

FY 2025

PROPOSED BUDGET

Advancing Opportunities for All

FY2025-2029

Capital Investment Plan

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Charlotte
North Carolina**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

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This reader's guide is designed to promote the public's overall understanding of the annual budget document. This budget is structured into two plans: the annual FY 2025 Budget and the five-year FY 2025 – 2029 Capital Investment Plan.

These plans provide detailed information on the budget of each department and fund. If any changes are made after the City Manager's presentation of the proposed budget to City Council, the changes will be reflected within FY 2025 approved amounts.

This document provides a detailed record of the spending plan for FY 2025 organized in the following elements:

Section	Description
Executive Summary	An overview of the budget, which highlights the priorities reflected in the budget, total budget and funding allocations, and fund summaries.
Overview	An overview of the budget process, funds, and organizational structure.
Strategic Priorities	An overview of the Council's Strategic Priorities and related performance measures. 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.
Department Budgets	<p>Each city department begins with a section that outlines the mission and a high-level summary of the department's core services. This is followed by the department's organizational chart.</p> <p>The budget overview section presents the department's revenues and expenditures. Actuals for the most recent fiscal years, the current year's adopted budget, and the proposed budget for the upcoming fiscal year are provided.</p> <p>The adjustments pages explain increases and decreases in the current year's adopted budget to arrive at the proposed budget for the upcoming fiscal year.</p> <p>The performance measure highlights section provides an overview of select performance measures for the department, including prior year actuals and targets for the current year and upcoming year.</p> <p>The full-time equivalent (FTE) summary pages provide historical data on the numbers of positions authorized within the departments along with proposed positions for the upcoming fiscal year.</p> <p>Budget details are provided for enterprise funds, internal services funds, and special revenues funds in the nongeneral funds section.</p>
Capital Investment Plan	The Capital Investment Plan (CIP) is a five-year plan matching the city's highest priority capital needs with a financing schedule. The plan includes investments in roads, neighborhoods, housing, stormwater, transit, water and sewer, aviation, and government facilities. The plan reflects both general and enterprise funds.
Summary Statistics and Policies	A summary of the city profile and statistics along with budget principles and financial policies.
User Fees	A listing of city regulatory and non-regulatory fees organized by department.
Key Terms and Acronyms	A list of references and definitions used throughout the document.

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CITY MANAGER'S MESSAGE

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May 6, 2024

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

The City of Charlotte has historically leveraged sound fiscal policy to present a balanced budget that represents and advances the priorities of City Council. Over the last several years, the city has committed to investments that support the growth, vitality, and quality of life of our community. With this budget, we continue to strive to provide the high level of services that our community has come to expect while also acknowledging the need for additional revenues to support our growing city. I am pleased to propose a budget that advances upward mobility for our community, commits to continued service excellence, and meaningfully invests in our residents, employees, and economic development.

Proposed FY 2025 Budget (Net of Transfers)	
General Fund	\$898,150,000
Reimbursements and transfers to other Funds	(\$69,384,396)
Sub-total General Fund	\$828,765,604
Aviation	\$1,221,189,723
Charlotte Area Transit System (CATS)	\$326,518,097
Charlotte Water	\$785,496,991
Storm Water	\$122,461,103
Sub-total Enterprise Funds	\$2,455,665,914
General Capital Investment Plan	\$517,076,036
General Capital Debt Service	\$56,337,662
Pay-As-You-Go Funds	\$26,011,312
Sub-Total Capital Investments	\$599,425,010
Debt Service - Nongeneral Funds	\$31,544,342
Special Revenue and Internal Service Funds	\$257,874,257
Total All Funds	\$4,173,275,127

General Fund Budget Highlights

- Structurally Balanced Budget with a two-year lens
- Proposes 1.5¢ - Property Tax increase
 - 0.9¢ – Operating (Primarily Public Safety)
 - 0.3¢ – Capital (primarily Mobility and Housing)
 - 0.3¢ – Arts and Culture
- Continues to invest in employees:
 - Provides a five percent increase in fiscal year (FY) 2025 for hourly employees; 2.5 percent in July and 2.5 percent in November
 - Boosts the minimum total increase for general hourly employees to \$3,280, providing more than a seven percent increase to the city’s lowest paid employees
 - Provides a four percent merit pool for salaried employees
 - Continues pay incentives – 2.5 percent Commercial Drivers License (CDL); 2.5 percent 2nd and 3rd shift (includes Police); All-Access Transit Pass
 - Continues flexible work options for appropriate administrative positions
 - Provides 5-7.5 percent pay increases (including step) for Police Pay Plan Employees
 - These actions complete a two-year plan that has raised the Police Officer top pay by 16 percent, to \$104,801 (with a 4-year degree)
 - Supports Fire Pay Plan employees with pay increases up to 7.5 percent (including step)
 - Increases the top pay for Police Officer, Sergeants, Fire Engineers, and Fire Captains by a total of five percent
 - Provides nearly 2.5x the planned increase in funding for the Firefighters’ Retirement System (4.9 percent)
 - Provides a Financial Support Coordinator for employees
 - Establishes an employee Emergency Loan Program for hardships
 - Enhances home ownership opportunities within House Charlotte Plus
- Launches four new apprenticeship roles to citywide apprenticeship program
- Supports Police telecommunications by providing funding for 15 positions to support 911 telecommunications operations
 - This is in addition to \$9 million in the Capital Investment Plan to support 911 Call Center expansion
- Adds 72 Fire positions: including 12 additional Fire Inspectors, 54 staff for 3 new ladder companies, 3 Battalion Chiefs to establish Battalion 9, and 3 administrative/technical staff
- Supports a sustainable arts ecosystem: \$11 million for Arts and Culture
- Provides \$500,000 for on-going Alternatives to Violence support along Beatties Ford Road and utilizes grant funds to continue Project BOOST with Atrium Health, and Alternatives to Violence at West Blvd and Nations Ford/Arrowood locations
- Adds 10 new positions to Animal Care and Control, increasing animal care staffing by 29 percent
- Expands partnership with the Center for Employment Opportunities allocating \$250,000 to reduce litter and help previously incarcerated individuals build work experience
- Collaborates with Charlotte-Mecklenburg Schools (CMS) to hire 17 CMS high school graduates and offer starting pay at \$47,480

