000	\$500,000	\$1,850,000	\$1,850,000	-	\$4,450,000
Laurel SDIP	\$300,000	\$300,000	\$2,700,000	-	-	\$3,300,000
Manor SDIP	\$350,000	\$400,000	\$2,725,000	-	-	\$3,475,000
Valleybrook SDIP	\$150,000	\$375,000	\$1,875,000	\$2,475,000	\$625,000	\$5,500,000
6 th and Graham SDIP	\$300,000	\$800,000	\$3,500,000	\$3,500,000	\$3,500,000	\$11,600,000
Queens/Westfield SDIP	\$300,000	\$525,000	\$1,950,000	\$2,500,000	-	\$5,275,000
Elvis Drive SDIP	\$350,000	\$1,750,000	-	-	-	\$2,100,000
Craighead SDIP	\$275,000	\$250,000	\$1,430,000	\$475,000	-	\$2,430,000
Sunview/Telfair SDIP	\$220,000	\$400,000	\$825,000	\$2,300,000	-	\$3,745,000
Farmer Street/Romare Bearden SDIP	-	\$1,550,000	\$1,550,000	\$1,550,000	-	\$4,650,000
Beckwith Meadow SDIP Phase 1	\$500,000	\$1,300,000	\$1,350,000	\$1,350,000	\$1,350,000	\$5,850,000
Perth/Milton SDIP	\$300,000	\$300,000	\$2,675,000	\$2,300,000	-	\$5,575,000
Magnolia/Winthrop SDIP	-	\$250,000	\$250,000	\$1,300,000	\$1,700,000	\$3,500,000
Camp Greene/Freedom Drive SDIP	\$180,000	\$300,000	\$450,000	\$1,100,000	\$800,000	\$2,830,000
Eastway SDIP	\$100,000	\$375,000	\$1,525,000	\$1,900,000	-	\$3,900,000
Valleyview/Bayswater SDIP	\$800,000	\$600,000	\$325,000	\$825,000	\$985,000	\$3,535,000
Bonlyn SDIP	\$250,000	\$1,300,000	-	-	-	\$1,550,000
Shamrock Gardens SDIP	\$150,000	\$1,500,000	\$1,775,000	-	-	\$3,425,000
Shamrock Drive SDIP	\$650,000	\$1,425,000	\$1,425,000	\$1,425,000	\$1,425,000	\$6,350,000
Queens SDIP	\$525,000	\$1,000,000	\$2,150,000	\$2,150,000	\$2,150,000	\$7,975,000
Westbourne SDIP	\$1,500,000	\$200,000	-	-	-	\$1,700,000
Lorna/Laburnum SDIP	\$200,000	\$350,000	\$575,000	\$1,262,000	\$1,263,000	\$3,650,000
Princeton/Hastings SDIP	-	\$120,000	\$2,100,000	\$2,100,000	\$2,100,000	\$6,420,000
Reece SDIP	\$200,000	\$300,000	\$1,400,000	-	-	\$1,900,000
Bonwood Drive SDIP	-	\$1,925,000	-	-	-	\$1,925,000
East 35 th SDIP	\$200,000	\$1,075,000	-	-	-	\$1,275,000
Cricketeer SDIP	-	\$275,000	\$275,000	\$825,000	-	\$1,375,000

Nongeneral Funds Project Summary Schedules

Storm Water Services Summary (continued)

<u>STORM WATER SERVICES EXPENDITURES</u>	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL
Area Improvements (continued)						
Crestmont SDIP	\$1,000,000	\$1,100,000	\$1,100,000	\$1,200,000	-	\$4,400,000
Chatham SDIP	\$350,000	\$2,325,000	\$2,325,000	\$2,325,000	\$2,330,000	\$9,655,000
Hidden Valley SDIP	\$200,000	\$200,000	\$1,000,000	\$1,200,000	\$1,000,000	\$3,600,000
Riverbend SDIP	\$850,000	\$3,144,000	\$1,200,000	\$556,000	-	\$5,750,000
Severn (Sunnyvale) SDIP	\$550,000	\$2,175,000	\$2,175,000	\$2,175,000	\$2,175,000	\$9,250,000
Sub-Total Drainage	\$83,350,000	\$100,200,000	\$102,250,000	\$105,600,000	\$100,500,000	\$491,900,000
Enhance Storm Water Mitigation Programs						
Stream Restoration/Mitigation	-	-	\$4,275,000	\$3,400,000	\$3,450,000	\$11,125,000
Storm Water Pollution Control	-	-	\$2,300,000	\$3,100,000	\$3,400,000	\$8,800,000
Reedy Watershed Study Area	\$700,000	\$700,000	\$700,000	\$700,000	\$600,000	\$3,400,000
Coulwood Branch Stream Restoration	\$50,000	\$1,500,000	\$1,450,000	\$50,000	\$50,000	\$3,100,000
Long Creek Water Quality Enhancement Project	\$1,000,000	\$950,000	-	-	-	\$1,950,000
Colonial Pond	\$350,000	\$525,000	\$450,000	-	-	\$1,325,000
Spears Pond	-	-	\$850,000	\$150,000	-	\$1,000,000
Little Rock Pond	\$100,000	\$750,000	\$250,000	-	-	\$1,100,000
Sweden Water Quality Enhancement Project	-	\$1,825,000	-	-	-	\$1,825,000
Ribbon Walk Wetland	\$250,000	\$950,000	\$300,000	-	-	\$1,500,000
Newell Stream Restoration	\$200,000	\$600,000	\$175,000	-	-	\$975,000
Sub-Total Mitigation Programs	\$2,650,000	\$7,800,000	\$10,750,000	\$7,400,000	\$7,500,000	\$36,100,000
Mitigate Impacts to Streams and Wetlands						
Stream Mitigation Bank	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Post Construction Control Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Sub-Total Streams and Wetlands	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
TOTAL STORM WATER SERVICES EXPENDITURES	\$88,000,000	\$110,000,000	\$115,000,000	\$115,000,000	\$110,000,000	\$538,000,000

**CAPITAL INVESTMENT PLAN
PAY-AS-YOU-GO
(PAYGO)**



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Great Neighborhoods

Support Innovative Housing

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$3,800,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,600,000
Total	\$3,800,000	\$3,200,000	\$3,200,000	\$3,200,000	\$3,200,000	\$16,600,000

Support Neighborhood Grants

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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

Great Neighborhoods

Enhance Placemaking Citywide

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Enhance Housing Opportunities for Team Charlotte

This program is specifically geared to provide home ownership assistance for city employees who are purchasing their first home within Mecklenburg County. The homeownership assistance may be leveraged through many options including down payment, closing costs, interest rate buydown, and homeownership education.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$2,000,000	-	-	-	-	\$2,000,000
Total	\$2,000,000	-	-	-	-	\$2,000,000

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, 2022, and 2023.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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 body cameras, tasers, laptops, license plate readers, cameras, and security systems within Police facilities.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,000,000
Total	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,000,000

Update Police Case Management System

This funding supports the final year of an update to the system Police uses to manage criminal cases, crime reports, and arrest records. This action will improve Police’s ability to efficiently resolve criminal cases and communicate with victims of crime.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$675,000	-	-	-	-	\$675,000
Total	\$675,000	-	-	-	-	\$675,000

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$1,875,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,375,000
Total	\$1,875,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,375,000

Safe Communities

Support Firefighter Lifecycle Management

This funding is provided to replace critical equipment necessary for Charlotte Fire operations. Replacements could include technology, Fire 911 equipment, and other equipment such as breathing apparatuses.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
PAYGO	\$1,250,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,250,000
Total	\$1,250,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,250,000

Offer In Rem Remedy – Residential

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTAL
PAYGO	\$600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,600,000
Total	\$600,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,600,000

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, General Fund cash, and PAYGO cash. Charlotte currently has 5,479 total lane miles. Streets are prioritized for resurfacing based on condition and schedule of prior paving.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$2,500,000	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$8,783,000
Total	\$2,500,000	\$2,500,000	\$1,261,000	\$1,261,000	\$1,261,000	\$8,783,000

Support Environmental Services Program

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000
Total	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000

Transportation, Planning, and Environment

Improve Energy Efficiency in Buildings

This program is combined with COPs funding 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 2023 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
Total	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000

2040 Community Area Planning

This funding helps implement the Charlotte Future 2040 Comprehensive Plan by providing for the technical assistance needed as Planning, Design, and Development starts to develop community area plans.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,100,000
Total	\$500,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,100,000

Transportation, Planning, and Environment

Purchase Transportation Equipment

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
PAYGO	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Total	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Support 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. FY 2023 includes additional funding for enhancing website compliance.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
PAYGO	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000
Total	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000

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 2023, the MOE transfer totals \$24,728,061.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$24,728,061	\$25,469,903	\$26,234,000	\$27,021,020	\$27,831,651	\$131,284,635
Total	\$24,728,061	\$25,469,903	\$26,234,000	\$27,021,020	\$27,831,651	\$131,284,635

Contribute to CityLYNX Gold Line Operating Costs

This transfer to CATS is based on the anticipated cost of operations for Phase I and Phase II of the CityLYNX Gold Line. Phase I of the rail line is 1.5 miles with six-stops and opened for service in 2015. Phase II is an additional 2.5 miles, creating a total rail line of four miles. In FY 2023, the contribution to the CityLYNX Gold Line operating costs is \$4,702,069.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$4,702,069	\$4,890,152	\$5,085,758	\$5,289,188	\$5,500,756	\$25,467,923
Total	\$4,702,069	\$4,890,152	\$5,085,758	\$5,289,188	\$5,500,756	\$25,467,923

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

These payments provide proportionate revenue of the 2006 U-Drive-It Rental Tax to Mecklenburg County and the towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville. Each town receives the equal tax proceeds from vehicle rental transactions initiated within the respective municipality; Mecklenburg County receives the vehicle rental revenue from the unincorporated areas. The Allocate Proportional U-Drive-It Rental Tax to county and towns amount for FY 2023 is \$921,805.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$921,805	\$926,942	\$945,481	\$964,391	\$983,678	\$4,742,298
Total	\$921,805	\$926,942	\$945,481	\$964,391	\$983,678	\$4,742,298

Workforce and Business Development

Improve Cultural Facilities

This funding is transferred to the Tourism Operating Fund and used to repair, maintain, and make debt service payments on cultural arts and entertainment facilities that are owned and maintained by the city.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$11,065,862	\$11,287,179	\$11,512,923	\$11,743,181	\$11,978,045	\$57,587,190
Total	\$11,065,862	\$11,287,179	\$11,512,923	\$11,743,181	\$11,978,045	\$57,587,190

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$500,000	-	-	-	-	\$500,000
Total	\$500,000	-	-	-	-	\$500,000

Revitalize Business Corridors

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Total	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000

Workforce and Business Development

Build Minority, Women, and Small Business Enterprise Capacity

As one of the city’s strategic priorities, a targeted focus on workforce development will provide funding to support Charlotte Business INclusion’s (CBI) Capital Access and CBI Bonding Programs. In addition, funding is programmed for NXTCLT that builds on AmpUp to provide further small and minority business capacity building. Amp UP will continue to support small and minority business capacity building as Charlotte’s workforce ecosystem further develops.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$1,300,000	\$250,000	\$250,000	-	-	\$1,800,000
Total	\$1,300,000	\$250,000	\$250,000	-	-	\$1,800,000

Fund Synthetic Tax Increment Grant (STIG) Cultural Projects

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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 and BIG Developer Payments

This funding represents payments to various developers with whom the city has previously entered into Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG) agreements. This funding represents PAYGO’s share of the costs based on the proportion of property tax revenue that the PAYGO Fund receives.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$89,515	\$89,515	\$113,504	\$103,144	\$92,182	\$487,860
Total	\$89,515	\$89,515	\$113,504	\$103,144	\$92,182	\$487,860

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$4,702,131	\$4,211,494	\$4,547,102	\$4,485,619	\$4,202,623	\$22,148,969
Total	\$4,702,131	\$4,211,494	\$4,547,102	\$4,485,619	\$4,202,623	\$22,148,969

Upgrade Business System Software

This funding provides a portion of the General Fund’s contribution towards replacing the city’s Enterprise Resource Planning (ERP) system. The remainder of the General Fund’s contribution will be borrowed from the Municipal Debt Service Fund (MDSF) and repaid by the Pay-As-You-Go (PAYGO) Fund in future years.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	\$6,239,345
Total	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	\$6,239,345

Enhance Innovation and Technology Assets

This funding will ensure the city’s technology network remains secure, replaces hardware at the end of its useful life, and replaces the city’s backup system with a higher-performing and more secure solution to ensure business continuity.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$2,500,000	-	-	-	-	\$2,500,000
Total	\$2,500,000	-	-	-	-	\$2,500,000

Well-Managed Government

Replace Radios

This funding supplements existing funds in order to replace handheld radios that have reached the end of their useful life. Departments using these radios include Police, Fire, and Transportation.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$2,000,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000
Total	\$2,000,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
PAYGO	\$500,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,900,000
Total	\$500,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,900,000

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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

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



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Advanced Planning and Design Program

Program Description

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

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

Program Funding

In FY 2020, \$20,000,000 of funding was made available for advanced planning and design from the Municipal Debt Service Fund. The initial funding amount was determined based on analysis of actual planning and design costs from recently completed facility and transportation projects. The program was designed to be reimbursed as projects are permanently financed; however, funds may need to be added to the program to reimburse a project explored that is later determined not to be feasible. Funding may also need to be added to the program if reimbursements from GO Bonds, which only occur every other year, do not align with current-year project needs. Any additional funding appropriations will require City Council approval. The need for additional program funding will be assessed annually; however, FY 2023 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.

Advanced Planning and Design Program

Project Selection Process (continued)

Facility Projects

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

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 complete on Segment 11 • Funding proposed in Other Sources schedule
Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	District 3	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding included in the 2026 and 2028 Bonds
Eastway Drive/Shamrock Drive Intersection	District 1	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding included in the 2022 and 2024 Bonds
Bryant Farms Road Extension (Rea Road to Ardrey Kell Road)	District 7	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding included in the 2024 and 2026 Bonds
Robinson Church Road (Harris Boulevard to Hood Road)	District 5	FY 2020	<ul style="list-style-type: none"> • 30% Design complete • Funding included in the 2024, 2026, and 2028 Bonds

Advanced 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"> 1. Fire’s highest priority infill Fire Station 2. 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 (Station 45) Neighborhood Station <ol style="list-style-type: none"> 1. Property acquired 2. Funding proposed in Other Sources schedule • Two additional Fire Stations, Station 11 and 30, are included in the FY 2023 -FY 2024 Other Sources Schedule. • Station 30 will feature the city’s first all-electric Fire Station, complete with an electric fire truck and charging technology • One additional Fire Station in the River District is included in the FY 2023 Advanced Planning & Design program.
South Charlotte Congestion Mitigation Projects in Partnership with the North Carolina Department of Transportation (NCDOT)	District 7	FY 2021	<ul style="list-style-type: none"> • Initial feasibility work led to the submission and approval of the Rea Road (I-485 to Williams Pond Lane) widening project to NCDOT for Bonus Allocation funding • 30% Design complete • Funding included in the 2022 Bond
Relocate the Asset Recovery and Disposal/ Commissioning and Decommissioning Facility	District 3	FY 2022	<ul style="list-style-type: none"> • The city is currently looking to acquire land to construct a new ARD/CDC facility or to purchase property with existing facilities that can be repurposed for ARD/CDC operations. Continuing the ARD/CDC in the Advanced Planning and Design Program in FY 2023 allows for planning and design work to begin as soon as an appropriate property is identified. • To streamline business operations, the city is also exploring ARD/CDC locations that serve as a site for other Capital Improvement Projects, including, CMPD Property & Evidence, and CMPD Tow Lot.
The Loop	District 6	FY 2022	<ul style="list-style-type: none"> • Funding from the SouthPark Comprehensive Neighborhood Improvement Program allowed for the completion of a Framework Plan and cost estimate. No additional planning work is required at this time; however, continuing this project in the Advanced Planning and Design Programs allows for design to immediately begin, if necessary, on any in-between connector sections of The Loop that the city will need to construct.

Advanced Planning and Design Program

Status of Existing Projects (continued)

Project Name	Council District	Year Added	Status
Gateway Station Development	District 2	FY 2022	<ul style="list-style-type: none"> 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 Amtrack 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 continuing the Primary Development in the Advanced Planning and Design Program, funding is available to continue exploring early-stage development needs that could include utility relocation, contracted work for financial analysis or legal consultation, or similar activities.
Enhanced Sidewalk Funding	TBD	FY 2023	<ul style="list-style-type: none"> The Proposed 2022 Bond (occurring in November of FY 2023) includes \$50,000,000 for the Sidewalk Program, which is more than triple the 2020 Bond total of \$15,000,000. As a result of including the Sidewalk Program in the Advanced Planning and Design Program, the city is well positioned to act quickly and begin constructing projects when the 2022 Bond Funding becomes available.

Advanced Planning and Design Program

Projects With No Further Action

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

Project Name	Council District	Year Added	Status
Upgrade Existing Animal Care and Control Facility	District 3	FY 2020	<ul style="list-style-type: none"> • \$5,000,000 was provided in COPs funding in FY 2022 to complete this upgrade
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 completed 10% design • Results of traffic analysis and the proposed design required significant impacts to adjacent properties with low to moderate improvements to capacity on Wendover Rd and none on Providence Rd. • These property impacts and resulting capacity improvements do not align with the cost of the project; therefore, the project has been cancelled.
West W.T. Harris Boulevard (Reames Road to Mt. Holly-Huntersville Road)	District 2	FY 2021	<ul style="list-style-type: none"> • Project completed 30% design • WT Harris Blvd corridor study did extensive traffic analysis to identify solutions to improve safety and congestion along the corridor. A variety of improvements were analyzed; however, none provided significant improvements.

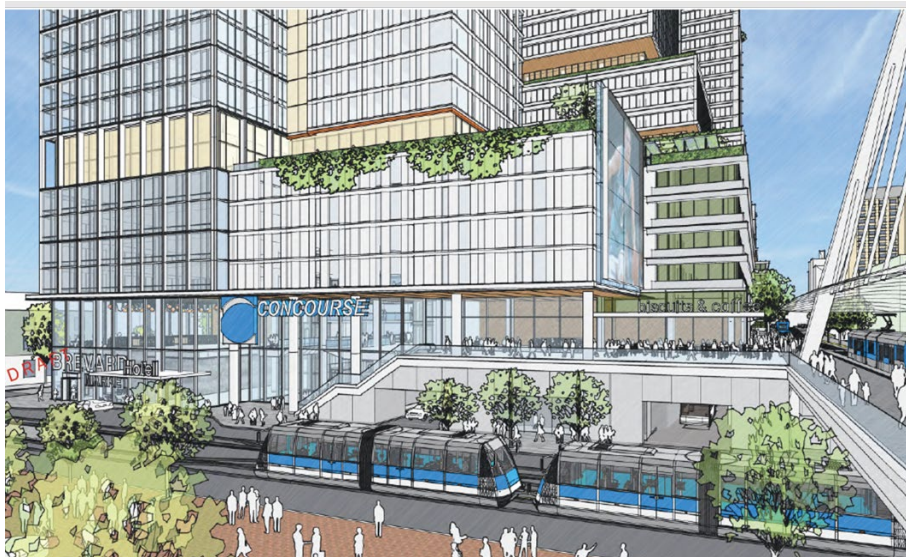
Advanced Planning and Design Program

FY 2023 Proposed Additions

In FY 2023, two new projects are proposed for inclusion in the Advanced Planning and Design Program. Each project is outlined below and contains a description and justification. During planning and design, the scopes will be finalized prior to appropriating funding.

Charlotte Multimodal Transit Hub

The Charlotte Multimodal Transit Hub (CMTH) is a component of the 2030 Transit Corridor System Plan. The project will modernize a critical component of the City of Charlotte's transit infrastructure and more effectively integrate and improve four transit modes connecting Charlotte's downtown core to the rest of the city and metropolitan area. The project has two major components, the first component is the redevelopment of the current transportation center into a modern below-grade bus facility; the second component will include mixed-use development. The private component is being coordinated with the city's Economic Development Department and still in the early stages of planning. By adding the CMTH to the Advanced Planning & Design program, funding is available to explore early-stage design development.