General Capital Investment Plan Highlights

- Doubles the previous affordable housing investment with a \$100 million allocation to create and preserve affordable housing, the largest investment in program history
- Initiates a new, data-driven approach to project identification with \$55 million for Strategic Investment Areas
- Invests \$25 million for infrastructure improvements in the Corridors of Opportunity, in addition to \$5 million in the Pay-As-You-Go (PAYGO) Fund
- Increases sidewalks from the planned \$20 million to \$50 million, matching largest investment in program history
- Increases Vision Zero from the planned \$4 million to \$20 million, the largest investment in program history
- Programs \$3.5 million for future Council recommendations addressing youth violence
- Supports economic development partnerships with \$36.7 million, including infrastructure reimbursement for Atrium's Innovation District, Ballantyne Reimagined, and the construction of Garrison Road North in the River District
- Continues the multi-year \$107 million program to construct and renovate Fire facilities with a \$14.5 million allocation in FY 2025
- Expands the 911 Call Center at Charlotte-Mecklenburg Police Department Headquarters and the Police and Fire Training Academy with \$7 million in FY 2025 and another \$2 million planned in FY 2026
- Supports the Strategic Energy Action Plan with \$3.5 million in the CIP for the installation of sustainable infrastructure in city-owned facilities, along with purchasing 70 electric vehicles
- Supplements the state's Powell Bill allocation to maintain and resurface streets with \$24.6 million in General Obligation Bonds, an additional \$1.261 million in PAYGO in FY 2025, and \$1 million from the General Fund in FY 2025
- Advances named road improvement projects with continued funding of \$10.5 million for the Eastway/Shamrock intersection, \$10 million of initial funding for Bryant Farms Road Phase II, and \$7.8 million of initial funding for Robinson Church Road
- Provides \$2 million of PAYGO funding to test innovative mobility strategies in Regional Activity Centers
- Upgrades Firefighters' Self-Contained Breathing Apparatus, which are critical components of Firefighters' personal protective equipment, for a total of \$13.2 million
- Advances equity renovations for Americans with Disabilities Act compliance and women's locker rooms in Fire and Solid Waste Services facilities for a total of \$4.5 million
- Provides \$12.5 million to acquire land for future city projects, including a replacement helicopter hangar, a Solid Waste Transfer Station, and the Asset Recovery and Disposal/Commissioning and Decommissioning Facility

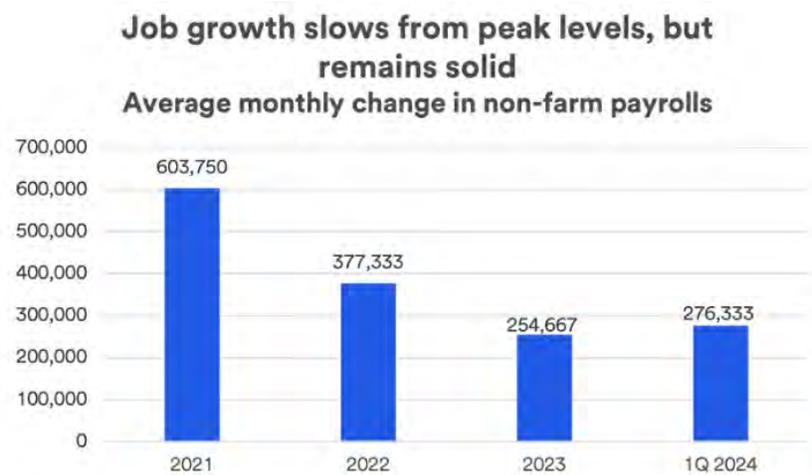
Economic Outlook

National Economy

The U.S. economy has been experiencing a period of recovery and growth following the significant disruptions caused by the COVID-19 pandemic. In 2023, the economy, as measured by real gross domestic product (GDP), increased by 2.5 percent after growing by 1.9 percent in 2022. The increase in real GDP was a result of increases in consumer spending, nonresidential fixed investment, state and local government spending, exports, and federal government spending, which were partly offset by decreases in residential fixed investment and private inventory investment. In the first quarter of 2024, real GDP increased at an annual rate of 1.6 percent according to the initial estimate by the Bureau of Economic Analysis. In the fourth quarter of 2023, real GDP increased by 3.4 percent. Comparing the growth in the first quarter of 2024 to the fourth quarter of 2023, the deceleration in growth was as a result of slower growth in consumer spending, exports, and local, state, and federal government spending, which were partly offset by an acceleration in residential fixed investment.

Although the economy continues to grow, challenges have persisted such as inflationary pressures, supply chain disruptions, and labor shortages. The Federal Reserve has been closely monitoring these developments and adjusting monetary policy accordingly to support continued economic recovery while managing inflation. To combat the high inflation, the Federal Reserve aggressively tightened monetary policy by raising interest rates for the eleventh time in a row as of July 2023, bringing the federal funds rate to a range of 5.25 to 5.50 percent. Since July 2023, the Federal Reserve has held the interest rate unchanged with plans to begin reducing interest rates sometime in 2024. Inflationary pressures have since declined but remain elevated as of March 2024 with inflation at a level of 3.5 percent – a rate still significantly higher than the Federal Reserve’s target inflation rate of 2.0 percent.

Despite high interest rates, the current labor market remains strong, exceeding expectations with low unemployment insurance claims, a low unemployment rate and positive employment growth. In March 2024, the economy added 303,000 jobs with an unemployment rate of 3.8 percent. The number of job openings has outnumbered unemployed people since May 2021. In February 2024, there were 0.7 unemployed people per job opening. Although job openings continue to outnumber unemployed people, that gap has been shrinking.



Source: U.S. Bureau of Labor Statistics as of March 31, 2024.

In its March 2024 survey of consumers' confidence about the outlook of the economy for the next six months, the Conference Board reported consumers' expectations slipped to the lowest level since October 2023. Consumers' outlook for future business conditions, labor market conditions, and income expectations all fell in March. Despite these sentiments, consumer spending has continued to grow beating consensus forecasts. In March 2024, retail sales as reported by the Census Bureau increased 4 percent compared to the same period last year. This means consumers kept pace with inflation, which grew by 3.5 percent over the same period. Despite higher inflation and higher interest rates, consumer spending continues to hold up. This spending growth can be tied to the robust labor market the economy continues to experience to date. If the labor market remains healthy, the expectation is that consumer spending will keep pace. However, there has been growing fears of a potential decline in spending as consumer credit continues to signal weakness. The Federal Reserve Bank of New York's Center for Microeconomic Data in the fourth quarter of 2023 Report on Household Debt and Credit showed household debt reached \$17.5 trillion with credit card debt at an all-time high of \$1.13 trillion. The report showed that credit card and auto loan delinquencies are on the rise and above pre-pandemic levels, signaling increased consumer financial stress.

The effects of interest rate increases have not gone unnoticed in the housing sector. Initially, the high mortgage rate environment slowed demand, which then had a negative impact on the housing supply. However, existing homes sales seems to be rebounding. In February 2024, existing home sales increased by 9.5 percent compared to January 2024. Alternatively, residential construction still continues to struggle with weakness in building permits issued and housing units started at the national level.

Due to persistent inflationary pressures coupled with the Federal Reserve's monetary tightening, many economists were predicting a mild recession in the second half of 2023. Those fears have gradually declined as spending stays afloat, the labor market remains strong, inflation continues to decline, and the economy still continues to grow. Many economists now predict a soft landing for the economy.

Regional Economy and Local Economic Impacts

In CNBC's 2023 annual competitiveness for business rankings, North Carolina ranked 1st for the second time. In 2023, the state's economy increased by 2.7 percent over 2022. In comparison, the U.S. economy grew by 2.5 percent over the same period. North Carolina saw a population growth of 1.3 percent adding almost 140,000 people and ranking third in biggest gains in population after Texas and Florida. The state continues to be an attractive place for people to live, work, and do business.

Between 2022 and 2023, state employment grew by about 2.6 percent, a growth rate stronger than the 2.3 percent growth at the national level, adding an average of about 10,500 jobs every month. Employment growth was largest in the leisure and hospitality sector (5.8 percent) followed by the education and health services sector (4.7 percent). In March 2024, employment in the state grew by 1.4 percent compared to the same period last year.

The Charlotte region continues to play a pivotal role in the state's economy. The Charlotte region is the largest in the Carolinas, ranking 21st in the U.S. for total output and accounts for about 23 percent

of the total output for the Carolinas. Between 2022 and 2023, the regional economy grew by 2.0 percent adding 35,800 jobs, an average of about 3,000 jobs added each month. In March 2024, a total of 17,900 jobs were added to the regional economy compared to March 2023, which represents a growth rate of 1.3 percent. These 17,900 regional jobs added represent about 25.5 percent of the state's total job gain over the period.