Council District: 1

Advanced Planning and Design Program

FY 2023 Proposed Additions (continued)

Law Enforcement Center Renovation and Relocation of Property & Evidence

The Law Enforcement Center currently houses CMPD's Property and Evidence Management Divisions. Property and Evidence has a critical need for larger space given the increase in personnel, equipment, and evidence. Due to a lack of space in the Law Enforcement Center, there is no room for expansion in its current location. A new building and land would allow for adequate space to house Property & Evidence, Crime Scene Investigations, and a Tow Lot.

Relocating the Property and Evidence Management Divisions to a new facility would allow for the renovation of the Law Enforcement Center. The renovation would alleviate overcrowding issues in the building, create additional interview rooms, an observation room to watch interviews, and a large meeting room for press conferences, small ceremonies, and events. The renovation would also address necessary improvements outlined in the ADA Transition Plan. Including the Law Enforcement Center renovation and the relocation of Property and Evidence in the Advanced Planning and Design Program allows the city to continue to explore the best option while ensuring business continuity.



Council District: 1



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CAPITAL INVESTMENT PLAN
GREAT NEIGHBORHOODS



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Create and Preserve Affordable Housing

Project Description

This program supports the preservation and creation of safe, quality, and affordable housing for low- and moderate-income households throughout Charlotte. This voter-approved funding leverages other public, private, and non-profit dollars to increase the supply and accessibility of housing in the community.

Department	Housing and Neighborhood Services
Location	TBD
Council District	TBD
Priority Area	Great Neighborhoods (Affordable and Sustainable Neighborhoods)



Budget Overview

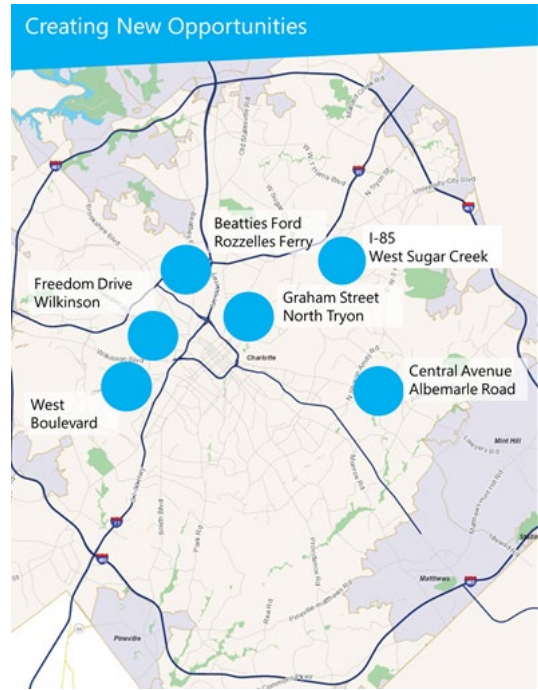
<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Affordable Housing Payments	\$50,000,000	-	\$50,000,000	-	\$50,000,000	\$150,000,000
Total	-	-	-	-	-	\$150,000,000
Five Year Project Appropriations						\$100,000,000
Grand Total						\$250,000,000

Invest in Corridors of Opportunity

Project Description

The Corridors of Opportunity program approaches investment and revitalization holistically by using cross-department collaboration to serve the corridor using multiple tools. Each corridor will have projects and strategies tailored to the specific economic development, placemaking, and transportation needs within the corridor. Six Corridors of Opportunity have been identified for investment: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.

The bond funding outlined in the table below is dedicated to infrastructure improvements, which may include intersection enhancements, sidewalks, or transportation safety improvements to support the Vision Zero philosophy. This funding is supplemented with prior 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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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
Grand Total						\$34,500,000

Project Description

This program provides funding to construct new fire facilities and replace existing fire facilities that no longer function properly for Charlotte Fire. The Fire Facilities Master Plan prioritized all Fire facility construction requests by assessing need and function, determining outstanding maintenance requirements, and analyzing call load and response times. This funding is intended to complete Fire’s highest-priority needs.

This multi-year program is intended to construct 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. The replacement Fire Station 30 will feature the city’s first all-electric fire station, including an electric fire truck and charging technology. This will be the first fire station of its kind and will be a nationally-recognized model for sustainable fire houses.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$5,544,000	-	-	-	-	\$5,544,000
Construction	\$15,218,320	\$27,832,000	-	-	-	\$43,050,320
Public Art	\$37,680	\$168,000	-	-	-	\$205,680
Total	\$20,800,000	\$28,000,000	-	-	-	\$48,800,000
Five-Year Prior Program Appropriations						\$2,700,000
Grand Total						\$51,500,000

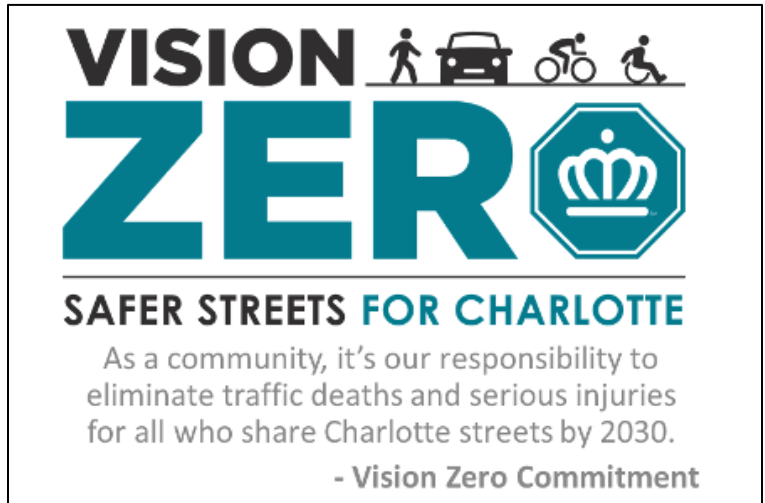
Enhance Transportation Safety (Vision Zero)

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 neighborhood traffic calming efforts such as the reduction of speed limits or the addition of speed humps, spot safety treatments, small infrastructure projects such as pedestrian crossings, or signal technology solutions such as Accessible Pedestrian Signal push buttons, flashing beacons, and Leading Pedestrian Intervals, especially along transit routes and near schools. The 2022 Bond includes \$12,600,000 of funding, which is more than six times the previous bond funding of \$2,000,000 in the 2018 and 2020 bonds.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
		FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$630,000	-	\$400,000	-	\$400,000	\$1,430,000
Construction	\$11,957,400	-	\$3,596,000	-	\$3,596,000	\$19,149,400
Public Art	\$12,600	-	\$4,000	-	\$4,000	\$20,600
Total	\$12,600,000	-	\$4,000,000	-	\$4,000,000	\$20,600,000
Five-Year Prior Program Appropriations						\$4,000,000
Grand Total						\$24,600,000

Enhance

Transportation Safety - Street Lighting (Vision Zero)

Project Description

This is a new initiative in the 2022 Bond that dedicates funding to street lighting, which is a key Vision Zero strategy helping to make the city’s transportation system as safe as possible for all users. The 2022 Bond funding of \$4,500,000 will be used to implement new street lighting projects along high-injury network streets or to enhance existing street lighting by converting existing lights to LED, which increase visibility and improve safety, in addition to providing environmental sustainability benefits. A quarter of the existing 77,000 streetlights in the system are currently LED and all new street lighting projects install LEDs. In partnership with Duke Energy, the city has the opportunity to help prioritize corridors for upgrades based on safety data such as crash history.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$1,000,000	-	-	-	-	\$1,000,000
Construction	\$3,500,000	-	-	-	-	\$3,500,000
Public Art	-	-	-	-	-	-
Total	\$4,500,000	-	-	-	-	\$4,500,000
Five-Year Prior Program Appropriations						\$0
Grand Total						\$4,500,000

Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical wastewater infrastructure, which will enable the city to reliably handle current wastewater flows and accommodate future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$22,039,778	\$24,165,233	\$31,927,738	\$26,178,480	\$30,834,254	\$135,145,483
Construction	\$88,159,114	\$96,660,934	\$127,710,952	\$104,713,918	\$123,337,014	\$540,581,932
Total	\$110,198,892	\$120,826,167	\$159,638,690	\$130,892,398	\$154,171,268	\$675,727,415
Five-Year Prior Program Appropriations						\$64,380,756
Grand Total						\$740,108,171

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>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$17,280,000	\$9,420,000	\$23,240,000	\$21,840,000	\$31,240,000	\$103,020,000
Construction	\$69,120,000	\$37,680,000	\$92,960,000	\$87,360,000	\$124,960,000	\$412,080,000
Total	\$86,400,000	\$47,100,000	\$116,200,000	\$109,200,000	\$156,200,000	\$515,100,000
Five-Year Prior Program Appropriations						\$34,649,922
Grand Total						\$549,749,922

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning/Design	\$15,943,924	\$19,177,483	\$21,509,001	\$23,278,402	\$491,400	\$80,400,210
Construction	\$67,132,314	\$80,747,298	\$90,564,216	\$98,014,325	\$2,069,054	\$338,527,207
Public Art	\$839,153	\$1,009,341	\$1,132,052	\$1,225,179	\$25,863	\$4,231,588
Total	\$83,915,391	\$100,934,122	\$113,205,269	\$122,517,906	\$2,586,317	\$423,159,005
Prior Project Appropriations						\$27,011,009
Grand Total						\$450,170,014

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>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$5,300,000	\$3,520,000	\$2,810,000	\$180,000	-	\$11,810,000
Construction	\$21,200,000	\$14,080,000	\$11,240,000	\$720,000	-	\$47,240,000
Total	\$26,500,000	\$17,600,000	\$14,050,000	\$900,000	-	\$59,050,000
Prior Project Appropriations						\$31,354,647
Grand Total						\$90,404,647

Wastewater Treatment Plant

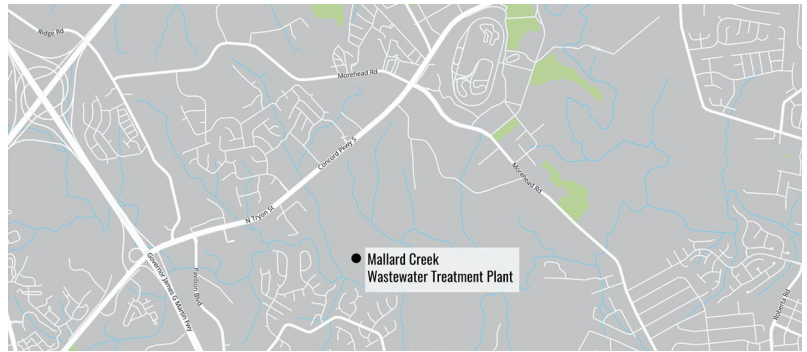
Project Description

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$4,000,000	\$7,400,000	\$5,280,000	\$5,280,000	\$2,060,000	\$24,020,000
Construction	\$16,000,000	\$29,600,000	\$21,120,000	\$21,120,000	\$8,240,000	\$96,080,000
Total	\$20,000,000	\$37,000,000	\$26,400,000	\$26,400,000	\$10,300,000	\$120,100,000
Prior Project Appropriations						\$4,672,732
Grand Total						\$124,772,732

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 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$1,660,000	\$2,310,000	\$3,120,000	\$3,910,000	\$3,900,000	\$14,900,000
Construction	\$6,640,000	\$9,240,000	\$12,480,000	\$15,640,000	\$15,600,000	\$59,600,000
Total	\$8,300,000	\$11,550,000	\$15,600,000	\$19,550,000	\$19,500,000	\$74,500,000
Five-Year Prior Program Appropriations						\$13,403,574
Grand Total						\$87,903,574

Upgrade

Water Treatment Plants

Project Description

These projects will provide rehabilitation and improvements for a raw water pump station and various water treatment plants. Potential work may include upgrades and rehabilitation of filters and new generators to ensure uninterrupted service during power outages, which will reduce energy consumption and maintenance, as well as maintain regulatory compliance.

Department	Charlotte Water
Location	Catawba River Pump Station, Franklin, Lee S. Dukes, and Vest Water Treatment Plants
Council District	2, adjacent to 2 and 4
Priority Area	Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$500,000	\$2,400,000	\$2,920,000	\$1,720,000	\$600,000	\$8,140,000
Construction	\$2,000,000	\$9,600,000	\$11,680,000	\$6,880,000	\$2,400,000	\$32,560,000
Total	\$2,500,000	\$12,000,000	\$14,600,000	\$8,600,000	\$3,000,000	\$40,700,000
Five-Year Prior Program Appropriations						\$8,215,928
Grand Total						\$48,915,928

Improve

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>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$1,100,000	-	\$3,800,000	\$4,800,000	-	\$9,700,000
Construction	\$4,400,000	-	\$15,200,000	\$19,200,000	-	\$38,800,000
Total	\$5,500,000	-	\$19,000,000	\$24,000,000	-	\$48,500,000
Prior Project Appropriations						\$10,422,422
Grand Total						\$58,922,422

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.

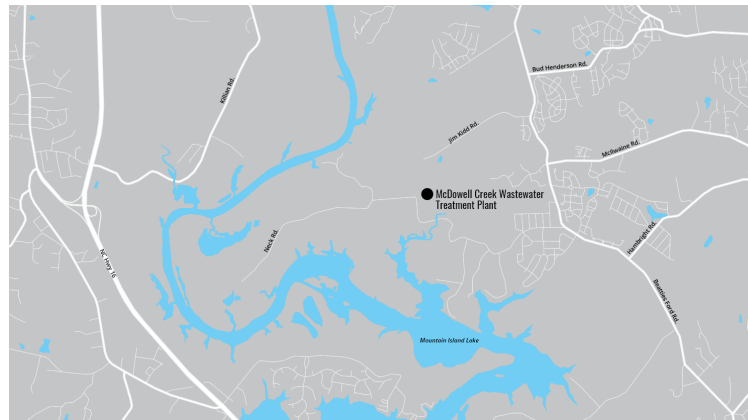
The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Huntersville area.

Department Charlotte Water

Location Neck Road

Council District Adjacent to 2

Priority Area Safe Communities (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$400,000	\$1,000,000	\$4,000,000	\$4,800,000	-	\$10,200,000
Construction	\$1,600,000	\$4,000,000	\$16,000,000	\$19,200,000	-	\$40,800,000
Total	\$2,000,000	\$5,000,000	\$20,000,000	\$24,000,000	-	\$51,000,000
Prior Project Appropriations						\$1,825,541
Grand Total						\$52,825,541

**CAPITAL INVESTMENT PLAN
TRANSPORTATION,
PLANNING, AND
ENVIRONMENT**



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Increase Building Sustainability

Project Description

This funding supports the advancement of the City Council-adopted Strategic Energy Action Plan (SEAP). One of the three priorities outlined in the SEAP is that the city will strive to source 100 percent of energy use in city-owned buildings and fleet from zero-carbon sources by 2030. This funding provides for building retrofits, which may include solar panel installations on solar-ready facilities. Prioritization of sustainable building retrofits is based on energy cost savings analysis over the life of the facility and impact on environment and public health. The city continues to enhance charging infrastructure for electric vehicles. SEAP funding will enhance the city’s charging infrastructure and expand charging opportunities to additional city locations.

Department	General Services
Location	Various City-Owned Facilities
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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						\$6,000,000
Grand Total						\$18,000,000

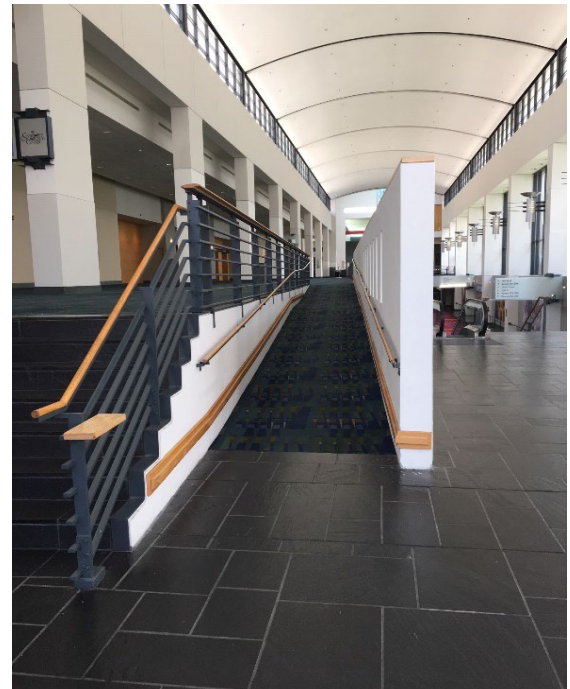
Implement ADA Transition Plan in Facilities

Project Description

The city is currently undergoing a third-party assessment of city-owned facilities for compliance with the federal Americans with Disabilities Act (ADA) standards. The assessment will produce an inventory of city-owned facilities that may pose barriers to ADA compliance. Projects will be prioritized in the city's Transition Plan.

This program is intended to remediate identified barriers to ADA compliance within the consultant's recommended timeline of 15 years. This funding will be utilized in city-owned facilities occupied by General Fund departments; additional funding will be provided by Enterprise Funds and hospitality funds to remediate barriers in their respective city-owned facilities. The FY 2023 COPs funding amount for this program is \$3,000,000, which is the planned annual funding amount for FY 2023 – FY 2027. An additional \$5,250,000 in PAYGO funding is also included in FY 2023 – FY 2027 to support ADA compliance projects.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Construction	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000	\$12,000,000
Total	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Five-Year Prior Program Appropriations						\$4,000,000
Grand Total						\$19,000,000

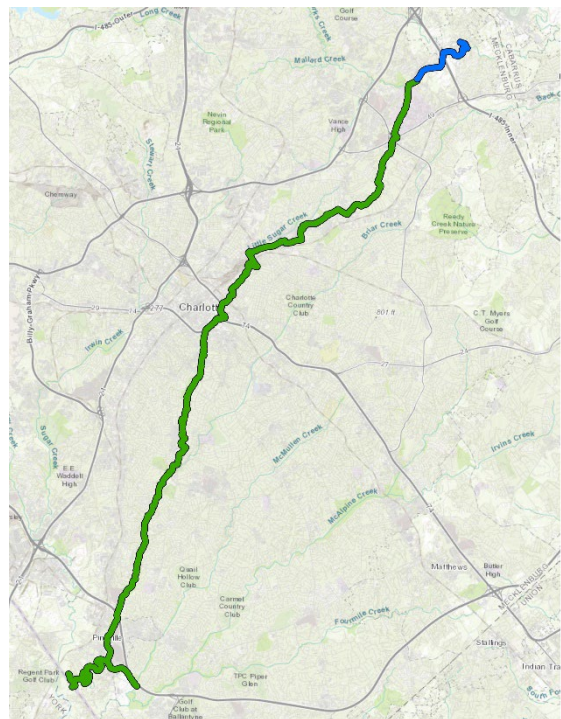
Complete the Cross Charlotte Trail

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 2023 – FY 2027 CIP includes \$18.8 million of funding to complete the trail.

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$1,690,000	-	-	-	-	\$1,690,000
Construction	\$1,093,200	\$7,554,400	\$8,291,400	-	-	\$16,939,000
Public Art	\$16,800	\$45,600	\$50,400	-	-	\$112,800
Total	\$2,800,000	\$7,600,000	\$8,349,600	-	-	\$18,800,000
Prior Project Appropriations						\$94,100,000
Grand Total						\$112,900,000

Project Description

The Sidewalk 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 City Council-adopted plans such as the Charlotte WALKS Pedestrian Plan. Projects within this program complete critical sidewalk gaps and make strategic sidewalk connections. Projects in this program also include accessibility improvements in public rights-of-way and removal of barriers in compliance with the Americans with Disabilities Act.

The 2022 Bond funding of \$50,000,000 more than triples the 2020 Bond funding of \$15,000,000. At least 20 percent of the funds will be reserved to construct sidewalks in suburban areas. In addition to sidewalks, program funding was also previously used to construct small pedestrian safety improvements such as pedestrian crossings and refuge islands; those efforts have been relocated to the Transportation Safety (Vision Zero) program in an effort to dedicate full program funding to the addition of sidewalks.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$10,000,000	-	\$4,000,000	-	\$3,400,000	\$17,400,000
Construction	\$39,950,000	-	\$15,980,000	-	\$13,583,000	\$69,513,000
Public Art	\$50,000	-	\$20,000	-	\$17,000	\$87,000
Total	\$50,000,000	-	\$20,000,000	-	\$17,000,000	\$87,000,000
Five-Year Prior Program Appropriations						\$45,000,000
Grand Total						\$132,000,000

Improve Eastway Drive/ Shamrock Drive Intersection

Project Description

The Eastway Drive/Shamrock Drive/Frontenac Drive intersection was added to the Advanced Planning Program in FY 2020 and has reached 30 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) and an additional \$7,800,000 from the Charlotte Regional Transportation Planning Organization (CRTPO).