Property taxes, which make up the largest portion (over 53 percent) of the city's General Fund revenues, have continued to fare well. Property tax revenue collection has remained steady above a 99 percent collection rate. In FY 2025, the property tax revenue is expected to grow by 2.7 percent over FY 2024 projected property tax revenue. Any new properties that were not captured by the tax assessor during the 2024 assessments will be added to the tax rolls in FY 2025 and enhance the city's property tax base.

Sales tax distributions make up about 17 percent of the city's General Fund revenues. Elevated pricing, as measured by inflation, has helped increase the total amount spent by consumers as they pay for goods and services. At the national level, the fading effects of the fiscal stimulus and pent-up demand following the pandemic are now hitting consumer expenditures as seen in declines in consumption expenditures. With personal savings declining, rising household and credit card debt, consumer spending is expected to grow slowly. The General Fund sales tax fiscal year-to-date revenue growth as of January 2023 is 0.5 percent compared to the same time period a year ago. FY 2024 sales tax is projected to grow by about 1.5 percent over FY 2023. Sales tax in FY 2025 is expected to increase by about 4.5 percent.

Utility franchise taxes are the third largest revenue source for the city's General Fund, accounting for about 6.4 percent of General Fund revenues. About 85 percent of utility franchise taxes come from sales tax on electricity consumption, 8 percent from sales tax on piped natural gas, and the remaining 6 percent is derived from sales tax on telecommunication services. In FY 2024, utility franchise tax is projected to grow by about 3.1 percent over FY 2023. In FY 2025, the revenue is expected to grow by about 1 to 2 percent over the FY 2024 projection. As utilities continue to seek rate increases to cover infrastructure costs, there is the potential for this revenue to grow.

Apart from intergovernmental revenues, most of the city's other general revenues, such as other taxes, licenses, and fees, are directly tied to social and economic activity and therefore, are vulnerable to economic shocks. With the expectation of a soft landing for the economy, these revenues are forecasted to slightly increase in FY 2025.

Budget Engagement

In addition to economic data, another important input to the budget development process is feedback from our residents. During this fiscal year's budget development process, along with ongoing feedback from the community, the city expanded on budget-specific public engagement efforts. Specific initiatives and meetings were designed to gain community input on funding priorities and to explain the overall budgeting process to the public. Highlights from this year's process included:

- Hosting an FY 2025 Budget Kickoff: Budget 101 – an in-person session designed to educate residents on what makes up the city's budget, where revenues come from, and the city's different funds. This provided a more in-depth opportunity for residents to learn aspects of the city's budget as compared to the listening sessions. In all, 55 attendees were hosted.
- Conducting four budget listening sessions (three virtual and one in-person) with 33 attendees and 163 views on YouTube. At these sessions an overview of budget highlights was provided, and participants were given time to ask questions about and/or give feedback on any type of funding consideration. Senior-level staff were present to answer questions in real-time.
- Participating in a CLA Mixer (Civic Leadership Academy) – a special event for graduates to learn about the budget and ask questions. There were 49 attendees. From this event, the city recruited for our first cohort of Budget Ambassadors.
 - The 17 budget ambassadors were designated to share budget development information with their communities and provide feedback on community priorities.
- Receiving feedback submitted through the city's annual Budget Survey and the online Balancing Act simulation tool.
- Piloting the use of new technology tools such as Mentimeter for capturing feedback from engagement session participants.

Feedback from these tools and sessions was compiled and considered within the budget development process.

The Foundation for Success Always Starts with Employees

Attracting and Retaining Employees

Our employees are our greatest asset and over the course of the last several years they have truly stepped up to allow the city to face and conquer many challenges. In FY 2025, we are again proposing resources dedicated to advancing our workforce and creating new programs and initiatives to give employees more comprehensive access to the tools and resources needed for them to thrive.



Supporting the Sworn Workforce

The City of Charlotte's public safety employees are some of the most highly visible employees within the community. Their dedication to the city allows for around the clock services throughout the community. I am proud of the Police and Fire employees that are part of Team Charlotte and we as a community are thankful for the job that they do.

Police Pay Plan Employees

Due to the growth of CMPD in the early 1990s, the city has faced an elevated level of Police retirements over the past several years. The city took action to boost attraction and retention beginning in 2019. Over a three-year period from FY 2020-FY 2022, the top pay for a Police Officer was increased \$11,540. However, due to national labor issues and other factors, attracting and retaining Police Officers has continued to be a challenge for the city.

In last year's budget, the city increased starting and top pay for a Police Officer in a historic manner. In total, both starting pay and top pay were increased 10.5 percent by January 2024. The Proposed FY 2025 Budget both annualizes these increases and builds on them. All employees in the Public Safety Pay Plan will receive a 2.5 percent market adjustment, entirely in July, in addition to a step increase for employees (if eligible). As committed to in last year's budget, the FY 2025 top pay for Police Officer and Police Sergeant will



also be increased 2.5 percent above the market adjustment in January, increasing top pay for both by five percent. Effective in January, we will also remove the extra service-time restrictions to advance to the top Senior Police Officer step, allowing an extra 50 Police Officers to advance to top pay sooner.

These two years of increases have the effect of boosting top pay for a Police Officer with a four-year degree (which more than 60 percent of Police Officers have) from \$90,018 at the end of FY 2023, to \$104,801 by January 2025. This equates to more than 16 percent over two years. The top pay for a Police Sergeant will increase to \$118,495. The starting pay for a Police Officer with a four-year degree will be \$64,485.

Finally, in the FY 2011 Budget, the city increased the pay cycle for overtime considerations from 14 to 28 days for Police Officers. This was primarily done in an effort to reduce costs post-recession and is not tied to their actual work schedule. The Proposed FY 2025 Budget provides funds to reverse this action by aligning Charlotte more closely with the Police pay cycle of peer cities.

Fire Pay Plan Employees

Partially due to a dedicated retirement system, Fire has not had the same retention issues as Police or general hourly employees. However, their historically strong ability to attract new Firefighters has declined in recent years. After adjustments from City Council, the Adopted FY 2024 Budget ensured that the difference between: Police Sergeant and Fire Captain; top Police Officer and top Fire Engineer; and starting Police Officer and starting Firefighter I, were no more than the historical five percent pay parity. The Proposed FY 2025 Budget maintains the current parity between these public safety job classes.

On top of a 2.5 percent market adjustment for all Public Safety Pay Plan employees (entirely in July), the Proposed FY 2025 Budget lives up to the commitment outlined in FY 2024 by increasing the top pay for Fire Engineer and Fire Captain an additional 2.5 percent (above the market adjustment) in November. Including their step increase, 61 percent of Fire Pay Plan employees will receive a 7.5 percent pay increase in FY 2025, while 28 percent will receive a five percent pay increase. The remaining 11 percent are Firefighter IIs on the top step. The top of this classification was not adjusted to achieve recommended separation between Firefighter II and Fire Engineer in the Fire Pay Plan. Funds are included for Firefighter IIs who start the year on the top step of their pay plan, and who do not get promoted during the year, to receive a one-time 2.5 percent bonus at the end of the year, allowing all Public Safety Firefighters to receive at least five percent in total value.

Charlotte Firefighters' Retirement System



Unlike all other city employees who are part of the state's North Carolina Local Governmental Employees' Retirement System, Charlotte firefighters have an independent retirement system called the Charlotte Firefighters' Retirement System (CFRS). Until 2019, the system included a 12.65 percent employee contribution and a 12.65 percent employer contribution to pay benefits. In 2020, after discussions with the City Council Budget, Governance, and Intergovernmental Relations Committee, it was clear that this contribution rate would not be sufficient to pay future benefits. The city immediately began increasing the employer contribution by two percent each year. However, since that time, the overall funded status of CFRS has continued to decline to the current level of 70.1 percent. This has primarily been due to a: reduction in the assumed rate of investment return to seven percent; updated mortality tables that project benefits for longer member lives; higher than projected salary increases for firefighters; and an overall contribution rate that does not adequately make progress on paying down the unfunded liability.

The Proposed FY 2025 Budget includes a 4.914 percentage point increase to the employer contribution rate, resulting in a total employer contribution rate of 25.304 percent of Firefighter salaries. An increase of 4.914 percentage points is 2.914 percentage points, or \$2.9 million, greater than previously planned. I am also recommending that the CFRS Board of Trustees work directly with

the city on a long-term plan for the system that protects all existing Firefighter benefits and ensures the long-term commitment to an independent system, while also considering adjustments for future hires that recognize the increased cost of providing benefits with lower investment returns and longer retirements.

Investing in General Employees

Over the past two years, City Council took action to protect city operations from impacts of a national labor shortage. FY 2023 included an eight percent increase for general hourly employees. We also added shift differential and Commercial Driving License premiums as ways to target retention in specific areas. FY 2024 included a minimum of six percent for these employees, but also included a \$3,600 annual minimum that pushed the increase for the lowest paid employees as high as 11 percent.

I am happy to say that this initiative has been very successful. Resignations among all general employees declined by more than 25 percent in calendar year 2023, while hiring of hourly general employees increased by 17 percent. Vacancy rates for general employees have returned to pre-pandemic levels. I credit our world class employees for helping us manage through this difficult period, and I want to ensure that our staffing levels for our operations positions continue to move in a positive direction.