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$12,700,000	-	-	-	-	\$12,700,000
Construction	-	-	\$10,500,000	-	-	\$10,500,000
Public Art	-	-	-	-	-	-
Total	\$12,700,000	-	\$10,500,000	-	-	\$23,200,000
Prior Project Appropriations						\$0
NCDOT Funding						\$8,000,000
CRTPO Funding						\$7,800,000
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.

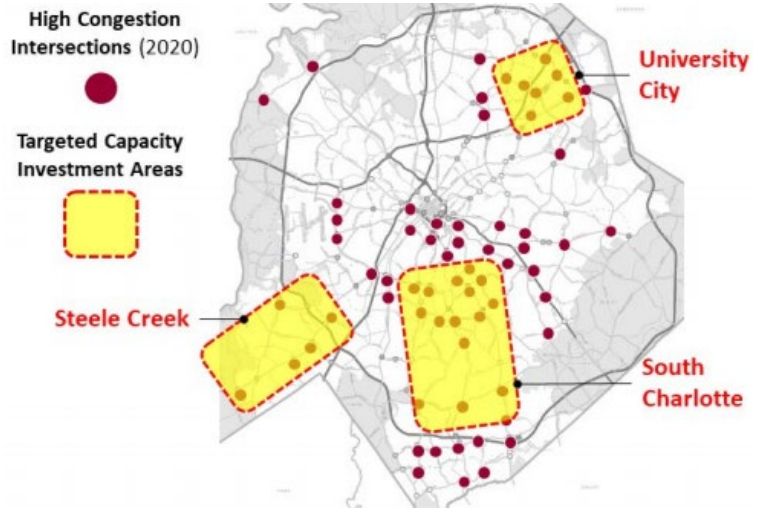
FY 2023 proposed funding will continue efforts to improve congestion in the South Charlotte, Steele Creek, and University City areas.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$2,000,000	-	\$2,000,000	-	\$1,000,000	\$5,000,000
Construction	\$8,000,000	-	\$8,000,000	-	\$4,000,000	\$20,000,000
Public Art	-	-	-	-	-	-
Total	\$10,000,000	-	\$10,000,000	-	\$5,000,000	\$25,000,000
Five-Year Prior Program Appropriations						\$14,312,000
Grand Total						\$39,312,000

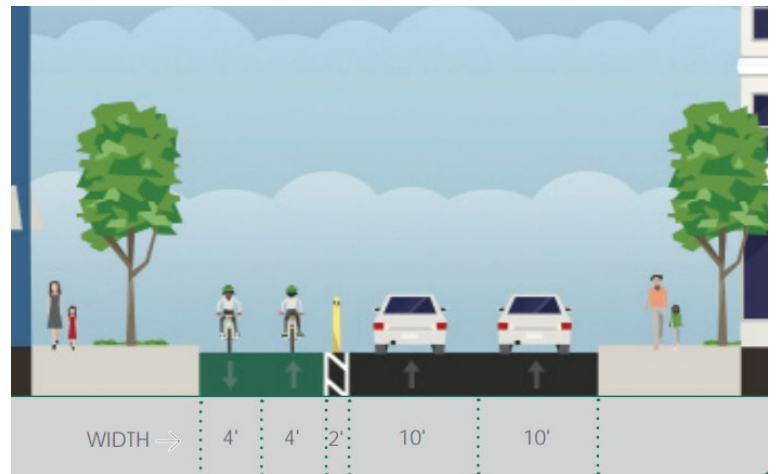
Connect Bicycle Facilities

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$2,000,000	-	\$2,000,000	-	\$2,000,000	\$6,000,000
Construction	\$5,992,000	-	\$5,992,000	-	\$5,992,000	\$17,976,000
Public Art	\$8,000	-	\$8,000	-	\$8,000	\$24,000
Total	\$8,000,000	-	\$8,000,000	-	\$8,000,000	\$24,000,000
Five-Year Prior Program Appropriations						\$8,000,000
Grand Total						\$32,000,000

Resurface Streets

Project Description

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation, General Obligation Bonds, the General Fund, and PAYGO cash. Charlotte currently has 5,479 total lane miles. Streets are prioritized for resurfacing based on condition and schedule of prior paving. This program provides additional funding beyond Powell Bill funding. The FY 2023 \$13,600,000 increase is intended to replace the state reduction in the city’s Powell Bill funding.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	-	-	-	-	-	-
Construction	\$21,600,000	-	\$8,000,000	-	\$8,000,000	\$37,600,000
Public Art	-	-	-	-	-	-
Total	\$21,600,000	-	\$8,000,000	-	\$8,000,000	\$37,600,000
Five-Year Prior Program Appropriations						\$8,000,000
Grand Total						\$45,600,000

Connect Northeast Corridor Infrastructure

Project Description

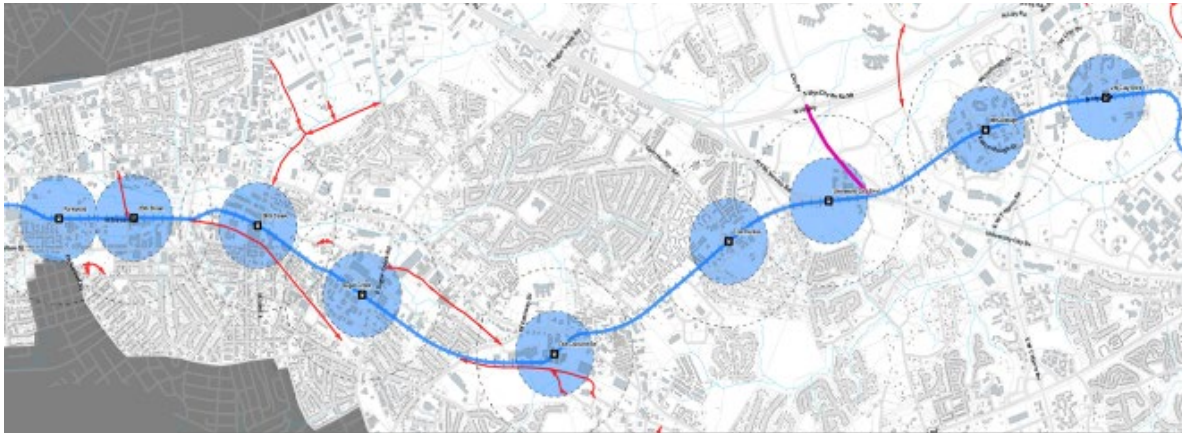
Northeast Corridor Infrastructure (NECI) is a collection of projects targeted at improving pedestrian, bicycle, and vehicular access to the CATS Blue Line Extension. These investments also make connections to other community assets like the Cross Charlotte Trail, Mecklenburg County greenway system, UNC Charlotte, NoDa, and the Applied Innovation Corridor.

Department General Services

Location Area around the CATS Blue Line Extension

Council District 1 and 4

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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

Improve Rea Road 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 Rea Road Widening project will extend a third southbound through lane from the I-485 off-ramp to Williams Pond Ln, the northbound lane from just south of Ballantyne Commons Parkway to I-485, as well as add left and right turn lanes at key intersections.

The project has completed 30 percent design and the funding is included in the Proposed 2022 Bond. The total cost of the project is \$14,000,000 which includes \$7,300,000 in city funding and \$6,700,000 in bonus allocation funding from NCDOT.



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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$1,620,000	-	-	-	-	\$1,620,000
Construction	\$5,680,000	-	-	-	-	\$5,680,000
Public Art	-	-	-	-	-	-
Total	\$7,300,000	-	-	-	-	\$7,300,000
Prior Project Appropriations						-
NCDOT Funding						\$6,700,000
Grand Total						\$14,000,000

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

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	-	-	-	-	-	-
Construction	\$4,995,000	-	\$5,994,000	-	\$5,994,000	\$16,983,000
Public Art	\$5,000	-	\$6,000	-	\$6,000	\$17,000
Total	\$5,000,000	-	\$6,000,000	-	\$6,000,000	\$17,000,000
Five-Year Prior Program Appropriations						\$18,000,000
Grand Total						\$35,000,000

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

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	-	-	-	-	-	-
Construction	\$4,500,000	-	\$5,000,000	-	\$5,000,000	\$14,500,000
Public Art	-	-	-	-	-	-
Total	\$4,500,000	-	\$5,000,000	-	\$5,000,000	\$14,500,000
Five-Year Prior Program Appropriations						\$7,000,000
Grand Total						\$22,500,000

Maintain

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	-	-	-	-	-	-
Construction	\$4,000,000	-	\$4,000,000	-	\$4,000,000	\$12,000,000
Public Art	-	-	-	-	-	-
Total	\$4,000,000	-	\$4,000,000	-	\$4,000,000	\$12,000,000
Five-Year Prior Program Appropriations						\$7,000,000
Grand Total						\$19,000,000

Construct Bryant Farms Road Extension (Phase II)

Project Description

This project includes the extension of Bryant Farms Road from Rea Road to Ardrey Kell Road approximately 1.2 miles. The new road will include curb and gutter, multi-use path, planting strips, a bridge connection, and new intersection at Tom Short and Bryant Farms Road. The extension of Bryant Farms to Ardrey Kell Road expands upon the funded (2018 and 2020 Bonds) Phase 1 segment from Elm Lane to Rea Road and will provide additional connectivity and alternative east-west route choices for this area.

There is \$10M in the 2024 Bond and \$43M in the 2026 Bond for this project.

Department	Transportation
Location	Ballantyne
Council District	7
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

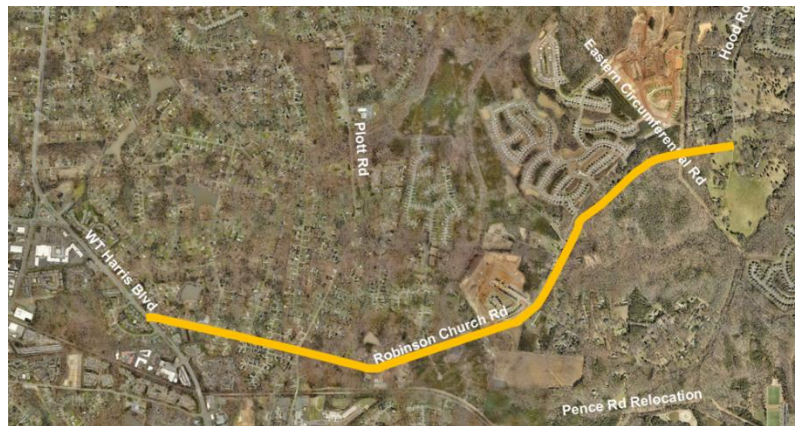
Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	-	-	\$4,830,000	-	-	\$4,830,000
Construction	-	-	\$5,170,000	-	\$43,000,000	\$48,170,000
Total	-	-	\$10,000,000	-	\$43,000,000	\$53,000,000
Prior Project Appropriations						-
Grand Total						\$53,000,000

Construct Robinson Church Road

Project Description

The Robinson Church Road construction project is from WT Harris Boulevard to Hood Road (about 2.65 miles) and creates a roundabout at the road's intersection with Plott Road. The widening construction would allow for construction of landscaped medians, curb and gutter, a multi-use path, planting strips, and, where needed, pedestrian refuge islands. The city was awarded \$6.227 Million from CRTPO for construction of the portion between WT Harris Boulevard and Plott Road. There is \$7.8M in the 2024 Bond, \$18.5M in the 2026 Bond, and \$32.5M in the 2028 Bond for this project.

Department	Transportation
Location	East Charlotte
Council District	5
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	-	-	\$234,000	-	\$925,000	\$1,159,000
Construction	-	-	\$7,566,000	-	\$17,575,000	\$25,141,000
Total	-	-	\$7,800,000	-	18,500,000	\$26,300,000
Prior Project Appropriations						\$0
Grand Total						\$26,300,000

Tuckaseegee-Freedom Intersection

Project Description

This project modifies the intersection of Ashley Road, Tuckaseegee Road and Freedom Drive to extend turn lanes and add pedestrian refuge islands, wider sidewalks, and bicycle lanes. The project supports a more connected pedestrian and bikeway network in the area and will improve safety and traffic operations. This could be a joint project. \$5,200,000 is planned for the 2026 Bond and \$9,800,000 is planned for the 2028 Bond.

Department Transportation

Location West Charlotte

Council District 3

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



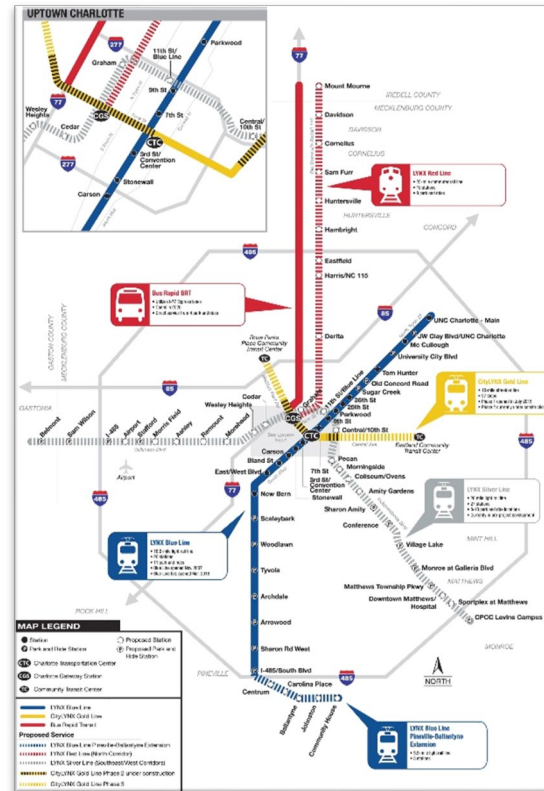
Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	-	-	-	-	\$260,000	\$260,000
Construction	-	-	-	-	\$4,940,000	\$4,940,000
Total	-	-	-	-	\$5,200,000	\$5,200,000
Prior Project Appropriations						\$0
Grand Total						\$5,200,000

Project Description

This funding supports the planning, design, and construction of major capital projects that promote the 2030 Transit Corridor System Plan. Projects rolled into this funding include the development of new light rail lines, light rail stations, land acquisition, and supporting infrastructure such as Americans with Disabilities Act enhancements.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

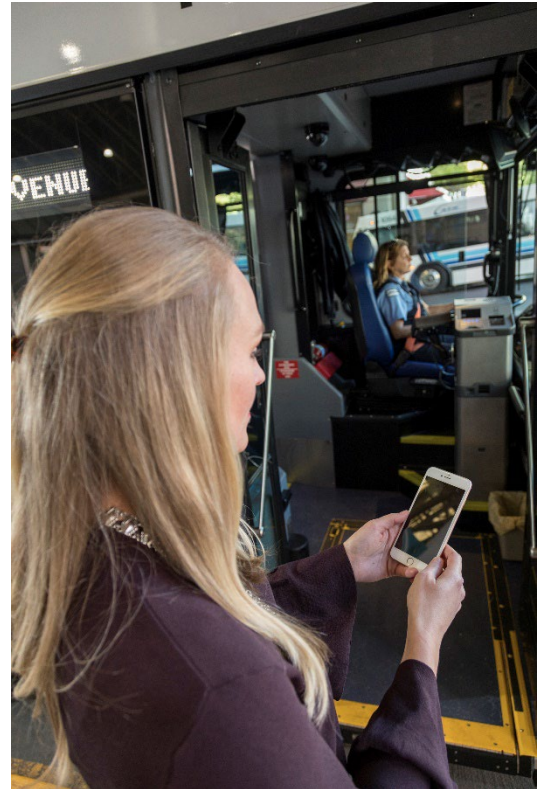
Funding Category	Proposed		Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Construction	\$9,200,000	\$200,000	\$250,000	\$250,000	\$250,000	-	\$9,900,000
Total	\$9,200,000	\$200,000	\$250,000	\$250,000	\$250,000	-	\$9,900,000
Five-Year Prior Program Appropriations							\$16,784,095
Grand Total							\$26,684,095

Purchase New Transit Support Systems & Equipment

Project Description

This funding purchases new equipment required to sustain operations and address changing technology needs. Examples of items that may be purchased include server and network refresh equipment, software upgrades, two-factor security measures, and contingency for emerging technology needs. Potential equipment purchases include rail shop equipment for maintenance and support.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Equipment	\$5,952,525	\$1,570,577	\$2,869,509	\$2,344,340	\$1,456,000	\$14,192,951
Total	\$5,952,525	\$1,570,577	\$2,869,509	\$2,344,340	\$1,456,000	\$14,192,951
Five-Year Prior Program Appropriations						\$17,344,009
Grand Total						\$31,536,960

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 comprised 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

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Construction	\$9,747,054	-	-	-	-	\$9,747,054
Total	\$9,747,054	-	-	-	-	\$9,747,054
Prior Project Appropriations						\$2,950,446
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>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Equipment	\$348,897	\$326,136	\$2,396,339	\$686,339	\$736,339	\$4,494,050
Total	\$348,897	\$326,136	\$2,396,339	\$686,339	\$736,339	\$4,494,050
Five-Year Prior Program Appropriations						\$4,079,055
Grand Total						\$8,573,105

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 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Equipment	\$390,530	\$650,740	\$70,000	\$833,212	\$1,319,942	\$3,264,424
Total	\$390,530	\$650,740	\$70,000	\$833,212	\$1,319,942	\$3,264,424
Five-Year Prior Program Appropriations						\$6,276,530
Grand Total						\$9,540,954

Recover

Resources and Biosolids

Project Description

These projects are intended to recover resources at the wastewater treatment plants, such as energy and nutrients, and to optimize biosolids production. The biosolids program produces reusable and recyclable resources for soil amendment, energy production, and renewable fuel in the community. 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

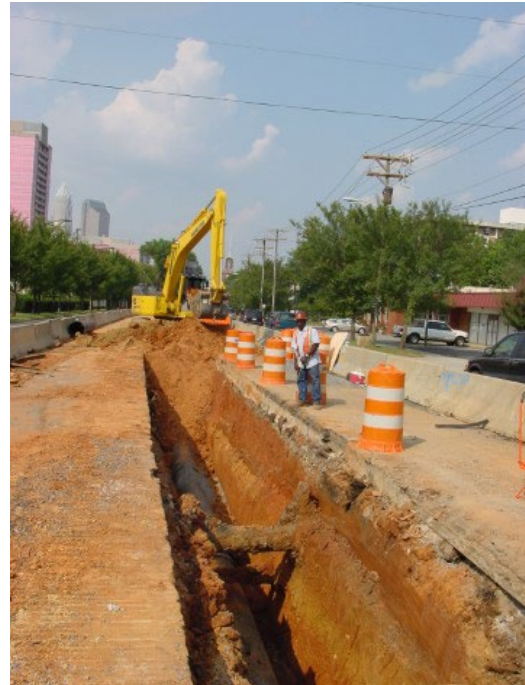
Funding Category	Proposed	Planned				TOTAL
		FY 2023	FY 2024	FY 2025	FY 2026	
Planning and Design	\$4,200,000	\$5,200,000	\$8,400,000	\$11,200,000	\$12,200,000	\$41,200,000
Construction	\$16,800,000	\$20,800,000	\$33,600,000	\$44,800,000	\$48,800,000	\$164,800,000
Total	\$21,000,000	\$26,000,000	\$42,000,000	\$56,000,000	\$61,000,000	\$206,000,000
Five-Year Prior Program Appropriations						\$149,600,000
Grand Total						\$355,600,000

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>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$3,300,000	\$400,000	\$3,500,000	\$5,400,000	\$5,400,000	\$18,000,000
Construction	\$13,200,000	\$1,600,000	\$14,000,000	\$21,600,000	\$21,600,000	\$72,000,000
Total	\$16,500,000	\$2,000,000	\$17,500,000	\$27,000,000	\$27,000,000	\$90,000,000
Five-Year Prior Program Appropriations						\$7,465,762
Grand Total						\$97,465,762

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$20,195,000	\$22,070,000	\$11,150,000	13,850,000	\$13,235,000	\$80,500,000
Real Estate	\$3,925,000	\$2,675,000	\$1,250,000	\$2,100,000	\$1,700,000	\$11,650,000
Construction	\$59,230,000	\$75,455,000	\$89,850,000	\$89,650,000	\$85,565,000	\$399,750,000
Total	\$83,350,000	\$100,200,000	\$102,250,000	\$105,600,000	\$100,500,000	\$491,900,000
Five-Year Prior Program Appropriations						\$483,426,500
Grand Total						\$975,326,500

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$1,650,000	\$700,000	\$1,765,000	\$1,505,000	\$1,205,000	\$6,825,000
Construction	\$1,000,000	\$7,100,000	\$8,985,000	\$5,895,000	\$6,295,000	\$29,275,000
Total	\$2,650,000	\$7,800,000	\$10,750,000	\$7,400,000	\$7,500,000	\$36,100,000
Five-Year Prior Program Appropriations						\$31,876,000
Grand Total						\$67,976,000

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Construction	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Total	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Five-Year Prior Program Appropriations						\$22,500,000
Grand Total						\$32,500,000

**CAPITAL INVESTMENT PLAN
WORKFORCE &
BUSINESS DEVELOPMENT**



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Promote Public/Private Partnerships

Project Description

The city’s Economic Development department works to attract private companies to Charlotte, or expand existing operations in Charlotte, to foster economic growth within the city. Recruitment of employment-generating businesses often includes promoting Charlotte’s skilled workforce, advertising the low cost of doing business in the region, offering targeted incentives, and committing to building and maintaining quality infrastructure.