Council's Previous Actions Have Improved Retention

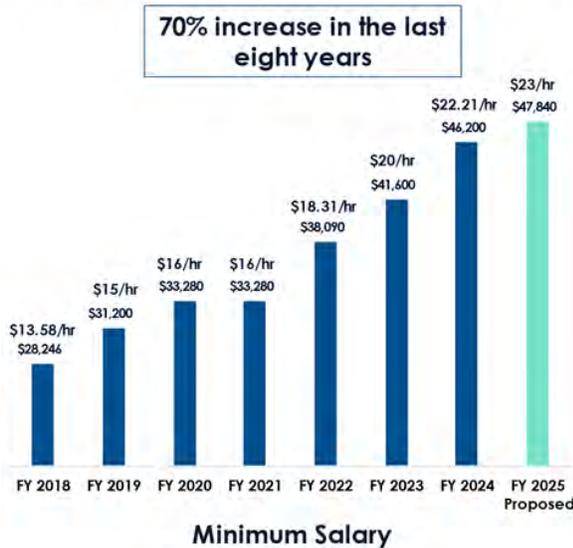
General Employees Position Type	CY 2021 Resignations	CY 2022 Resignations	CY 2023 Resignations	% change in 2023	
Professional/Mid-Management/Executive/Official	112	160	108	↓	-36.7%
Service Maintenance	111	90	84	↓	-6.7%
Clerical/Administrative Support	73	79	54	↓	-31.6%
Skilled Craft	72	58	38	↓	-34.5%
Technicians	28	35	28	↓	-20.0%
Sub-Total General	396	422	314	↓	-25.6%

The Proposed FY 2025 Budget includes a five percent salary increase for general hourly employees. This increase will be split between July (2.5 percent) and November (2.5 percent). Similar to last year, all hourly general employees will receive a minimum \$3,280 increase in total. This has the effect of boosting the increase for hourly general employees earning less than \$65,000. Over 1,100 of the lowest paid city employees will receive a six to seven percent increase from this action. Salaried city employees will receive a four percent merit pool, equivalent to what they received in FY 2024, although lower paid salaried employees may also receive equity adjustments to prevent compression between workers and supervisors.

Under this proposed pay plan, all current hourly employees will earn at least \$49,480 by November, which is \$23.78 for 40 hour-per-week employees. The minimum hourly pay for a 40-hour-per-week

hourly pay plan employee will be increased to \$23.00 per hour in July. This means that the minimum pay for the city’s general hourly employees has been increased 70 percent over the past eight years, and 25 percent over the past three years.

Increasing Minimum pay to \$23/Hour*



Proposed Minimum Salary for Full-Time Employees:

\$47,840



\$23/hour*

*For 40-hour employees

Healthcare and Benefits

Since FY 2021, on a per-employee basis the city’s employer contribution to employee medical, prescription, dental, and other benefits have increased by nearly 30 percent, including a \$7.6 million (10 percent) investment in the Proposed FY 2025 Budget. The FY 2025 employer investment equates to \$17 per employee per week while employee medical premiums will increase \$1-\$5 per week, similar to last year. The continued financial investment by the city has allowed employees to keep more of their paycheck and provides a strong complement to the city’s compensation strategy. These investments further our strategy to recognize and reward employees, as well as attract the best talent to the organization.

In addition to helping protect employees from inflationary cost increases, the Proposed FY 2025 Budget includes expanded access to support programs and services. Employees will have access to a Financial Support Coordinator to help employees better understand benefits and leverage resources available within the community; a Certified Financial Planner through LearnLux Financial Wellness; a city-supported Emergency Loan Program which provides up to \$1,000 in a zero-interest loan for hardships; and an employee advocate to support employees involved in workplace complaints or pre-termination processes.

Supporting Opportunities for Career Growth within the City

In FY 2025, the city's workforce development focus will be heightened with a team specifically dedicated to promoting workforce development opportunities for city staff and the community. This new office will consist of two new positions, plus three existing positions from Human Resources to be led by the city's Special Assistant to the City Manager for Workforce Development. The team will collaborate with staff across all city departments, the community, and workforce development partner agencies. This office will work to strengthen workforce development opportunities, initiatives, and results using tools already in place such as the city's ACE Hub for employees and apprenticeship programs, while exploring new partnerships, programs, and tools to advance workforce development for all.



Current progress that will be built upon includes:

- Continuing Pre-Paid Tuition Assistance and Career Coaching
 - ~150 active participants across 15 departments enrolled at Central Piedmont Community College
 - ~175 employees utilized Career Coaching
- Providing almost 20 apprenticeships citywide