This funding is available for opportunities that arise in the future to leverage private funding in order to enhance public infrastructure. This funding could be utilized to construct or reimburse road improvements, pedestrian connectivity improvements, or other public infrastructure improvements near future private development sites associated with business relocations or expansions.

Department	Economic Development
Location	TBD
Council District	TBD
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public/Private Partnership Payments	\$3,000,000	-	\$12,500,000	-	\$13,000,000	\$28,500,000
Total	\$3,000,000	-	\$12,500,000	-	\$13,000,000	\$28,500,000
Prior Project Appropriations						\$0
Grand Total						\$28,500,000

Ballantyne Reimagined Infrastructure

Project Description

Ballantyne Reimagined is a 454-acre private development site located in south Charlotte that will provide a unique live-work-play planned community for office, retail, hotel, and a variety of residential uses. These improvements support the city’s goals of increasing the local tax base, improving the road network, and creating placemaking opportunities. The total private investment in this project is estimated around \$1.5 billion.

On June 8, 2020, City Council adopted a Ballantyne Infrastructure Reimbursement Plan, which outlined that the city would reimburse the private developer through the Capital Investment Plan for the cost of public infrastructure improvements up to \$17.5 million. Additionally, a Tax Increment Grant is available to reimburse an additional \$25 million of public infrastructure improvement costs.

The \$17.5 million of Capital Investment Plan funding is anticipated to reimburse a new roadway and intersection improvements between Johnston Road and North Community House Road, improvements to the I-485 ramps, and improvements to the following four intersections: Johnston Road and North Community House Road; Ballantyne Commons Parkway and North Community House Road; Old Lancaster Road and Ballantyne Commons Parkway; and Johnston Road and Ballantyne Commons Parkway.

Department	Economic Development
Location	Ballantyne
Council District	7
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
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

Improve Infrastructure for Centene Development

Project Description

Centene Management Company LLC is currently developing 80 acres in the University Research Park for their new East Coast Headquarters and Technology Hub in Charlotte. Centene will invest \$1 billion dollars and create 3,237 new jobs. As a part of their development permitting, they will provide \$13.1 million of offsite municipal improvements.

On December 13, 2021, City Council adopted a Mallard Creek Church Infrastructure Reimbursement Agreement, which outlined how the city will reimburse the private developer through the Capital Investment Plan for the cost of local public infrastructure improvements up to \$6.5 million, which are expected to be reimbursed to the developer in two payments of \$3 million and \$3.5 million split between the 2022 and 2024 Bond Referendum.

The \$6.5 million of Capital Investment Plan funding is anticipated to reimburse design and construction of improvements at the intersection at West Mallard Creek Church Road and Claude Freeman Drive with the intention to address the findings of the University Research Park Mobility Study Traffic Analysis prepared by Kittelson & Associates on behalf of the City of Charlotte.

Department	Economic Development
Location	University
Council District	4
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public/Private Partnership Payments	\$3,000,000	-	\$3,500,000	-	-	\$6,500,000
Total	\$3,000,000	-	\$3,500,000	-	-	\$6,500,000
Prior Project Appropriations						\$0
Grand Total						\$6,500,000

Reimburse Innovation

District Infrastructure (Atrium)

Project Description

The Pearl Innovation District and Atrium/Wake Forest is a 26-acre development located along McDowell Street between Stonewall Street and Morehead Street. In addition to the region’s first medical school, the project provides a unique mixture of R&D and wet lab space, entrepreneurial incubation, residential, and office space that accommodates corporates to start ups. 11,500 jobs will be created by this project and 30 percent of those jobs will require a high school degree. This project supports the city’s goals of increasing the local tax base, improving the road network, job creation, and creating open space placemaking opportunities. The total private investment in this project is estimated around \$1.5 billion.

On November 22, 2021, City Council adopted a Pearl Innovation District Infrastructure Reimbursement Plan, which outlined that the city would reimburse the private developer through the Capital Investment Plan for the cost of public infrastructure improvements up to \$15 million. A Tax Increment Grant is available to reimburse an additional \$60 million of public improvement costs.

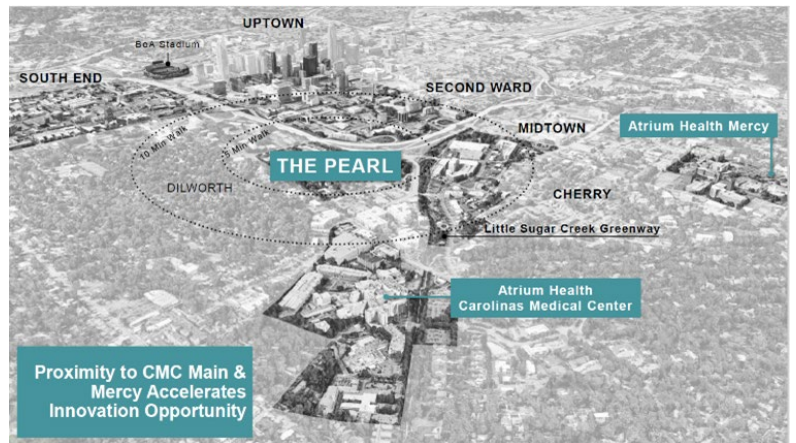
The \$15 million of Capital Investment Plan funding is anticipated to reimburse new roadway and intersection improvements between Kenilworth Avenue and Pearl Parkway, new left turn lane on Stonewall at the I-485 interchange, Dilworth Road traffic calming and bike lane stripping (between E. Morehead and Rama Road), public sanitary and stormwater improvements along Baxter Street and McDowell Street, and stormwater box relocation along Baxter Street.

Department Economic Development

Location Morehead Street
between Stonewall
Street and Morehead
Street

Council District 1

Priority Area Workforce and
Business Development
(Economy, Jobs, and
Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public/Private Partnership Payments	\$5,000,000	-	\$10,000,000	-	-	\$15,000,000
Total	\$5,000,000	-	\$10,000,000	-	-	\$15,000,000
Prior Project Appropriations						\$0
Grand Total						\$15,000,000

Renovate Airport Terminal

Project Description

Terminal renovation projects provide for the expansion, rehabilitation, and improvement of the terminal building. This is the main thoroughfare passengers use to drop-off and pick-up luggage, navigate to a flight, and shop in a concession space.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$2,486,755	-	-	-	-	\$2,486,755
Construction	\$189,175,886	\$195,855,392	\$1,400,000	\$6,000,000	-	\$392,431,278
Other	\$36,768,022	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$51,968,022
Total	\$228,430,663	\$199,655,392	\$5,200,000	\$9,800,000	\$3,800,000	\$446,886,055
Five-Year Prior Program Appropriations						\$494,458,776
Grand Total						\$941,344,831

Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT Airport. These improvements facilitate the ability for more aircraft to fly into and out of the CLT Airport. The fourth parallel runway and related projects will enable more take-offs and landings and provide more space for aircraft to move quickly to and from gates.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$104,520,662	\$46,809,082	\$26,588,810	\$6,324,522	\$4,417,480	\$188,660,556
Construction	\$153,216,086	\$131,959,070	\$215,650,728	\$347,313,130	\$319,932,569	\$1,168,071,586
Other	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$17,500,000
Total	\$261,236,748	\$182,268,152	\$245,739,538	\$357,137,652	\$327,850,049	\$1,374,232,139
Five-Year Prior Program Appropriations						\$242,633,631
Grand Total						\$1,616,865,770

Enhance Airport Services Facilities

Project Description

These projects provide for growth in technology infrastructure as well as supportive facilities that house employees and other partners. The various projects will modernize the CLT Airport, improving passenger safety and security.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$1,199,000	-	-	-	-	\$1,199,000
Construction	\$6,674,000	-	-	-	-	\$6,674,000
Equipment	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Technology	\$2,228,000	\$2,228,000	\$2,228,000	\$1,500,000	\$1,500,000	\$7,500,000
Total	\$10,601,000	\$2,728,000	\$2,728,000	\$2,000,000	\$2,000,000	\$20,057,000
Five-Year Prior Program Appropriations						\$52,705,599
Grand Total						\$72,762,599

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet, including electric buses, 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	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Equipment	\$5,760,000	\$5,760,000	\$1,490,000	\$1,490,000	\$1,490,000	\$15,990,000
Total	\$5,760,000	\$5,760,000	\$1,490,000	\$1,490,000	\$1,490,000	\$15,990,000
Five-Year Prior Program Appropriations						\$17,441,140
Grand Total						\$33,431,140

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	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	-	-	\$450,000	-	-	\$450,000
Construction	-	-	\$2,550,000	-	-	\$2,550,000
Equipment	-	-	-	-	-	-
Total	-	-	\$3,000,000	-	-	\$3,000,000
Five-Year Prior Program Appropriations						\$10,608,507
Grand Total						\$13,608,507

Install and Expand New Water and Sewer Service

Project Description

These projects provide for the installation of residential or commercial water and sewer connections, water and sewer extensions, and meter installations. Developer reimbursable projects are identified for the construction of water and sewer mains that benefit the developer and provide service for future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$4,532,142	\$8,440,775	\$8,383,978	\$8,483,978	\$8,386,728	\$38,227,602
Construction	\$18,128,570	\$33,763,102	\$33,535,913	\$33,935,913	\$33,546,912	\$152,910,409
Total	\$22,660,712	\$42,203,877	\$41,919,891	\$42,419,891	\$41,933,640	\$191,138,011
Five-Year Prior Program Appropriations						\$36,645,978
Grand Total						\$227,783,989

Construct Dixie Berryhill Water and Sewer Projects

Project Description

In 2003, City Council adopted the Dixie Berryhill Strategic Plan, a detailed economic development, land use, and design plan for the area west of CLT Airport (between the Catawba River and I-485) to encourage "high quality mixed-use development" and support transit.

Charlotte Water’s Dixie Berryhill projects include various water and sewer pipeline and pump station projects, all in support of additional development expected in the area in the future.

Department Charlotte Water

Location Various

Council District Adjacent to 3

Priority Area Workforce and Business Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$300,000	-	\$480,000	\$100,000	\$100,000	\$980,000
Construction	\$1,200,000	-	\$1,920,000	\$400,000	\$400,000	\$3,920,000
Total	\$1,500,000	-	\$2,400,000	\$500,000	\$500,000	\$4,900,000
Five-Year Prior Program Appropriations						\$524,476
Grand Total						\$5,424,476



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**CAPITAL INVESTMENT PLAN
WELL-MANAGED
GOVERNMENT**



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Replace Government Center HVAC

Project Description

This funding will design, purchase, and install four major air handling units and associated duct work to serve the Charlotte-Mecklenburg Government Center (CMGC). The current heating, ventilation, and air condition (HVAC) equipment is beyond its useful life and must be replaced to ensure proper heating, cooling, and air flow throughout the building.

Mecklenburg County is anticipated to reimburse the city for a portion of the total cost of the project per a CMGC contract that outlines responsibilities related to building improvements.

Department	General Services
Location	600 East 4 th Street
Council District	1
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	-	-	-	-	-	-
Construction	\$6,100,000	\$6,400,000	-	-	-	\$12,500,000
Public Art	-	-	-	-	-	-
Total	\$6,100,000	\$6,400,000	-	-	-	\$12,500,000
Prior Project Appropriations						\$12,760,000
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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	-	-	-	-	-	-
Construction	\$4,000,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,000,000
Public Art	-	-	-	-	-	-
Total	\$4,000,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,000,000
Five-Year Prior Program Appropriations						\$8,500,000
Grand Total						\$22,500,000

Reserved for

Projects from Advanced Planning Program

Project Description

This funding is reserved to construct facility projects once they have been explored through the Advanced Planning and Design Program. The funding source is Certificates of Participation, so this funding will be dedicated to the construction of new facilities, renovation of existing facilities, or other asset-producing projects.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	-	-	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Construction	-	-	\$15,000,000	\$15,000,000	\$15,000,000	\$45,000,000
Public Art	-	-	-	-	-	-
Total	-	-	\$20,000,000	\$20,000,000	\$20,000,000	\$60,000,000
Five-Year Prior Program Appropriations						\$0
Grand Total						\$60,000,000

Upgrade Business System Software

Project Description

Enterprise Resource Planning (ERP) is an enterprise system that supports city business operations across Finance, Budget, Procurement, and Human Resources. Upgrading the business system software for the city will standardize and automates processes, reducing the amount of manual, routine work. In addition, the ERP system will create a holistic enterprise view to support decision making by centralizing information from multiple parts of the value chain to a single point and standardizing data definition and eliminating data redundancy; facilitate the flow of information across business units; and integrate with core modules, eliminating system fragmentation. The ERP program will provide intrinsic controls that support data security (e.g., access controls), create the ability to automate/centralize critical system maintenance activity, and utilize cloud architecture to provide another layer of security by storing data redundantly.

Department	Innovation & Technology
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Expenditure</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
ERP System Upgrade	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	-	\$40,000,000
Total	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	-	\$40,000,000

<i>Revenue</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
General Fund	\$1,247,869	\$1,247,869	\$1,247,869	\$1,247,869	-	\$4,991,476
MDSF	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	-	\$20,000,000
Aviation	\$728,213	\$728,213	\$728,213	\$728,213	-	\$2,912,852
CATS	\$790,077	\$790,077	\$790,077	\$790,077	-	\$3,160,308
Charlotte Water	\$1,712,355	\$1,712,355	\$1,712,355	\$1,712,355	-	\$6,849,420
Storm Water	\$400,126	\$400,126	\$400,126	\$400,126	-	\$1,600,504
Risk Management	\$121,360	\$121,360	\$121,360	\$121,360	-	\$485,440
Total	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	-	\$40,000,000

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Equipment	\$19,666,943	\$21,905,699	\$13,383,086	\$15,591,085	\$24,556,365	\$95,103,178
Total	\$19,666,943	\$21,905,699	\$13,383,086	\$15,591,085	\$24,556,365	\$95,103,178
Five-Year Prior Program Appropriations						\$60,637,371
Grand Total						\$155,740,549

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>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Construction	\$500,000	\$500,000	\$500,000	\$500,000	-	\$2,000,000
Equipment	\$1,300,000	\$1,125,000	\$851,000	\$579,000	\$1,570,000	\$5,425,000
Total	\$1,800,000	\$1,625,000	\$1,351,000	\$1,079,000	\$1,570,000	\$7,425,000
Five-Year Prior Program Appropriations						\$5,713,539
Grand Total						\$13,138,539

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

Funding Category	Proposed	Planned				TOTAL
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Planning and Design	\$304,000	\$1,140,000	\$684,000	\$874,000	\$874,000	\$3,876,000
Construction	\$16,000	\$60,000	\$36,000	\$46,000	\$46,000	\$204,000
Public Art	\$1,280,000	\$4,800,000	\$2,880,000	\$3,680,000	\$3,680,000	\$16,320,000
Total	\$1,600,000	\$6,000,000	\$3,600,000	\$4,600,000	\$4,600,000	\$20,400,000
Five-Year Prior Program Appropriations						\$3,030,061
Grand Total						\$23,430,061

Enhance Security and Technology

Project Description

These projects provide for various technology improvements, including projects which will help Charlotte Water manage its capital assets. Projects include software for digitally mapping infrastructure, software and hardware at water treatment plants, and software and hardware to implement a system to increase the efficiency of Charlotte Water’s fleet and meter reading program.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	
Planning and Design	\$2,445,000	\$2,804,000	\$5,013,000	\$9,452,000	\$5,743,000	\$25,457,000
Construction	\$9,780,000	\$11,216,000	\$20,052,000	\$37,808,000	\$22,972,000	\$101,828,000
Total	\$12,225,000	\$14,020,000	\$25,065,000	\$47,260,000	\$28,715,000	\$127,285,000
Five-Year Prior Program Appropriations						\$1,804,459
Grand Total						\$129,089,459

USER FEES



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Proposed FY 2023 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 2023 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 2023 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 2023 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 93.1 percent to 93.3 percent. The Proposed FY 2023 User Fees include a General Fund subsidy of 6.7 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service	FY 2021 Recovery Rate	FY 2022 Recovery Rate	FY 2023 Recovery Rate	FY 2023 Subsidy Rate
1 Storm Water Services: Land Development	93.0%	N/A ¹	N/A ¹	N/A ¹
2 Transportation: Land Development & Right-of-Way	85.7%	76.7%	69.4%	30.6%
3 Planning, Design & Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration	91.5%	97.4%	98.0%	2.0%
4 Fire: Fire Code and Plans Review	100%	100%	100%	0.0%
5 Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	59.5%	49.7%	48.5%	51.5%
6 City Clerk’s Office: Legal Advertisements-Rezoning	100%	100%	100%	0.0%
Total Percentage (based on revenue projections)	92.7%	93.1%	93.3%	6.7%

¹Beginning in FY 2022, these fees are collected in the Storm Water Operating Fund.

The Proposed FY 2023 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Transportation created multiple fees to better recover costs related to regulating the use of the city’s right-of-way for extended periods of time
- Planning, Design and Development created a new fee to recover costs related to reviewing improvements made in designated Historic Districts which were made prior to obtaining city approval
- Fire created two new fees to more appropriately recover costs related to inspecting foster homes and providing inspections after regular business hours

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 2023 User Fees

New non-regulatory fees include two new cemetery fees and a new fee for Police to recover the administrative costs of coordinating officers working special events.

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 2023 User Fees include:
 - New fees for permits issued for the select use of city streets for construction projects and special events for a duration of less than 30 days. The revenue from these fees will help support the staff resources assigned to coordinate traffic control and inspect sites.