Making Investments for Charlotte's Future

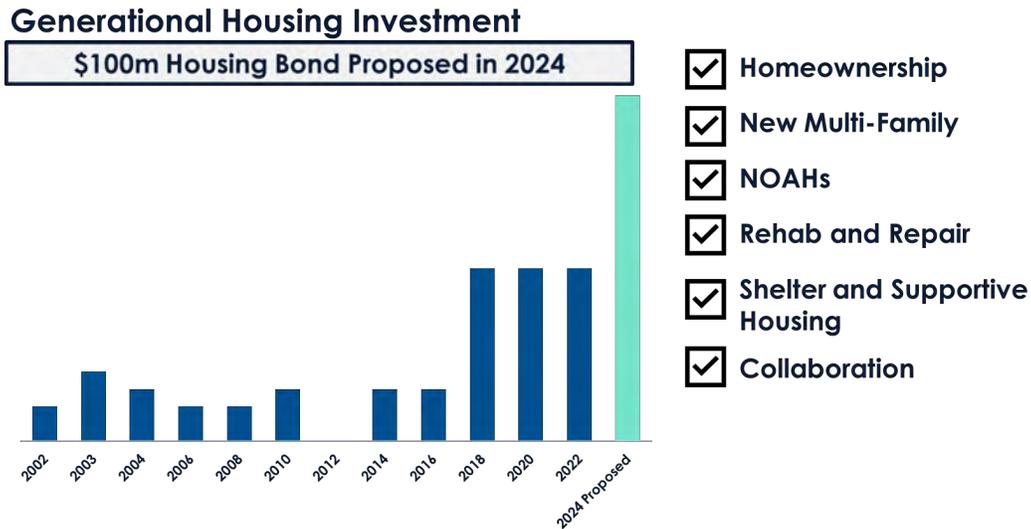
Affordable Housing and Corridors of Opportunity have been two of the most important City Council initiatives over the past years. In addition to city dollars, we have also utilized the majority of the federal stimulus funds that we received to support investments in these community facing areas, spur job creation, and bridge the digital divide. To continue the momentum, the Proposed FY 2025 Budget utilizes a 0.3 cent property tax increase to support the Capital Investment Program, including a historic 2024 bond to invest in infrastructure, and to provide the highest investment in affordable housing and Corridors of Opportunity on record.

Generational Housing Investment and Enhancing Homeownership Opportunities

Having access to safe, affordable, quality housing is at the core of upward mobility. Providing opportunities for residents to have access to affordable housing remains an ongoing goal for the city. Working toward this goal, the Proposed FY 2025 Budget includes a one-time increase from \$50 million to \$100 million in the 2024 Housing Trust Fund to be dedicated to creating and preserving affordable housing. City Council is working to develop recommendations for creating investment goals across affordable housing categories to help direct this historic housing investment.

In addition to the historic \$100 million bond allocation, there are a number of other sources of housing funds in the Proposed FY 2025 Budget. Portions of the American Recovery Plan Act (ARPA) funds remain ear-marked for affordable housing and are not yet disbursed into the community. This includes \$5.95 million in funds that were set aside for anti-displacement efforts. There is also \$1.5 million of ARPA funds that will be returned to the city based on projected utilization in FY 2025 for the HOMES property tax relief program. Since these funds were previously earmarked for Housing ARPA, I am recommending that they be set aside for a faith-based affordable housing initiative to be

presented to City Council for consideration. Finally, \$2.58 million in funds is available in the PAYGO Fund to support programmatic efforts to end homelessness, provide urgent repair, and help with rental and energy assistance. In addition, to support enhanced programming, two new staff resources are also being allocated for the support of affordable housing initiatives; one Data Analytics Specialist and one Program Manager to support contract management, data analysis, and Housing Trust Fund transactions.



House Charlotte

In addition to working to ensure our community has access to affordable housing, the city continues to offer access to the House Charlotte program to assist city employees and residents with homeownership opportunities. In FY 2025 the city is enhancing House Charlotte Plus based on recommendations that City Council accepted from the NEST Commission to promote housing opportunities within the city’s Corridors of Opportunity.

The House Charlotte program offers:

- \$30,000 in assistance for the purchase of a primary residence home
- Assistance funds can be used towards down payment, closing costs and/or interest rate buy-down
- Offered toward the purchase of any home within the City of Charlotte

House Charlotte Plus offers:

- An additional \$50,000 in assistance, for \$80,000 in total assistance
- Home being purchased must be in the Corridors of Opportunity
- Portion of the funding is set aside for City of Charlotte, CMS, and Mecklenburg County employees

Affordable Housing Bonus Program

Another tool being used to advance housing is the Affordable Housing Development Bonus Program which allows developers to increase building heights if they agree to provide affordable housing on site or pay a fee-in-lieu to support future affordable housing communities. Goals of the program

include incentivizing private construction of affordable units, achieving mixed income housing communities, and creating affordable housing units in areas of high opportunity.