2. Planning, Design and Development Department - Land Development, Rezoning, Subdivision, and Zoning Administration

- FY 2023 User Fees include:
 - Two new positions: One Project Coordinator to support the rezoning process and One Urban Forestry Specialist
 - A new After-the-Fact Administrative Approval fee for Historic District reviews

3. Charlotte Fire Department - Fire Code and Plans Review

- Four new Fire Inspector positions to support state-mandated fire inspections and plans review based on historical and anticipated utilization
- Two new state-mandated inspections fees for foster homes, set at \$155, and after-hours construction inspections, set at \$270. 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 2022

5. City Clerk's Office - Legal Advertisements for Rezoning Petitions

- No new fees, and all fees remain unchanged from FY 2022

6. Storm Water Services - Land Development

- No new fees, and fees recover 100 percent of fully allocated costs

7. Charlotte Water - Back Flow and Subdivision Plans Review/Inspection

- No new fees, and fees recover 100 percent of fully allocated costs

8. Charlotte Area Transit System - Plans Review & Right-of-Way Management Fees

- One new fee for License Agreements set at \$2,030

Proposed FY 2023 User Fees

Non-regulatory Fees

9. Aviation

- Airline fees are based on Aviation’s cost-recovery model. FY 2023 non-regulatory fees include the following:
 - Airline Fees:
 - Terminal rental rates increase by 15.2 percent
 - Common use gate/holdroom, common use ticket counter, and federal inspection service (international) fees decrease from FY 2022
 - Loading bridge, landing, and cargo ground handling fees increase from FY 2022
 - Baggage and aircraft ramp parking fees remain unchanged from FY 2022
 - Ground Transportation Operators:
 - Transportation Network Company fees increase from FY 2022
 - All other fees remain unchanged from FY 2022
 - Parking Fees:
 - All maximum daily fees remain unchanged from FY 2022
 - Rental Rates:
 - FBO hangar rental rates increase from FY 2022
 - All other rental rates remain unchanged from FY 2022
 - Tenant Fees:
 - Employee parking rates remain unchanged from FY 2022

10. City Clerk’s Office

- Fees remain the same as in FY 2022

11. General Services

- Cemetery fees remain the same as in FY 2022
- Two new fees
 - Entombment Fee and Sale of Family Estate Area
- Parking rates at the Charlotte Mecklenburg Parking Deck for city employees remain the same as in FY 2022
- Public parking rates at the Charlotte Mecklenburg Parking Deck are updated to the following:
 - The rate for the first one-half hour decreases from \$1.50 to \$1.00
 - The rate for each one-half hour after the first half-hour increases from \$1.50 to \$2.00
- Telecommunication tower fees remain the same as in FY 2022

12. Storm Water Services - Land Development

- No new fees, and fees remain the same as in FY 2022

13. Planning, Design & Development - Land Development

- Fees remain the same as in FY 2022

14. Charlotte-Mecklenburg Police Department – Animal Care and Control

- Adoption fees remain unchanged from FY 2022 to encourage animal adoptions
- Fee for rabbit spays increases by \$95, from \$45 to \$140
- Fee for rabbit neutering increases by \$75, from \$45 to \$120
- A new Special Events Administrative Fee is created to recover the administrative costs of coordinating officers to work special events

Proposed FY 2023 User Fees

Non-regulatory Fees (continued)

15. Solid Waste Services

- Fees for annual solid waste collection and disposal for multi-family and single-family residences increase by \$11.04, from \$75.02 to \$86.06 annually
- Small Business Solid Waste fee remains unchanged

16. Charlotte Department of Transportation

- The rate per hour for parking meters increase from \$1.00 to \$1.50
- All other fees remain the same as in FY 2022

17. Charlotte Water

- Charlotte Water Land Development Expedited Review remains at \$6,810

Other Fees

18. Storm Water Fees

- Storm Water fees increase by 3.8 percent from FY 2022 across all tiers

19. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month increases from \$4.22 to \$5.30 for both water and sewer service
- The availability fee charge per month increases from \$1.29 to \$1.30 for water service and from \$8.70 to \$8.74 for sewer service
- Each water volume tier and the non-residential water volumetric rate slightly increases by an average of five percent
- The sewer volumetric rate increases from \$5.43 to \$5.46 for all sewer customers, while the industrial rate remains unchanged at \$0.27
- The connection fee increases from \$3,020 to \$3,573 for residential water and from \$4,383 to \$4,834 for residential sewer
- The system development fee increases from \$1,000 to \$1,136 for residential water and from \$3,214 to \$3,710 for residential sewer
- The typical monthly total water and sewer bill for residential customers is estimated to be \$72.88 in FY 2023, an average increase of \$2.49 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 2023 User Fees

Charlotte Department of Transportation

1. Regulatory Fees: Land Development and Right-of-Way	FY 2022	FY 2023	% Change	% Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan ¹	\$470	\$550	17.0%	31.4%
Commercial Plan Revision	\$475	\$560	17.9%	16.7%
Rezoning - Conventional	\$850	\$1,000	17.6%	0.0%
Rezoning - Conditional (Minor) ¹	\$850	\$1,000	17.6%	8.1%
Rezoning - Conditional (Major) ¹	\$6,335	\$5,180	-18.2%	0.0%
Subdivision Processing ¹	\$870	\$1,010	16.1%	24.6%
Subdivision Plan Revision	\$495	\$575	16.2%	24.1%
Subdivision Sketch Review	\$480	\$505	5.2%	6.3%
Urban Reviews	\$1,205	\$1,450	20.3%	9.7%
Urban Plan Review-Major	\$2,100	\$2,380	13.3%	6.3%
Urban Plan Revision	\$725	\$850	17.2%	37.5%
Minor Site Review/Administrative Fee	\$675	\$775	14.8%	35.2%
B. Right-of-Way Permits:				
Festival Permits:				
Festival Permit Application	\$100	\$100	0.0%	80.2%
Single Day (<300 attendees)	\$100	\$100	0.0%	86.7%
Single Day (≥300 attendees)	\$1,100	\$1,250	13.6%	86.3%
Multi-Day (a permit is required for each day for the duration of the event)	\$2,500	\$2,600	4.0%	81.6%
Parade Permits:				
Parade Permit Application	\$100	\$100	0.0%	56.8%
Small (< 1,000 attendees)	\$450	\$500	11.1%	37.6%
Large (≥1,000 attendees)	\$3,000	\$3,250	8.3%	35.3%
Right-of-Way (ROW):				
Right-of-Way Abandonment Pre-Submittal Administrative Fee	\$250	\$295	18.0%	73.8%
Right-of-Way Abandonment (one street/alleyway)	\$5,720	\$4,920	-14.0%	0.0%
Right-of-Way Abandonment (additional street/alleyway)	\$2,000	\$2,000	0.0%	0.0%
Commercial Right-of-Way Encroachment	\$2,505	\$2,750	9.8%	13.4%
Commercial Right-of-Way Encroachment Amendment	\$1,500	\$1,550	3.3%	92.4%
Single-Family Lot Encroachment	\$750	\$750	0.0%	84.4%
Temporary Infrastructure Permit:				
Parklets, art, decorative items, and signal cabinet wraps	\$150	\$150	0.0%	97.5%
Food trucks	\$300	\$325	8.3%	93.4%
Sidewalk Dining Permit	\$1,350	\$1,350	0.0%	71.0%
Valet Parking Permits:				
New Annual Permit	\$500	\$500	0.0%	95.4%
Permit Renewals	\$250	\$280	12.0%	82.3%
Temporary Permit	\$250	\$280	12.0%	79.7%

¹Transportation's portion; additional fees collected by Planning, Design & Development

Proposed FY 2023 User Fees

Charlotte Department of Transportation (continued)

1. Regulatory Fees: Land Development and Right-of-Way (continued)

FY 2022 FY 2023 % Change % Subsidy

B. Right-of-Way Permits:

Right-of-Way Use Permits (< 30 days):

	FY 2022	FY 2023	% Change	% Subsidy
Street Closure - Application	N/A	\$30	N/A	9.7%
Street Closure - Thoroughfare	N/A	\$30	N/A	5.8%
Street Closure - Collector	N/A	\$10	N/A	26.1%
Street Closure - Local	N/A	\$10	N/A	0.0%
Travel/Bike Lane Closure - Application	N/A	\$15	N/A	6.0%
Travel/Bike Lane Closure - Thoroughfare	N/A	\$5	N/A	0.0%
Travel/Bike Lane Closure - Collector	N/A	\$5	N/A	0.0%
Travel/Bike Lane Closure - Local	N/A	\$5	N/A	0.0%
Sidewalk Closure - Application	N/A	\$40	N/A	9.7%
Sidewalk Closure - Thoroughfare	N/A	\$5	N/A	5.1%
Sidewalk Closure - Collector	N/A	\$5	N/A	26.1%
Sidewalk Closure - Local	N/A	\$5	N/A	58.1%
Miscellaneous Closure - Application	N/A	\$95	N/A	4.7%
Miscellaneous Closure - Thoroughfare	N/A	\$40	N/A	5.1%
Miscellaneous Closure - Collector	N/A	\$15	N/A	12.7%
Miscellaneous Closure - Local	N/A	\$10	N/A	18.1%

NOTE: Fees are per day. Metered parking fees by ParkIt may apply and shall be in addition to the fees listed above.

Proposed FY 2023 User Fees

Planning, Design, & Development				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	FY 2022	FY 2023	% Change	% Subsidy
A. Rezoning:				
Conventional	\$2,955	\$2,570	-13.0 %	0.0 %
Conditional (Minor)	\$5,120	\$5,825	13.8 %	10.0 %
Conditional (Major)	\$9,415	\$9,610	2.1 %	0.0 %
Text Amendment	\$1,695	\$1,695	0.0 %	62.8 %
Administrative Options	\$290	\$290	0.0 %	0.0 %
Land Development Staff Review of Rezonings	N/A	\$165	N/A	0.0 %
B. Subdivision and Commercial Reviews and Inspections:				
Minor Administrative	\$290	\$290	0.0 %	0.0 %
Commercial Inspection	\$1,330	\$1,545	16.2 %	0.0 %
Detention Inspection	\$130	\$135	3.8 %	2.4 %
Commercial Tree Ordinance Review and Inspection	\$1,700	\$1,905	12.1 %	0.0 %
Commercial Tree Preservation	\$1,435	\$1,535	7.0 %	0.0 %
Residential Tree Ordinance and Preservation Review and Inspection	\$3,600	\$4,065	12.9 %	0.0 %
Single Family Hold Release Inspection	\$80	\$70	-12.5 %	3.0 %
Preliminary Single-Family (Streets) and Inspections	\$7,235	\$6,905	-4.6 %	0.0 %
Preliminary Non-Residential and Inspections	\$4,385	\$4,530	3.3 %	0.0 %
Preliminary Plan Revisions and Inspections	\$1,115	\$1,100	-1.3 %	0.0 %
Final Plats	\$1,360	\$1,050	-22.8 %	0.0 %
Final Plats Revision	\$825	\$540	-34.5 %	0.0 %
Not Subject Plats	\$470	\$485	3.2 %	0.0 %
Planned Multi-Family Review and Inspection	\$6,070	\$6,135	1.1 %	0.0 %
Planned Multi-Family Zoning Review and Inspection	\$2,470	\$2,140	-13.4 %	0.0 %
Sketch Plan Review	\$730	\$620	-15.1 %	0.0 %
Commercial Zoning Plan Review ¹	\$175 to \$1,790	\$145 to \$1,480	-17.1 to -19.0 %	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	\$3,870	\$3,160	-18.3 %	0.0 %
C. Zoning Administration:				
Appeals (Residential)	\$365	\$370	1.4 %	0.0 %
Appeals (Non-Residential)	\$1,925	\$2,075	7.8 %	0.0 %
Variances (Residential)	\$840	\$580	-31.0 %	0.0 %
Variances (Non-Residential)	\$1,840	\$2,520	37.0 %	0.0 %
Administrative Deviation (Residential)	\$320	\$260	-18.8 %	1.7 %
Administrative Deviation (Non-Residential)	\$575	\$690	20.0 %	0.0 %
Residential Single-Family Reviews	\$65	\$65	0.0 %	3.5 %
Sign Permits	\$130	\$140	7.7 %	0.0 %
Verification Letters	\$230	\$205	-10.9 %	1.0 %
Zoning Use Permits	\$255	\$305	19.6 %	1.3 %
Amended Site Plan Approval	\$435	\$530	21.8 %	0.0 %
Parking Reductions	\$250	\$250	0.0 %	0.0 %
Sign Flex	\$280	\$280	0.0 %	0.0 %
D. Historic District Review:				
Minor Review	\$775	\$840	8.4 %	12.0 %
Major Review	\$1,200	\$1,300	8.3 %	13.4 %
Major Review (with survey)	\$1,100	\$1,200	9.1 %	78.9 %
After-the-Fact Administrative Approval	N/A	\$350	N/A %	64.7 %

¹Construction costs of \$1 to \$3,000=\$170; \$3,001 to \$50,000=\$280; \$50,001 to \$100,000=\$675; \$100,001 to \$1,000,000=\$1,410; over \$1,000,000=\$1,480. RTAP/RTAC=\$270; CTAC=\$145.

Proposed FY 2023 User Fees

Charlotte Fire Department				
3. Regulatory Fees: Fire Code and Plans Review	FY 2022	FY 2023	% Change	% Subsidy
A. Fire Code Permits:				
ABC Inspection/Permit	\$135	\$155	14.8%	0.0%
Aerosol Products	\$135	\$155	14.8%	0.0%
Carbon Dioxide Beverage > 100 pounds	\$135	\$155	14.8%	0.0%
Combustible Dust Producing Operations/Pulverized Particles	\$135	\$155	14.8%	0.0%
Combustible Liquids Class 2 and 3 (25-60 gallons on property)	\$135	\$155	14.8%	0.0%
Covered Mall Buildings – Display-liquid or gas-fired equipment	\$135	\$155	14.8%	0.0%
Covered Mall Buildings – Retail Fixtures/Concessions	\$135	\$155	14.8%	0.0%
Covered Mall Buildings – Use of open flame producing equipment	\$135	\$155	14.8%	0.0%
Day Care/Group Homes – Renewable	\$135	\$155	14.8%	0.0%
Day Care/Group Homes – Non-Renewable	\$135	\$155	14.8%	0.0%
Dispensing of Flammable/Combustibles including service stations	\$135	\$155	14.8%	0.0%
Dry Cleaning Plants	\$135	\$155	14.8%	0.0%
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	\$135	\$155	14.8%	0.0%
Fuel Vehicle in Assembly Building	\$135	\$155	14.8%	0.0%
Fumigation and Thermal Insecticide Fogging	\$135	\$155	14.8%	0.0%
Hazardous Chemicals ≤110 gallons; 1,000 pounds	\$135	\$155	14.8%	0.0%
Hazardous Location Close Out	\$135	\$155	14.8%	0.0%
Heliport/Helistop	\$135	\$155	14.8%	0.0%
Lumber Storage/Yards and Woodworking Plants	\$135	\$155	14.8%	0.0%
Non-Mandated Inspection Fee	\$135	\$155	14.8%	0.0%
Re-inspection Fee (3rd Inspection)	\$135	\$155	14.8%	0.0%
Repair Garages	\$135	\$155	14.8%	0.0%
Temporary Membrane Structures, Tents, Canopies	\$135	\$155	14.8%	0.0%
Waste Handling (Junk Yards, Wrecking Yards)	\$135	\$155	14.8%	0.0%
B. Fire Code Permits:				
Amusement Buildings	\$205	\$235	14.6%	0.0%
Carnivals and Fairs	\$205	\$235	14.6%	0.0%
Combustible Fibers	\$205	\$235	14.6%	0.0%
Combustible Liquids Class 2 and 3 (61-500 gallons)	\$205	\$235	14.6%	0.0%
Combustible Storage Permit (over 2,500 cubic foot)	\$205	\$235	14.6%	0.0%
Compressed Gas	\$205	\$235	14.6%	0.0%
Cryogenic Fluids	\$205	\$235	14.6%	0.0%
Exhibits and Trade Shows	\$205	\$235	14.6%	0.0%
Explosives (Fireworks Indoors)	\$205	\$235	14.6%	0.0%
Explosives (Fireworks Sales)	\$205	\$235	14.6%	0.0%
Flammable Liquids Class 1 (51-500 gallons on property)	\$205	\$235	14.6%	0.0%
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	\$205	\$235	14.6%	0.0%
High Pile Storage	\$205	\$235	14.6%	0.0%
Places of Assembly	\$205	\$235	14.6%	0.0%
Spraying or Dipping Operations	\$205	\$235	14.6%	0.0%

Proposed FY 2023 User Fees

Charlotte Fire Department (continued)

3. Regulatory Fees: Fire Code and Plans Review	FY 2022	FY 2023	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$235	\$270	14.9 %	0.0 %
Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)	\$235	\$270	14.9 %	0.0 %
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$235	\$270	14.9 %	0.0 %
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	\$235	\$270	14.9 %	0.0 %
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	\$235	\$270	14.9 %	0.0 %
Flammable and Combustible Liquids (Manufacture, process, blend/refine)	\$235	\$270	14.9 %	0.0 %
Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	\$235	\$270	14.9 %	0.0 %
Flammable Liquids Class 1 (501-5,000 gallons on property)	\$235	\$270	14.9 %	0.0 %
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	\$235	\$270	14.9 %	0.0 %
Tire Rebuilding Plant	\$235	\$270	14.9 %	0.0 %
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18)	\$2,200	\$2,200	0.0 %	0.0 %
Combustible Liquids Class 2 and 3A > 5,000	\$270	\$310	14.8 %	0.0 %
Explosives - (Manufacture, storage, handling, and sale)	\$270	\$310	14.8 %	0.0 %
Explosives - Blasting Operations	\$270	\$310	14.8 %	0.0 %
Explosives - Fireworks (Outdoors)	\$270	\$310	14.8 %	0.0 %
Flammable Liquids Class 1 (>5,000 gallons, on property)	\$270	\$310	14.8 %	0.0 %
Hazardous Chemicals >5,500 gallons; >50,000 pounds	\$270	\$310	14.8 %	0.0 %

Proposed FY 2023 User Fees

Charlotte Fire Department (continued)

3. Regulatory Fees: Fire Code and Plans Review				
	FY 2022	FY 2023	% Change	% Subsidy
E. Plans Review:				
Fire Alarm Plans (Shop drawings)	\$100	\$195	95.0%	0.0%
Fire Sprinkler Plans (Shop drawings)	\$135	\$310	129.6%	0.0%
Interactive Review	\$70	\$80	14.3%	0.0%
Hydrant Test	\$170	\$195	14.7%	0.0%
Multi-family/ Commercial Building Land Development	\$270	\$195	-27.8%	0.0%
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	\$100	\$115	15.0%	0.0%
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	\$100	\$310	210.0%	0.0%
Performance Tests - Fire Alarm (Upfit)	\$100	\$310	210.0%	0.0%
Performance Tests - Fire pumps	\$135	\$235	74.1%	0.0%
Performance Tests - Private fire hydrants	\$70	\$80	14.3%	0.0%
Performance Tests - Sprinkler System (13R, drain test, etc.)	\$100	\$310	210.0%	0.0%
Performance Tests - Standpipe system tests	\$100	\$310	210.0%	0.0%
Plans Review-Construction - <\$50,000	\$205	\$155	-24.4%	0.0%
Plans Review-Construction - \$50,001 to \$100,000	\$235	\$195	-17.0%	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	\$310	-8.8%	0.0%
Plans Review-Construction - \$1,000,001 to \$5,000,000	\$575	\$350	-39.1%	0.0%
Plans Review-Construction - \$5,000,001 to \$10,000,000	\$880	\$545	-38.1%	0.0%
Plans Review-Construction - > than \$10,000,000	\$1,350	\$1,550	14.8%	0.0%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	\$2,700	\$3,100	14.8%	0.0%
Rezoning - Conventional	\$35	N/A	N/A	N/A
Rezoning - Conditional (Major)	\$70	\$115	64.3%	0.0%
Rezoning - Conditional (Minor)	\$35	\$40	14.3%	0.0%
F. State-Mandated Inspections (by square foot):				
0 - 2,499 square feet	\$55	\$65	18.2%	0.0%
2,500 - 4,499 square feet	\$75	\$85	13.3%	0.0%
4,500 - 7,999 square feet	\$80	\$95	18.8%	0.0%
8,000 - 15,999 square feet	\$95	\$110	15.8%	0.0%
16,000 - 49,999 square feet	\$135	\$155	14.8%	0.0%
50,000 - 99,999 square feet	\$155	\$180	16.1%	0.0%
100,000 - 499,999 square feet	\$225	\$255	13.3%	0.0%
500,000 + square feet	\$225	\$255	13.3%	0.0%
Apartment Building with Direct Egress	\$35	\$40	14.3%	0.0%
Interior Suite or Floor	\$70	\$80	14.3%	0.0%
Parking Decks	\$90	\$100	11.1%	0.0%
First Reinspection Fee	\$25	\$30	20.0%	0.0%
Vacant Buildings	\$50	\$60	20.0%	0.0%
Foster Homes	N/A	\$155	N/A	0.0%
After Hours Construction Inspection	N/A	\$270	N/A	0.0%

Proposed FY 2023 User Fees

Charlotte-Mecklenburg Police Department				
4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire				
	FY 2022	FY 2023	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$3,830	\$3,830	0.0%	33.1%
Background Check Fee	\$30	\$30	0.0%	97.7%
Building Design Change Fee	\$1,535	\$1,535	0.0%	55.6%
License Fee	\$1,380	\$1,380	0.0%	32.7%
B. Carnival Permit Fee:				
Carnival Permit Fee	\$1,060	\$1,060	0.0%	38.7%
C. Dance Hall License Fees:				
Application/Renewal Fee	\$3,170	\$3,170	0.0%	42.7%
License Fee	\$1,120	\$1,120	0.0%	46.0%
Background Check Fee	\$40	\$40	0.0%	27.3%
Building Design Change Fee	\$1,535	\$1,535	0.0%	55.6%
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	\$585	\$585	0.0%	31.6%
Late Renewal Charge (per day) ¹	\$100	\$100	0.0%	0.0%
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	\$80	\$80	0.0%	30.4%
Driver/Chauffeur Permit Fee ²	\$15	\$15	0.0%	82.4%
Transfer/Add/Replace/Duplication Fee	\$90	\$90	0.0%	92.7%
Reinstatement of Permit Fee	\$165	\$165	0.0%	64.9%
Vehicle Fees:				
Vehicle Permit Fee	\$20	\$20	0.0%	42.9%
Replace Vehicle Permit/Decals	\$60	\$60	0.0%	98.3%
Transfer Vehicle Permit	\$180	\$180	0.0%	96.9%

¹Penalty; not a regulatory fee

²Fee regulated by North Carolina General Statutes

City Clerk's Office				
5. Regulatory Fees: Legal Advertisements				
	FY 2022	FY 2023	% Change	% Subsidy
Legal Advertisements for Rezoning Petitions ¹	\$370	\$370	0.0%	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 2023 User Fees

Storm Water Services					
6. Regulatory Fees: Land Development	Basis	FY 2022	FY 2023	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$500	\$815	63.0%	0.0%
Commercial Plan Review	Per project	\$1,220	\$1,550	27.1%	0.0%
Detention/Drainage Plan Review	Per project + denuded acre	\$315 + \$100	\$820 + \$100	160.3%	0.0%
Grading/Erosion Control Permit ¹	Per permit + per denuded acre per permit	\$2,415 + \$100	\$2,260 + \$100	-6.4%	0.0%
Major Commercial Subdivision Review ²	Per project + denuded acre	\$2,060 + \$100	\$2,550 + \$100	23.8%	0.0%
Major Residential Subdivision Review ^{1,2,3}	Per project + per acre	\$4,900 + \$100	\$3,120 + \$100	-36.3%	0.0%
Single Family Subdivision Review	Per project	\$2,750	\$3,095	12.6%	0.0%
Minor Residential Subdivision (without streets) and Final Plat	Per project	\$240	\$260	8.3%	0.0%
Revision to Approved Plan	Per project	\$815	\$1,120	37.4%	0.0%
Rezoning Staff Review	Per project	\$175	\$160	-8.6%	0.0%
Sketch Plan Review	Per project	\$170	\$320	88.2%	0.0%
Urban Design Plan Review and Inspection	Per As-Built	\$1,285	\$1,235	-3.9%	0.0%

¹Grading, detention, and subdivision fees are based on exact acre. Fees are computed by adding the project fee and per acre fee.

²Major subdivision costs are based on total acreage; commercial subdivision based on denuded acreage.

³Major subdivision includes Multi-Family and Mixed-Use.

Proposed FY 2023 User Fees

Charlotte Water

7. Regulatory Fees: Plans

Review/Inspection Fees	FY 2022	FY 2023	% Change	% Subsidy
Backflow Review: Plan Review	\$294	\$273	-7.1%	0.0%
Backflow Inspection: Per Inspection	\$183	\$507	177.0%	0.0%
Subdivision Review: Project Initiation	\$418	\$450	7.7%	0.0%
Subdivision Plan Review: Per Linear Foot	\$2.46	\$1.48	-39.8%	0.0%
Subdivision Inspection: Per Linear Foot	\$4.02	\$4.34	8.0%	0.0%

Charlotte Area Transit System

8. Regulatory Fees: Plans Review & Right-of-Way Management Fees

	FY 2022	FY 2023	% Change	% Subsidy
Land Development Plans Review	\$1,055	\$1,235	17.1%	0.0%
License Agreements	N/A	\$2,030	N/A	0.0%
Rezoning Petitions	\$530	\$550	3.8%	0.0%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, & joint use agreements)	\$7,965	\$8,030	0.8%	0.0%

Proposed FY 2023 User Fees

Charlotte-Douglas International Airport				
9. Non-Regulatory Fees:				
Aviation Fees				
	Basis	FY 2022	FY 2023	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$1.17	\$1.23	5.1%
Terminal Rental Rates	Per square foot	\$43.20	\$49.75	15.2%
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	\$1.53	\$0.99	-35.3%
Non-Signatory Carrier	Per available seat delivered	\$2.21	\$1.35	-38.9%
Common Use Ticket Counter	Per hour used	\$37.54	\$14.95	-60.2%
Baggage Fee	Per bag	\$1.18	\$1.18	0.0%
International Facility Use	Per deplaned passenger	\$7.33	\$5.31	-27.6%
Loading Bridge Fee	Annual Fee	\$38,984	\$46,573	19.5%
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%	10.00%	25.0%
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	\$3.50	7.7%
Contract Vans or Limos	Per trip through lane	\$1.50	\$1.50	0.0%
Parking Fees:				
Hourly Deck (\$24.00 daily maximum) ^{1,2}	Per hour	\$4.00 (free first hour)	\$6.00 (15 minute grace period)	0.0%
Daily Deck and Daily North (\$12.00 daily maximum) ¹	Flat fee	\$12.00	\$12.00	0.0%
Long Term Lots ¹	Flat fee	\$10.00	\$10.00	0.0%
Curbside Valet	Flat fee	\$35.00	\$35.00	0.0%
Express Deck/Business Valet ¹	Flat fee	\$16.00	\$16.00	0.0%

¹Up to 60% discount when booking online

²Percent change based on daily maximum rate, which is unchanged from FY 2022

Proposed FY 2023 User Fees

Charlotte-Douglas International Airport (continued)

9. Non-Regulatory Fees: Aviation Fees		Basis	FY 2022	FY 2023	% Change
Rental Rates:					
Ground Rent	Per acre		\$12,500-\$15,000	\$12,500-\$15,000	0.0 %
Warehouse/Office Rent	Per square foot		\$5.50-\$11.00	\$5.50-\$11.00	0.0 %
Office Rent	Per square foot		\$14.33	\$14.33	0.0 %
Cargo Facility Rentals-Warehouse	Per square foot		\$4.00-\$7.70	\$4.00-\$7.70	0.0 %
Cargo Facility Rentals-Office	Per square foot		\$8.25-\$11.50	\$8.25-\$11.50	0.0 %
FBO Hangar Rentals	Per square foot		\$8.38-\$19.95	\$9.00-\$22.00	7.4 to 10.3 %
Tenant Fees:					
Airport Identification Cards	Per card		\$35.00	\$35.00	0.0 %
Background Check	Per Badge Issued		\$13.00	\$13.00	0.0 %
Fingerprinting	Per Application		\$32.00	\$32.00	0.0 %
Employee Parking Cards (Standard)	Per month		\$35.00	\$35.00	0.0 %
Employee Parking Cards (Premium)	Per month		\$70.00	\$70.00	0.0 %
Employee Parking Cards (Premier)	Per month		\$200.00	\$200.00	0.0 %

City Clerk's Office

10. Non-Regulatory Fees: Voluntary Annexation and Passports		FY 2022	FY 2023	% 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 2023 User Fees

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2022	FY 2023	% Change
Opening and Closing Fees - Adult:			
Weekdays	\$1,300	\$1,300	0.0%
Weekdays after 3:30 p.m.	\$1,800	\$1,800	0.0%
Saturdays	\$2,500	\$2,500	0.0%
Sunday and Holidays	\$2,700	\$2,700	0.0%
Entombment Fee	N/A	\$1,000	N/A
Indigent (Catholic Social Services-Weekdays) Traditional	\$470	\$470	0.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$235	\$235	0.0%
Opening and Closing Fees - Infant/Child (up to 3 feet):			
Weekdays	\$400	\$400	0.0%
Weekdays after 3:30 p.m. and Saturday	\$600	\$600	0.0%
Sunday and Holidays	\$800	\$800	0.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$200	\$200	0.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$100	\$100	0.0%
Cremations (burial) (In-ground):			
Weekdays	\$700	\$700	0.0%
Weekdays after 3:30 p.m.	\$800	\$800	0.0%
Saturdays	\$1,100	\$1,100	0.0%
Sunday and Holidays	\$1,350	\$1,350	0.0%
Second Right of Interment	\$850	\$850	0.0%
Disinterment:			
Adult	\$3,200	\$3,200	0.0%
Infant/Child (up to 3 feet)	\$1,000	\$1,000	0.0%
Reinterment:			
Adult	\$1,300	\$1,300	0.0%
Infant/Child (up to 3 feet)	\$400	\$400	0.0%
Sale of Grave Spaces:			
Sale of Grave-Adult (Oaklawn, North Pinewood, and West Pinewood)	\$1,400	\$1,400	0.0%
Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)	\$2,700	\$2,700	0.0%
Sale of Grave-Adult (Evergreen)	\$1,800	\$1,800	0.0%
Sale of Grave-Infant	\$600	\$600	0.0%
Sale of Cremain Space In Ground (Elmwood, Ninth Street, and Pinewood)	\$1,400	\$1,400	0.0%
Sale of Cremain Space In Ground (Evergreen)	\$1,080	\$1,080	0.0%
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)	\$1,000	\$1,000	0.0%
Sale of Cremain Single Space In Niche (Evergreen)	\$1,200	\$1,200	0.0%
Sale of Cremain Double Space in Niche (Evergreen)	\$1,600	\$1,600	0.0%
Sale of Family Estate Area (25x25 feet area)	N/A	\$50,000	N/A
Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn, West Pinewood, North Pinewood)	\$210	\$210	0.0%
Perpetual Care Charge (one-time fee per grave space)-Adults (Evergreen)	\$270	\$270	0.0%
Perpetual Care Charge (one-time fee per grave space)-Infants	\$90	\$90	0.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Oaklawn, West Pinewood, North Pinewood)	\$225	\$225	0.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Evergreen)	\$160	\$160	0.0%
Perpetual Care Charge (one-time fee per grave space)-Cremains (Elmwood, Ninth Street, Pinewood)	\$210	\$210	0.0%
Perpetual Care Charge (one-time fee per grave space)-Single Niche (Evergreen)	\$180	\$180	0.0%
Perpetual Care Charge (one-time fee per grave space)-Double Niche (Evergreen)	\$240	\$240	0.0%

Proposed FY 2023 User Fees

General Services (continued)			
11a. Non-Regulatory Fees: Cemetery Fees (continued)	FY 2022	FY 2023	% Change
Perpetual Care Mausoleum Charge (per space)	50%	50%	0.0%
Ossuary Burial for Cremation	\$300	\$300	0.0%
Amenities:			
Flower Vase Installation	\$120	\$120	0.0%
Non-Permanent Burial Container/Adult	\$360	\$360	0.0%
Lettering of Niche Cover - Evergreen (two lines/name-date)	\$420	\$420	0.0%
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 2023 User Fees

General Services (continued)

11b. Non-Regulatory: Public and Employee Parking Fees			
	FY 2022	FY 2023	% Change
Employee Parking	\$25/Month	\$25/month	0.0%
Public Parking (weekdays and weekends):			
First 1/2 hour	\$1.50	\$1.00	-33.3%
Additional time (1/2 hour increments)	\$1.50	\$2.00	33.3%
Maximum per day	\$15.00	\$15.00	0.0%

Note: Weekends are Friday at 7:00 pm to Monday at 7:00 am

General Services (continued)

11c. Non-Regulatory Fees: Telecommunication Tower Lease			
	FY 2022	FY 2023	% 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 2022	FY 2023	% 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 2023 User Fees

Planning, Design and Development			
13. Non-Regulatory Fees: Land Development			
	FY 2022	FY 2023	% 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 Save Payment in Lieu Fee (average tax value cap)	\$80,100 per acre	\$80,100 per acre	0.0%
Perimeter Tree Payment in Lieu Fee (planting strip)	\$750 per tree in planting strip	\$750 per tree in planting strip	0.0%
Perimeter Tree Payment in Lieu Fee (tree pit)	\$6,500 per tree in tree pit	\$6,500 per tree in tree pit	0.0%
Transit Oriented Development (TOD) Payment in Lieu Fee	\$4.75 per square foot	\$4.75 per square foot	0.0%

Proposed FY 2023 User Fees

Charlotte-Mecklenburg Police Department

14a. Non-Regulatory Fees: Animal Care and Control Fees

	FY 2022	FY 2023	% 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	\$140	211.1 %
Rabbit Neuter	\$45	\$120	166.7 %
Internal Clinic Services			
Medical Veterinary Services and pharmaceuticals	Market Rate	Market Rate	0.0 %
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	\$40/\$15/\$15/\$8	\$40/\$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 2023 User Fees

Charlotte-Mecklenburg Police Department (continued)

14b. Non-Regulatory Fees: Special Events	FY 2022	FY 2023	% Change
Special Event Administrative Fee (per Officer per hour)	N/A	\$1.50	N/A

Solid Waste Services

15. Non-Regulatory Fees: Annual Solid Waste Fee	FY 2022	FY 2023	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$75.02	\$86.06	14.7%
Residential: Single Family	\$75.02	\$86.06	14.7%
Small Business (<512 gallons/week)	\$250.00	\$250.00	0.0%

Any complex can request a fee refund if the city could not service the complex or the complex chooses to contract for its own solid waste services.

Charlotte Department of Transportation

16. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit	FY 2022	FY 2023	% Change
Land Development Expedited Review	\$1,000	\$1,000	0.0%
Land Development Expedited Review Revision	\$780	\$780	0.0%
Shared Mobility ROW Permits:			
eBikes/Bike Share (per unit)	\$10	\$10	0.0%
E-scooter Permit	Dynamic	Dynamic	N/A
Parking Meters (Per hour)	\$1	\$1.50	50.0%
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 2022	FY 2023	% Change
Charlotte Water Land Development Expedited Review	\$6,810	\$6,810	0.0%

Proposed FY 2023 User Fees

Storm Water Services			
18. Other Fees: Storm Water Rates	FY 2022	FY 2023	% Change
Single-family:			
Tier I - <2,000 square feet of impervious area	\$6.04/month	\$6.27/month	3.8 %
Tier II - 2,000 to <3,000 square feet of impervious area	\$8.91/month	\$9.25/month	3.8 %
Tier III - 3,000 to <5,000 square feet of impervious area	\$13.17/month	\$13.67/month	3.8 %
Tier IV - ≥5,000 square feet of impervious area	\$21.78/month	\$22.61/month	3.8 %
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	\$157.23/month	\$163.20/month	3.8 %

Charlotte Water			
19. Other Fees: Water & Sewer Rates	FY 2022	FY 2023	% Change
Water Rates:			
Fixed:			
Billing Fee	\$4.22	\$5.30	25.6%
Availability Fee	\$1.29	\$1.30	0.8%
Volume Rate:			
Tier I - (0-4 ccf) ¹	\$1.77	\$1.78	0.6%
Tier II - (5-8 ccf)	\$2.29	\$2.30	0.4%
Tier III - (9-16 ccf)	\$5.29	\$5.32	0.6%
Tier IV - (16+ ccf)	\$10.03	\$10.08	0.5%
Non-Residential (ccf)	\$3.07	\$3.08	0.3%
Sewer Rates:			
Fixed:			
Billing Fee	\$4.22	\$5.30	25.6%
Availability Fee	\$8.70	\$8.74	0.5%
Volumetric - residential, commercial, others (ccf) ² :			
Industrial Waste	\$0.27	\$0.27	0.0%
Common Residential Connection Fee:			
Water	\$3,020	\$3,573	18.3%
Sewer	\$4,383	\$4,834	10.3%
Common Residential System Development Fee:			
Water	\$1,000	\$1,136	13.6%
Sewer	\$3,214	\$3,710	15.4%
The typical monthly water and sewer bill for residential customers is estimated to be \$72.88, an increase of \$2.49 per month (3.54%). The typical bill assumes 5,236 gallons or 7 ccf used each month.			

¹ 1 ccf = 748 gallons

²Up to 16 ccf for residential customers

Proposed FY 2023 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	Fully Allocated Cost							
		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



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COMPENSATION & BENEFITS



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Compensation and Benefits

EXECUTIVE SUMMARY

Background

Human resource programs are developed and administered according to the Human Resources Philosophy adopted by City Council. The City of Charlotte is committed to attracting and retaining qualified, productive, and motivated employees who will provide efficient and effective services to its residents.

Compensation and benefits recommendations are guided by the mission to help employees thrive by creating a work environment that embraces diversity and recognizes and values the unique and changing needs of our workforce throughout their career life cycle.

FY 2023 guiding principles:

- Generally, pay will be based on performance while considering market conditions. This year, to address a tight labor market for certain hourly jobs and inflationary pressures in the economy, across-the-board increases are planned for hourly employees.
- 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 Resource programs.
- The Mayor and City Council may also receive annual compensation adjustments similar to City of Charlotte general employees.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through ongoing surveys of the pay and benefits practices of other employers. Human Resources recently completed a review of local, regional, and national pay increase trends, as well as a review of employer benefits practices. Competitive practice survey information was compiled and analyzed from several consulting firms representing a significant number of employers. A summary of the average market movement can be found in **Attachment A**.

Survey Findings

- According to the World at Work's *2021/2022 Salary Budget Survey*, respondents project salary budget increases for 2022 of 3.0 percent.
- Mercer Consulting's *December 2021 U.S. Compensation Planning Pulse Survey* reports that projected compensation budgets are trending up. Merit increase budgets for 2022 are tracking at 3.2 percent.
- AON Hewitt's *Salary Increase and Turnover Study – December 2021* reports that 86 percent of organizations surveyed are projecting salary increases in 2022.

Compensation and Benefits

- Mercer Consulting's *December 2021 U.S. Compensation Planning Pulse Survey* reports that projected compensation budgets are trending up. Merit increase budgets for 2022 are tracking at 3.2 percent.
- AON Hewitt's *Salary Increase and Turnover Study – December 2021* reports that 86 percent of organizations surveyed are projecting salary increases in 2022.
- According to the *2020 Society for Human Resource Management (SHRM) Benefits Survey*, delayed due to the COVID-19 pandemic, the top six benefits employers viewed as most important were healthcare, flexible work, leave, family friendly benefits, wellness, and retirement.
- The *Willis Towers Watson 2022 Global Medical Trends Survey* reports that Insurers expect mental and behavioral disorders to be the fastest-growing condition by incidence in the next 18 months, followed by cancer and musculoskeletal disorders. Insurers expect cancer to be the fastest-growing condition by cost in the next 18 months, followed by cardiovascular and musculoskeletal disorders. This is due in part to the lingering impact of the COVID-19 pandemic.
- According to the annual *Mercer National Survey of Employer-Sponsored Health Plans for 2021*, looking ahead to 2022, the majority of plan sponsors (60 percent) say they will not make plan changes of any type to reduce their expected cost increase. This is largely due to employers focusing their attention on enhancing benefits to support employees and staying competitive in a tight labor market, but the sharp cost increase suggests a need to prioritize how they will manage costs.

Awards and Recognitions

- Recognized as part of the 2021 Healthiest 100 Workplaces in America. The City of Charlotte ranked 36th in 2021. This is up from 61st in 2020 and 92nd in 2019.
- First Place Winner Charlotte Business Journal Regions 2021 Healthiest Employers of Greater Charlotte.
- Recipient of the Silver Well Workplace from Wellness Council of America.
- Received the North Carolina Breastfeeding Coalition's Breastfeeding Friendly Business Award in 2022.

Compensation and Benefits

FY 2023 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The city's Public Safety Pay Plan, as shown in **Attachments B, C, and D**, covers all Police classes below the rank of Police Lieutenant and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through the steps, and the second is market adjustments to the steps. The following recommendations are made:

- Merit steps of 2.5 percent to five percent to be funded.
- Revisions to Police steps effective July 2, 2022:
 - Eliminate Police Officer step one.
 - Increase step two to an amount 2.5 percent less than the current step three.
- Revisions to Fire steps effective July 2, 2022:
 - Eliminate Fire Fighter I step one, and add a new step to the top of Fire Fighter I
 - Increase step two to an amount 2.5 percent less than the current step three.
- Two market adjustments to the pay steps, each funded at 1.5 percent. The first adjustment will be effective July 2, 2022. The second adjustment will be effective January 7, 2023.
- Revisions to Fire steps effective November 12, 2022:
 - Merge Firefighter II steps seven and eight from two 2.5 percent steps to one five percent step.
 - Merge Firefighter II steps nine and ten from two 2.5 percent steps to one five percent step.
 - Merge Firefighter Engineer steps four and five from two 2.5 percent steps to one five percent step.
 - Merge Firefighter Engineer steps six and seven from 2.5 percent to one five percent step.
- Effective January 7, 2023, qualifying military service will be added as an eligible qualification for Police Officers, Firefighters I and II, and Firefighter Engineers to receive the existing five percent public safety educational incentive for a two-year degree.
- Three hours of court time for off-duty Police Officers.

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 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:

Compensation and Benefits

- Merit increase pool funded at four percent.

Funding for a four 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.

- Adjust the pay ranges up two percent effective July 2, 2022.
A 2.0 percent market adjustment to the Salaried Pay Plan ranges, as reflected in Attachment E. The impact of this recommendation will be to change the minimum and maximum rates in the pay grades to ensure the Plan remains competitive in the marketplace. Because no employee salary falls below the minimum of their respective pay grade, no employee will receive an increase due to this recommendation.

Hourly Pay Plan

The city's Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. This pay plan consists of 20 traditional ranges, each with a minimum and maximum. Typically, hourly employees receive an annual pay increase equal to the market adjustment to the Hourly Pay Plan and an annual merit increase. However, the labor market for these positions has been heavily impacted by certain job shortages and by wage pressures brought on by the highest rate of inflation seen since the 1970s. To help address these concerns, the following recommendations are made:

- Two across-the-board pay increases of four percent each. One effective July 2, 2022, and one January 7, 2023.
- A new minimum pay rate of \$20.00 per hour as of January 7, 2023. The following implementation plan is recommended in order to reach this goal.
 - After the four percent across-the-board increase, on July 2, 2022, the minimum pay for regular -hourly employees will become \$19.04 per hour. This will bring all regular-hourly employees, with good performance, hired prior to July 3, 2022, and making less than the \$19.04 pay rate up to this approved rate.
 - The city will apply another four percent across-the-board increase for regular-hourly employees on January 7, 2023. Any regular-hourly employee whose salary remains under \$20.00 per hour after the four percent across the board increase is applied will be brought up to the revised \$20.00 per hour minimum pay rate. This will bring all employees working 40-hours per week, with good performance, hired prior to January 8, 2022 to the new minimum \$20.00 per hour.
- Adjust the market pay ranges up 4.0 percent effective July 2, 2022.
- A four percent market adjustment to the Hourly Pay Plan ranges, as reflected in Attachment F. The impact of this recommendation will be to change the minimum and maximum rates in the pay grades to ensure the Plan remains competitive in the marketplace. Because no employee salary falls below the minimum of their respective pay grade, no employee will receive an increase due to this recommendation.
- A shift differential incentive of 2.5 percent beginning in January 2023, for employees in job assignments with multiple shifts, who are permanently assigned to either second or third shifts.
- Effective July 2, 2022, a Commercial Driver's License (CDL) premium of 2.5 percent for employees whose job classifications require this license.

Compensation and Benefits

FY 2023 BENEFITS RECOMMENDATIONS

- No employee medical plan premium increase.
- No non-Medicare-eligible medical plan premium increase for retirees with 20 years of service.
- Maintain the approved 10-day vacation benefit for new hires, yet change the accrual method to a one-time advancement of five days and accrual of five for the first year of employment.

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.

The following recommendations are proposed:

Medical Plans

- It is recommended to provide the City Manager or designee the authority to make plan design changes within the overall health insurance budget.

Prescription Drug Plan

- CVS/Caremark is the prescription drug plan administrator. A rebidding process will be initiated in 2022.
- It is recommended that the City Manager or designee be authorized to select the vendor, set the plan design, and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Compensation and Benefits

Active Employee Health Plan Premiums

- Effective January 1, 2023, no change to medical plan employee premiums for all plans and all tiers.
- It is recommended to 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, 2023, no change to the medical plan retiree premiums 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, 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

Compensation and Benefits

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, 2022.
- 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.

COBRA Administration

- The city will be conducting a rebidding process for COBRA Administration. 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 is reviewing voluntary benefits for long-term care insurance, caregiving and financial resources. 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.

Vacation

- Currently, the city offers 10 days of vacation for new hires with vacation time accrued weekly. The approved FY 2021 Budget included a recommendation that the City Manager or designee be authorized to change the vacation from a weekly accrual to a twice per year advancement. Accordingly, it is now recommended to change the weekly accrual for new hires to a one-time five day advancement with the next five days accrued, not to exceed 10 days. This change only applies to the first year of employment, vacation allotment. Employees must have six-months of city service before vacation is available for payout.

Compensation and Benefits

Attachments

Attachment A – **Market Movement Summary**

Summary of actual market movement for 2019-2022, 2023 projected market movement, and the five-year market movement average.

Attachment B – **Recommended FY 2023 Public Safety Pay Plan Structure Effective July 2, 2022**

New minimum, maximum, and step rates in the Public Safety Pay Plan based on the first 1.5 percent structural market adjustment recommended for FY 2023.

Attachment C – **Recommended FY 2023 Public Safety Pay Plan Structure Effective November 12, 2022**

Structural revisions to Public Safety Pay Plan recommended for FY 2023.

Attachment D – **Recommended FY 2023 Public Safety Pay Plan Structure Effective January 7, 2023**

New minimum, maximum, and step rates in the Public Safety Pay Plan based on the second 1.5 percent structural market adjustment recommended for FY 2023.

Attachment E – **Recommended FY 2023 Salaried Pay Plan Structure**

New minimum and maximum rates in the Salaried Pay Plan based on the 2.0 percent structural adjustment recommended for FY 2023.

Attachment F – **Recommended FY 2023 Hourly Pay Plan Structure Effective July 2, 2022**

New minimum and maximum rates in the Hourly Pay Plan based on the 4.0 percent structural adjustment recommended for FY 2023.

Attachment G – **Recommended FY 2023 Hourly Pay Plan Structure Effective January 7, 2023**

New minimum and maximum rates in the Hourly Pay Plan based on the 4.0 percent structural adjustment recommended for FY 2023.

Compensation and Benefits

Attachment A

Market Movement Summary

(Average Percent Change)

Source	2019 Actual Market Movement	2020 Actual Market Movement	2021 Actual Market Movement	2022 Actual Market Movement	2023 Projected Market Movement	5 Year Average Market Movement
National Statistics Provided by World at Work, Hewitt, Mercer	3.0	3.0	2.9	3.4	3.9	3.2
National Municipalities	2.5	3.0	1.6	3.1	4.3	2.9
Charlotte Area Municipalities	3.0	3.0	3.7	4.3	Entities Yet To Determine	3.5
Large Charlotte Employers (private sector)	3.0	3.0	2.7	2.7	Entities Yet To Determine	2.9
City of Charlotte Salaried Pay Plan	3.0	3.0	3.0	3.0	4.0	3.2

Compensation and Benefits

Recommended FY 2023 Public Safety Pay Plan Effective July 2, 2022

FY 2023 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	SPO I	SPO II
POLICE OFFICER 3102	Step 1	\$975.08	2.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
		\$50,704	\$51,972	\$54,570	\$57,299	\$60,164	\$63,172	\$66,331	\$69,647	\$73,130	\$76,786	\$80,625
POLICE SERGEANT 3110	Step 1	\$1,748.06	2.5%	5.0%	5.0%							
		\$90,899	\$93,172	\$97,830	\$102,722							

Police Incentives
 2nd Language, Training Officer 5 percent
 2 Yr degree 5 percent (Srg and RAC not eligible)
 4 Yr degree 10 percent (Srg and RAC not eligible)

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

FIREFIGHTER I 3006	Step 1	\$929.21	2.5%	5.0%	5.0%	5.0%										
		\$48,319	\$49,527	\$52,003	\$54,603	\$57,333										
FIREFIGHTER II 3008				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10			
				\$52,003	\$54,603	\$57,333	\$60,200	\$63,210	\$66,371	\$68,030	\$69,731	\$71,474	\$73,261	\$73,261		
FF ENGINEER 3011							Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
							\$60,200	\$63,210	\$66,371	\$68,030	\$69,731	\$71,474	\$73,261	\$73,261	\$75,092	\$76,969
FIRE CAPTAIN 3016	Step 1	\$1,748.72	2.5%	5.0%	5.0%											
		\$90,933	\$93,207	\$97,867	\$102,761											

Fire Incentives
 2nd Language, Haz-Mat, Search & Rescue,
 Dive, Aircraft Rescue 5 percent
 2 Yr degree 5 percent (Captain not eligible)
 4 Yr degree 10 percent (Captain not eligible)

Compensation and Benefits

Recommended FY 2023 Public Safety Pay Plan Effective November 12, 2022

FY 2023 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	SPO I	SPO II
POLICE OFFICER 3102	\$975.08 \$50,704	2.5% \$999.46 \$51,972	5.0% \$1,049.43 \$54,570	5.0% \$1,101.90 \$57,299	5.0% \$1,157.00 \$60,164	5.0% \$1,214.85 \$63,172	5.0% \$1,275.59 \$66,331	5.0% \$1,339.37 \$69,647	5.0% \$1,406.34 \$73,130	5.0% \$1,476.66 \$76,786	5.0% \$1,550.49 \$80,625

	Step 1	Step 2	Step 3	Step 4
POLICE SERGEANT 3110	\$1,748.06 \$90,899	2.5% \$1,791.77 \$93,172	5.0% \$1,881.35 \$97,830	5.0% \$1,975.42 \$102,722

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	\$930.31 \$48,376	2.5% \$953.58 \$49,586	5.0% \$1,001.25 \$52,065	5.0% \$1,051.31 \$54,668	5.0% \$1,103.88 \$57,402								
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8			
FIREFIGHTER II 3008			\$1,001.25 \$52,065	5.0% \$1,051.31 \$54,668	5.0% \$1,103.88 \$57,402	5.0% \$1,159.08 \$60,272	5.0% \$1,217.04 \$63,286	5.0% \$1,277.87 \$66,449	5.0% \$1,341.77 \$69,772	5.0% \$1,408.87 \$73,261			
						Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
FF ENGINEER 3011						\$1,159.08 \$60,272	5.0% \$1,217.04 \$63,286	5.0% \$1,277.87 \$66,449	5.0% \$1,341.77 \$69,772	5.0% \$1,408.87 \$73,261	2.5% \$1,444.08 \$75,092	2.5% \$1,480.17 \$76,969	2.5% \$1,517.19 \$78,894
	Step 1	Step 2	Step 3	Step 4									
FIRE CAPTAIN 3016	\$1,748.72 \$90,933	2.5% \$1,792.44 \$93,207	5.0% \$1,882.06 \$97,867	5.0% \$1,976.17 \$102,761									

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

Recommended FY 2023 Public Safety Pay Plan Effective January 7, 2023

FY 2023 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	SPO I	SPO II
POLICE OFFICER 3102	\$989.71 \$51,465	2.5% \$1,014.45 \$52,751	5.0% \$1,065.17 \$55,389	5.0% \$1,118.43 \$58,158	5.0% \$1,174.36 \$61,067	5.0% \$1,233.07 \$64,120	5.0% \$1,294.72 \$67,325	5.0% \$1,359.46 \$70,692	5.0% \$1,427.44 \$74,227	5.0% \$1,498.81 \$77,938	5.0% \$1,573.75 \$81,835
POLICE SERGEANT 3110	\$1,774.28 \$92,263	2.5% \$1,818.65 \$94,570	5.0% \$1,909.57 \$99,298	5.0% \$2,005.05 \$104,263							

Police Incentives

- 2nd Language, Training Officer 5%
- 2 Yr degree or Qualifying Military Service 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 \$944.26 \$49,102	Step 2 2.5% \$967.88 \$50,330	Step 3 5.0% \$1,016.27 \$52,846	Step 4 5.0% \$1,067.08 \$55,488	Step 5 5.0% \$1,120.44 \$58,263								
FIREFIGHTER II 3008			Step 1 \$1,016.27 \$52,846	Step 2 5.0% \$1,067.08 \$55,488	Step 3 5.0% \$1,120.44 \$58,263	Step 4 5.0% \$1,176.46 \$61,176	Step 5 5.0% \$1,235.29 \$64,235	Step 6 5.0% \$1,297.03 \$67,446	Step 7 5.0% \$1,361.90 \$70,819	Step 8 5.0% \$1,430.00 \$74,360			
FF ENGINEER 3011						Step 1 \$1,176.46 \$61,176	Step 2 5.0% \$1,235.29 \$64,235	Step 3 5.0% \$1,297.03 \$67,446	Step 4 5.0% \$1,361.90 \$70,819	Step 5 5.0% \$1,430.00 \$74,360	Step 6 2.5% \$1,465.76 \$76,219	Step 7 2.5% \$1,502.38 \$78,124	Step 8 2.5% \$1,539.95 \$80,077
FIRE CAPTAIN 3016	Step 1 \$1,774.95 \$92,297	Step 2 2.5% \$1,819.33 \$94,605	Step 3 5.0% \$1,910.29 \$99,335	Step 4 5.0% \$2,005.81 \$104,302									

Fire Incentives

- 2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5%
- 2 Yr degree or Qualifying Military Service 5% (Captain not eligible)
- 4 Yr degree 10% (Captain not eligible)

Compensation and Benefits

Attachment E

Recommended FY 2023 Salaried Pay Plan Structure Effective July 2, 2022

Range	Minimum	Midpoint	Maximum
Range 1	\$46,975	\$58,719	\$73,399
Range 2	\$49,324	\$61,655	\$77,069
Range 3	\$51,791	\$64,738	\$80,923
Range 4	\$54,380	\$67,975	\$84,968
Range 5	\$57,100	\$71,375	\$89,218
Range 6	\$59,955	\$74,943	\$93,679
Range 7	\$62,952	\$78,690	\$98,363
Range 8	\$66,099	\$82,624	\$103,280
Range 9	\$69,404	\$86,755	\$108,444
Range 10	\$72,874	\$91,093	\$113,866
Range 11	\$76,519	\$95,648	\$119,560
Range 12	\$80,344	\$100,430	\$125,538
Range 13	\$84,361	\$105,452	\$131,814
Range 14	\$88,579	\$110,724	\$138,405
Range 15	\$93,009	\$116,261	\$145,326
Range 16	\$97,659	\$122,073	\$152,592
Range 17	\$102,542	\$128,177	\$160,222
Range 18	\$107,669	\$134,586	\$168,232
Range 19	\$113,052	\$141,315	\$176,644
Range 20	\$118,705	\$148,381	\$185,477
Range 21	\$130,575	\$163,219	\$204,024
Range 22	\$143,633	\$179,542	\$224,427
Range 23	\$157,997	\$197,496	\$246,870
Range 24	\$173,796	\$217,245	\$271,557
Range 25	\$191,176	\$238,970	\$298,713
Range 26	\$219,852	\$274,815	\$343,519

Compensation and Benefits

Attachment F

**Recommended FY 2023
Hourly Pay Plan Structure
Effective July 2, 2022**

Range	Minimum	Midpoint	Maximum
Range 1	\$39,614	\$39,614	\$43,755
Range 2	\$39,614	\$39,614	\$45,944
Range 3	\$39,614	\$39,614	\$48,241
Range 4	\$39,614	\$40,521	\$50,652
Range 5	\$39,614	\$42,548	\$53,185
Range 6	\$39,614	\$44,675	\$55,844
Range 7	\$39,614	\$46,909	\$58,636
Range 8	\$39,614	\$49,254	\$61,568
Range 9	\$41,374	\$51,717	\$64,646
Range 10	\$43,443	\$54,303	\$67,879
Range 11	\$45,615	\$57,019	\$71,274
Range 12	\$47,896	\$59,870	\$74,838
Range 13	\$50,291	\$62,864	\$78,580
Range 14	\$52,806	\$66,008	\$82,510
Range 15	\$55,446	\$69,308	\$86,634
Range 16	\$58,219	\$72,774	\$90,968
Range 17	\$61,130	\$76,413	\$95,516
Range 18	\$64,186	\$80,233	\$100,291
Range 19	\$67,395	\$84,244	\$105,305
Range 20	\$70,765	\$88,456	\$110,570

Structure adjustment of 4% and FY 2022 ending minimum rate of pay adjusted by the first across the board increase of 4%

Compensation and Benefits

Attachment G

**Recommended FY 2023
Hourly Pay Plan Structure
Effective January 7, 2023**

Range	Minimum	Midpoint	Maximum
Range 1	\$41,600	\$41,600	\$43,755
Range 2	\$41,600	\$41,600	\$45,944
Range 3	\$41,600	\$41,600	\$48,241
Range 4	\$41,600	\$41,600	\$50,652
Range 5	\$41,600	\$42,548	\$53,185
Range 6	\$41,600	\$44,675	\$55,844
Range 7	\$41,600	\$46,909	\$58,636
Range 8	\$41,600	\$49,254	\$61,568
Range 9	\$41,600	\$51,717	\$64,646
Range 10	\$43,443	\$54,303	\$67,879
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Range 14	\$52,806	\$66,008	\$82,510
Range 15	\$55,446	\$69,308	\$86,634
Range 16	\$58,219	\$72,774	\$90,968
Range 17	\$61,130	\$76,413	\$95,516
Range 18	\$64,186	\$80,233	\$100,291
Range 19	\$67,395	\$84,244	\$105,305
Range 20	\$70,765	\$88,456	\$110,570

July 2, 2023 minimum rate of pay adjusted by the second across the board increase of 4%



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SUMMARY STATISTICS & POLICIES



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Summary Statistics

(all figures represent FY 2023 unless otherwise noted)

Total Full-Time-Equivalent Employees	8,423.25	Fire Protection	
Total Budget (net of transfers)	\$3.24 billion	Fire Prevention Inspectors	40.00
General Fund	\$784.4 million	Firefighters	1,104.00
General Bonded Debt per capita (FY 2021)	\$741	Police Protection	
General Bonded Debt % of Property Value (FY 2021)	0.48%	Sworn Police Officers	1,942.00
Debt Service % of Non-Capital Expenditures	11.5%	Civilian	514.50
Assessed value (2021)	\$155.2 billion		
		Storm Water Rates	
Land Area (square miles) (as of April 2021)	311.9	Single Family (monthly) < 2,000 sq feet	\$6.27
		Single Family (monthly) 2,000 to <3,000 sq ft	\$9.25
Taxable Sales - Mecklenburg County 2021	\$29.2 billion	Single Family (monthly) 3,000 to <5,000 sq ft	\$13.67
General Obligation Bond Ratings	AAA	Single Family (monthly) ≥5,000 sq ft	\$22.61
		Commercial (monthly) per impervious acre	\$163.20
Mecklenburg County Building Permits (2021)	25,871		
		Utilities	
Population		Water Accounts (projected)	301,736
2020 Census	940,144	Sewer Accounts (projected)	271,484
2021	958,788	<i>1 ccf = 748 gallons</i>	
		Water Rates for ccf use (typical)	\$14.02
Unemployment Rate (Mecklenburg County)		Fixed Charge	\$6.60
2019 (as of March)	3.7%	Typical Total Water Rates	\$20.62
2020 (as of March)	4.3%		
2021 (as of March)	5.6%	Sewer Rates	\$38.22
2022 (as of March)	3.8%	Fixed Charge	\$14.04
		Typical Total Sewer Rates	\$52.26
Top Principal Taxpayers (2021)			
Wells Fargo Bank	1.29%	Typical Residential User's Monthly Fee	\$72.88
Duke Energy Corporation	1.16%		
Bank of America	1.01%	Median Household Income - 2020	\$65,359
American Airlines/US Airways Group Incorporated	0.58%		
Time Warner Entertainment	0.31%	Charlotte Area's Largest Employers (2021)	
Truist	0.30%	Atrium Health	35,700
SouthPark Mall	0.27%	Wells Fargo & Co.	23,500
Piedmont Natural Gas	0.22%	Charlotte-Mecklenburg Schools	18,495
301 College Street	0.20%	Wal-Mart Stores, Incorporated	17,100
AT&T	0.18%	Bank of America Corp.	15,000

Summary Statistics

Real Property Tax

1-cent on the property tax rate	\$15,362,696
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 2023)

First 3-Percent	3.0%
Second 3-Percent	3.0%
NASCAR Hall of Fame Tax	2.0%
Total	8.0%

Prepared Food Tax (FY 2023)

City/County	1.0%
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Municipal Service Districts (FY 2023)

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¢
06 - SouthPark	4.00¢
*per \$100 valuation	

Regional City and County Property Tax Rates

Charlotte (FY 2023 Proposed)	34.81¢
Mecklenburg County (FY 2022 Adopted)	61.69¢

FY 2022 Tax Rates for Towns/District

Cornelius	22.20¢
Davidson	29.00¢
Huntersville	24.00¢
Matthews	29.50 ¢
Mint Hill	25.50¢
Pineville	33.00¢
Police Service District	17.81¢
Stallings	18.60 ¢

Motor Vehicle Registration Fee (FY 2022)

Charlotte	\$30.00
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Solid Waste Fees

Charlotte (FY 2023 Proposed)	
Single-Family & Mobile Homes	\$86.06
Multiple Family	\$86.06
County (FY 2022)	
Single-Family & Mobile Homes	\$39.50
Multiple Family	\$39.50

Car Rental Taxes (FY 2023)

Road Use Tax	8.0%
Charlotte Vehicle Rental Tax	1.5%
Mecklenburg Vehicle Rental Tax	1.5%
Airport Tax (If applicable)	10.0%
U-Drive-it Vehicle Rental tax	5.0%

Using the framework set forth by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, and the City Code of Ordinances that includes the city charter, the city will follow the principles outlined below. The development of the city's annual operating budget will be a transparent process that includes community input and involvement.

1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.
2. Program funding will be approved in the overall context of competing priorities across city services. Anticipated future needs will play a prominent role in the prioritization process.
3. The city will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided, when feasible.
4. A budget will provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.
5. A budget will provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.
6. The city will engage in a continual evaluation of the most cost-effective means for providing city services.
7. The city will evaluate the total tax and fee burden – not just the property tax rate – residents pay in exchange for government services as part of the budget development process.
8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.
9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent.
10. The city will continue to promote a user fee goal of 100 percent cost recovery.
11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.
12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.
13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.
14. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the city are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the city's annual comprehensive financial report (ACFR) is prepared using Generally Accepted Accounting Principles.

Financial Policies and Practices

The city's budgetary policies are based on and conform to Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act, the City Code of Ordinances that includes the city charter, and generally accepted accounting principles for governmental entities. These broad policies and statutes set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the city and ensure that the city is poised for future growth.

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
 - c. The tax rate shall be set each year based on the cost of providing general government services;
 - d. The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The city will set fees for services to maximize user charges for identifiable services as follows:
 - a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services;
 - b. To the extent practical, any general city service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges;
 - c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.
3. The city will accumulate and maintain a fund balance for the General Fund equal to or greater than eight percent (city policy is higher at 16 percent) of the next year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As-You-Go Capital Program.
4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.
5. The city will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-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.

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.

Financial Policies and Practices

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 Annual Comprehensive Financial Report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted each year for that recognition.
7. All governmental funds are reported on using the modified accrual basis of accounting. Although the Annual Comprehensive Financial Report reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.
8. Subject to appropriation by City Council, funds for encumbrances related to outstanding purchases at the end of one fiscal year may be carried forward to the following fiscal year.

Debt Policies and Practices

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city's full assessed value.
3. Variable rate bonded debt will not exceed 20 percent of total outstanding long-term debt.
4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
 - a. New money fixed rate bond issues may be placed on a competitive or negotiated basis,
 - b. New money variable rate bond issues will be placed on a negotiated basis, and
 - c. Refunding bond issues may be placed on a competitive or negotiated basis.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices

1. All deposits of the city will be made in designated official depositories and secured as required by North Carolina state statutes. The city may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. The city may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
2. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.

Financial Policies and Practices

City Investment Policy

1. City investments will be managed and maintained in accordance with all applicable Federal and State laws, City Ordinances and other regulatory requirements, specifically NCGS 159-25(a)(6); NCGS 159-30; NCGS 159-31; and NCGS 36C, Article 9 (Uniform Prudent Investor Act).

Standards of Care

- i. Except for cash in certain restricted and special funds, and bond proceeds, the city will consolidate cash and reserve balances from all funds to maximize investment earnings and increase efficiencies around investment pricing and administration.
- ii. Investment income from pooled cash investments will be allocated monthly to participating funds based upon the average cash balance of each fund as a percentage of the total pooled portfolio.
- iii. Unspent debt proceeds will not be commingled with other monies and will be invested separately. Earnings on unspent debt proceeds will be treated as additional proceeds.
- iv. Quarterly reviews will be conducted that will assess the current total holdings across all funds, including cash positions, portfolios, mark to market valuations, credit quality for each security, and any additional compliance issues.
- v. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible custody account prior to the release of funds. This type of settlement process is used to minimize custodial credit risk.
- vi. All securities in the city's name will be held by an independent third-party trust custodian selected by the city. In September of each year, the safekeeping institution will be required to provide a copy of its most recent Statement of Auditing Standards (SAS) No. 70 as well as its disaster recovery and cyber security plans to the city's Finance Department for review by the Investment Committee.
- vii. Where allowed by North Carolina General Statutes 159-30 and 159-31 and in accordance with the GFOA Recommended Practices on Collateralizing Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit.
- viii. The primary objectives of investment activities are safety, liquidity, and return, in that order.
 - (1) Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - (a) Credit Risk – The city will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:
 - (i) Limiting investments to the types of securities listed in the Investment Policy;
 - (ii) Pre-qualifying and conducting ongoing due diligence of the financial institutions, broker/dealers, and intermediaries with which the City will do business; and
 - (iii) Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.
 - (b) Interest Rate Risk – The city will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:
 - (i) Structuring the investment portfolio so that security maturities match cash flow requirements for ongoing operations, thereby, avoiding the need to sell securities on the open market prior to maturity; and
 - (ii) Investing operating funds primarily in shorter-term securities (0-5 years), money market mutual funds, or similar investment pools in accordance with the Investment Policy.
 - (2) Liquidity – The investment portfolio will remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio will be structured so that securities mature concurrent with cash needs to meet anticipated demands. Since all possible

Financial Policies and Practices

cash flow demands cannot be anticipated, the portfolio should have an amount determined by the internal investment guidelines placed in money market mutual funds or other such accounts which offer same-day liquidity for short-term funds.

- (3) Return – The investment portfolio shall be designed with the objective of regularly meeting or exceeding the average of the 6-month T-bill, 12-month T-bill and the 2-year Treasury rates. These indicators are considered benchmarks for lower risk investment transactions and approximate the city’s weighted average maturity (WAM) under normal market conditions. Return on investment is of tertiary importance compared to the safety and liquidity objectives described in this section. Core investments will be limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. It is the city’s intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal. However, if economic or market conditions change making it in the city’s best interest to sell or trade a security before maturity, that action may be taken. Selling or trading a security may be done under the following circumstances:
- (a) A security with declining credit may be sold early to minimize loss of principal;
 - (b) A security may be sold if reinvesting the proceeds in an alternative security would improve the quality, yield, or target duration in the portfolio;
 - (c) Unanticipated liquidity needs of the portfolio require that the security be sold.

Suitable and Authorized Investments

- i. US Treasuries and Agencies – Investments of this type will be limited to a five-year maturity.
- ii. Government Sponsored Enterprises (GSEs) –The following GSEs may be purchased: FNMA, FHLB, FHLMC, and FFCB. There is no maximum in these securities because of the implied backing of the U.S. Government. Investments of this type will be limited to a five-year maturity.
- iii. Commercial Paper –A maximum of twenty-five percent of the portfolio may be invested in commercial paper with the appropriate A1(S&P)/P1(Moodys)/F1(Fitch) ratings. At least two of these ratings must be in place, and the issue cannot be rated below the highest category by any nationally recognized ratings service that rates the particular obligation. The maximum amount that may be invested in any one issuer is \$20,000,000.
- iv. North Carolina Capital Management Trust (NCCMT) –The City may invest in the government and term portfolios at NCCMT. These money market funds are to be used primarily to meet liquidity requirements as well as in interest rate environments that will yield increased returns. There is no maximum investment in these funds because of the liquidity provided by these accounts and the diversification of investments made by the NCCMT.
- v. Certificates of Deposit – No maximum as all certificates of deposit are 100% collateralized.

Investments, except for North Carolina Capital Management Trust (NCCMT) and Firefighters’ Retirement System Fund, are reported at fair value as determined by quoted market prices. The securities of the NCCMT Cash Portfolio, a Securities and Exchange Commission registered money market mutual fund, are valued at fair value, which is the NCCMT’s share price. The NCCMT Term Portfolio’s securities are valued at fair value. Money market investments that have a remaining maturity at the time of purchase of one year or less are reported at amortized cost. Non-participating interest earning investment contracts are reported at cost. Investments with an original maturity of three months or less are considered cash equivalents.

City Manager Contract Approval Policy

1. The City Manager is authorized to award contracts, reject bids, re-advertise to receive bids, and waive bid bonds or other deposit requirements pursuant to North Carolina General Statute Chapter 143-129(a). Specifically, the Manager is authorized to:
 - a. Exempt particular projects from the provision of the North Carolina General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than \$50,000.
 - b. Approve and execute contracts involving informal bids of up to \$500,000 for construction projects previously budgeted in the annual ordinance.

Financial Policies and Practices

- c. Approve and execute maintenance contracts in amounts under \$500,000.
 - d. Approve and execute leases of city real property in amounts under \$500,000.
 - e. Approve and execute engineering contracts under \$500,000.
 - f. Approve and execute professional service contracts in amounts under \$500,000.
 - g. Approve and execute change orders to all approved contracts not to exceed \$500,000 in the total amount of change order unless previous authority is authorized by City Council action for the specific contract.
 - h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed \$500,000.
2. The City Manager is authorized to dispose of surplus property under the informal procedures described in North Carolina General Statute 160A-266(c).
 3. The City Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed \$500,000.

Improving the quality of life of residents is the City of Charlotte's mission and the foundation of the CIP. The plan's goal is to maintain or replace high priority infrastructure as needed. By facilitating economic development, enhancing the tax base, and protecting the community's safety and environmental resources, the CIP benefits all segments of the community and supports all roles of municipal government.

City Council-adopted policies for developing and implementing the Capital Investment Plan

1. Evaluate capital projects requests according to the following priorities:
 - 1st priority: Maintenance and/or retrofitting of existing infrastructure
 - 2nd priority: Replacement of existing infrastructure
 - 3rd priority: Expansion of existing infrastructure
 - 4th priority: New infrastructure
2. Develop and implement a capital program based on smart growth principles:
 - Maintain land use planning
 - Sustain effective land use decisions
 - Strengthen neighborhoods
 - Build a competitive economic edge
 - Design for livability
 - Safeguard the environment
 - Expand transportation choices
 - Use public investment as a catalyst
3. Preserve the existing tax base, a fundamental principle for city capital investment decision-making
4. Affirm neighborhoods as a foundation of the community and emphasize a reinvestment program for all neighborhoods
5. Form partnerships with residents and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities
6. Serve as a platform for economic development through the funding of priority projects in targeted investment areas
7. Provide a balanced capital plan, which funds the highest priority community needs in a variety of program areas
8. Anticipate infrastructure and facility needs resulting from future changes in the city's boundaries and density that are consistent with Council's development and growth policies
9. Comply with applicable federal and state mandates

Capital Investment Policies and Practices

1. The city will update annually a five-year CIP, which details the estimated cost, project description, and anticipated funding source for each capital project.
2. The city's adopted Annual Budget Ordinance will include capital project appropriations for all projects with funding identified in the first year of the five-year Capital Investment Plan.
3. Operating Budget expenditures will be used to maintain and provide any salaries, operating costs, and small capital outlay that may be required for adopted Capital Investment Plan Projects once they are completed and in service.
4. The city will strive to fund a portion of capital improvements with Pay-As-You-Go sources of financing that do not increase the city's debt liability.
5. A uniform, citywide methodology based on generally accepted cost accounting principles and best practices will be used for allocating and charging direct and indirect costs to capital projects. This ensures accurate, consistent, and substantiated cost recovery so the city's operating funds are neither subsidized nor inadequately reimbursed for supporting capital programs or placing capital assets into service. This methodology will be periodically reviewed and will apply to funding sources that are not otherwise subject to federal, state, or other requirements (e.g., law, regulation, terms of a grant award, or other legally binding agreements) for direct and indirect cost recovery.

General government debt policies

1. Diversify revenue sources dedicated to capital formation and debt service
2. Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
3. Provide for the issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
4. Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)
5. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
 - Allocation of the property tax rate
 - Investment (interest) income
 - Sales Tax (one-half cent)
 - Other miscellaneous revenues
6. Maintain fund balance in the Municipal Debt Service Fund at an adequate level to cover debt costs:
 - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent
7. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects
8. Dedicate asset sales to the Capital Investment Plan:
 - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds
9. Maintain the General Fund fund balance at 16 percent of the operating budget:
 - Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by City Council
10. Maintain the Enterprise Funds' capital programs on a self-sustaining basis:
 - Charlotte Water, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges
 - The Charlotte Water rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents
 - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit
11. Pursuant to the North Carolina General Statutes, the city's outstanding general obligation debt is subject to a legal limitation based on eight percent of the total assessed value of real and personal property

KEY TERMS & ACRONYMS



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Budget Adjustments Meeting: This session provides City Council with the opportunity to make preliminary decisions regarding the City Manager's Proposed Budget. By historical practice, each Council member has the opportunity to add or subtract any item or amount from the Proposed Budget. City Council has traditionally required that the adjustments result in a balanced budget. For those items receiving five or more votes from Council members, staff analyze the proposed adjustments and provide a cost estimate as well as any other considerations to inform further discussion by City Council at the Straw Votes Meeting.

Allocation: The dollar amount planned to be spent for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the city's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Budget Adoption: North Carolina State law requires local governments to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget and Governance Committee: The City Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides City Council with a detailed overview of the Manager's Proposed Budget. This provides a forum for the Manager to share highlights of the budget and for City Council to ask initial questions as the budget process moves into the review stage.

Budget Workshop(s): This series of workshops, conducted by City Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as the City Council works to identify and confirm areas of focus, operating and capital investment policies, to review projected revenues and expenses information, and to review program and service delivery priorities.

Capital Outlay: Assets with an initial, individual cost of \$5,000 or more, except intangible assets which have a minimum cost of \$100,000 and has a useful life of more than one year.

Capital Investment Plan (CIP): Annual appropriations from specific funding sources that are shown in the city's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period.

Charlotte Regional Transportation Planning Organization (CRTPO): The transportation body that is responsible for overseeing the development of the transportation system in the greater Charlotte-Mecklenburg region of North Carolina.

City Council Annual Strategy Meeting: This meeting serves to reaffirm City Council priorities and to develop a framework for addressing the community's concerns and needs for service delivery during the next fiscal year. This discussion also includes any other additional parameters for consideration in the budget plan under development.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, affordable housing, and services to low-income neighborhoods.

Debt Service: Annual principal and interest payments that a local government owes on money that it has borrowed.

Department: A division of the larger organization grouped by the city's services and operations.

Enhancement: Funding requests for new projects, programs, or services or requests for additional funding for existing projects, programs, or services.

Enterprise Funds: One of four city service areas which are fully funded by business-type revenues rather than property taxes. These are Charlotte Douglas International Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water Services.

Fee: A charge for services provided by city departments.

Financial Partner: Private, non-profit organizations which provide services to the public by use of partial funding from the city.

Fiscal Year: A one-year fiscal period. The city's fiscal year extends from July 1st through June 30th.

Full-Time Equivalent (FTE): A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: It is a difference between assets and liabilities of a particular fund. It incorporates the difference between the revenues and expenditures each year.

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

General Obligation Bonds: Bonds in which the payment is guaranteed by the full faith and credit of the local government, which includes its taxing power.

Hourly Pay Plan: The city's hourly pay plan covers hourly employees in labor, trades, and administrative positions. Hourly employees typically receive an annual market adjustment as well as a merit increase based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

Internal Service Providers (ISPs): Business unit that provides services to other city departments and charges for those services. Each department budget receiving the service has an ISP budget, which is charged by the department providing the service.

Metropolitan Transit Commission (MTC): The policy board for the Charlotte Area Transit System (CATS) that has responsibility for reviewing and recommending all long-range public transportation plans.

Municipal Service District (MSD): Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area, one in the SouthPark area, and one in the University City area.

Net of Transfers: Takes into account transfers between funds (General Fund, Enterprise Funds, and Capital Funds).

Non-Departmental Account: The services or functions that are not specifically associated with a city department.

Nongeneral Funds: The services or functions not included in the General Fund.

Objective: An objective is the driver which describes the desired outcome that if achieved will further advance the City Council's strategic priorities.

Operating Budget: The portion of the budget plan that represents recurring expenditures such as salaries, utilities, postage, office supplies, fuel, etc.

Pay-As-You-Go Projects (PAYGO): Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

Performance Measure: A quantitative and/or qualitative indicator of how programs and services are directly contributing to the achievement of an agency's objectives and strategic priorities. These indicators may include measures of inputs, outputs, efficiencies, outcomes, or activities.

Position Number: A term that refers to a unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number. Only one person at a time can fill a regularly budgeted position.

Program: A group of services within a department aligned by a common purpose.

Public Hearing on Proposed Budget: This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for residents to comment and give feedback on the published budget plan. Notice of the public hearing and the City Council discussion process are included in the Charlotte Observer, on the city's website, and on the Government Channel. The budget documents are made available to the public online and through the City Clerk's Office.

Public Safety Pay Plan (PSPP): The city's Public Safety Pay Plan covers all Police classes below the rank of Police Captain and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps, and the second is structural market adjustments to the steps.

Salaried Pay Plan: The city's Salaried Pay Plan covers all salaried city employees with the exception of non-managerial uniformed Police and uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job.

Strategic Priorities: Five strategic areas of focus, which serve as the framework for allocating funds and resources. These are: Great Neighborhoods; Safe Communities; Transportation, Planning, and Environment; Workforce and Business Development; and Well-Managed Government.

Straw Votes Meeting: This session provides the opportunity for City Council to vote on each of the items that moved forward from the Budget Adjustments Meeting. Each of the items voted on that receive six or more straw votes will be incorporated into the budget ordinance.

Target: Quantifiable and specific level of achievement that communicates the expected level of performance.

Technical Adjustment: Annual inflationary adjustments including existing contractual cost increases, annualization of costs, or state and federal mandates.

<u>Acronym</u>	<u>Definition</u>
AF	Asset Forfeiture
ARD	Asset Recovery and Disposal
BIG	Business Investment Grant
BLE	Blue Line Extension
CATS	Charlotte Area Transit System
CCF	100 Cubic Feet
CDBG	Community Development Block Grant
CDOT	Charlotte Department of Transportation
CIP	Capital Investment Plan
CLT	Charlotte Douglas International Airport
CMPD	Charlotte-Mecklenburg Police Department
CMS	Charlotte-Mecklenburg Schools
CNIP	Comprehensive Neighborhood Improvement Program
COPs	Certificates of Participation
CRC	Charlotte-Mecklenburg Community Relations Committee
CRTPO	Charlotte Regional Transportation Planning Organization
CRVA	Charlotte Regional Visitors Authority
EIS	Environmental Impact Statement
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
FAA	Federal Aviation Administration
FBO	Fixed Base Operation
FTE	Full-Time Equivalent
FY	Fiscal Year
GIS	Geographical Information System
GO	General Obligation (bonds)
HOME	Home Ownership Made Easy (Federal Housing grant)
HOPWA	Housing Opportunities for People 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