Advancing all Corridors

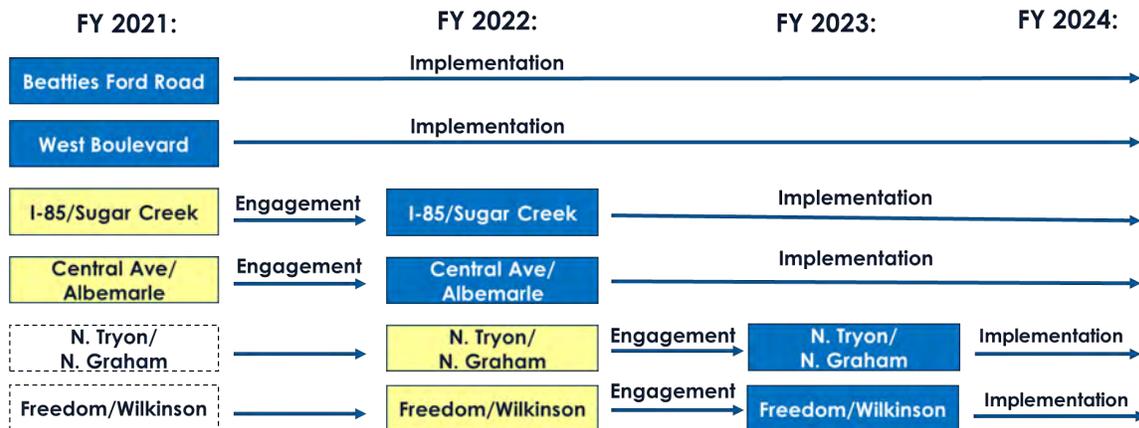
Over the past several years the city has made targeted investments in areas that have been historically underserved by city services. The Corridors of Opportunity program approaches investment and revitalization holistically and each corridor has projects and strategies tailored to the specific economic development, placemaking, and transportation needs of the corridor as determined by engagement and input of the residents. 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. Progress will continue within our Corridors of Opportunity in FY 2025 with a \$30 million allocation to advance projects within these areas. Recent Corridors Highlights Include:



- **Sugar Creek hotel redevelopment:** purchased the Economy Inn motel in April 2023 and successfully completed resident relocation, site security, environmental remediation, site preparation, complete demolition, and a full development partner solicitation within 11 months. Once Hidden Valley Prosperity completes their development, the site will be transformed from a nearly vacant motel and crime hot spot to 39 new affordable townhomes for sale.
- **\$12 million in federal RAISE funds for the Sugar Creek Mobility** project to complete a multi-faceted transportation project to improve transit service and access, add transportation infrastructure, and upgrade to smart lighting and safety technology along the Sugar Creek corridor
- **\$1.1 million in federal funding for a corridors-focused tree canopy** care and maintenance program for corridor homeowners
- **\$16.1 million ARPA allocation for Corridors** used to support small business and workforce development, housing, signature community economic development initiatives, food access, business district support, and arts and culture priorities from Corridors playbook recommendations
- **Hosted Six Corridors Connect** events to connect residents to services, resources and bring the Open Streets concept into the corridor neighborhoods, including promoting and supporting local businesses and programs to visitors
- **Awarded \$4.4 million in Business Opportunity Hubs** to expand access to small business and workforce support within all six corridors
- **Awarded \$629,000 in Business Matching Grants to Corridors** businesses and property owners improving their commercial properties, and leverages \$2.7 million in private investment

- **1,500 Corridors households enrolled in Access Charlotte** to receive high-quality internet service into their homes
- **Launched a pilot E-Bike program** in North Graham/North Tryon with support from the Wells Fargo Championship
- **Expanded the Alternatives to Violence** program to West Boulevard
- **Supported the launch of the Charlotte Symphony Mobile Stage** and hosted four signature community roadshow events in corridors
- **Installed five pollinator gardens** at CMS schools in corridors in partnership with Keep Charlotte Beautiful and Landscape Management
- **Created new Corridors Ambassadors** program to support youth learning and engagement, in partnership with the Mayor’s Youth Employment Program and Teach for America

Ready to Implement in all Six Corridors



Moving into the new fiscal year, \$25 million in bond funds to support capital projects that promote safety, mobility, and connectivity and \$5 million in PAYGO will be invested along with \$12 million in federal funding from the Sugar Creek RAISE Grant to support economic mobility, engagement, and safety. In addition to these designated funds, the city will continue to look for opportunities to leverage funds with other private, federal, and state grant opportunities. Throughout FY 2025, the city will be implementing projects and plans developed by input from the community that are specific to the needs and priorities of each corridor.

Some successful initiatives that may be leveraged include:

- Opportunity Hub Network: Programming to train talent, attract jobs, and support small businesses
- Public-private partnerships to:
 - Address food insecurity
 - Invest in great places
 - Promote small business
 - Enhance community vitality
- SafeBiz security camera program
- Community engagement with Corridors Connect 2.0

Advancing MWSBE Programs and Policies

The Proposed FY 2025 Budget includes funding to continue the many initiatives and programs that support Minority, Women, and Small Business Enterprises (MWSBEs). Our work to support MWSBEs is focused both internally with our Charlotte Business INclusion (CBI) work promoting opportunities to do business with the city, and on the community at large to collaborate on how we can make Charlotte the best place to start and grow a business. While the city was recently ranked by WalletHub as the 3rd best city to start a business, we are continuing to strive toward a community with equitable opportunities for all.

The city manages and/or supports many programs and initiatives that advance opportunities for small businesses. Several of these are highlighted below.

- The Boost Pad – minority and women entrepreneurs
- ASPIRE – financing for small business owners
- AMPUp – growth program for minority owners
- NXT|CLT – builds on AmpUp for minority owners
- ScaleUp CLT – access to Charlotte Regional Business Alliance network for minority business owners

For FY 2025, the city will continue to fund these programs and explore ways to advance economic mobility. Recent highlights of these efforts include:

- Public-Private Partnerships
 - Launching the Charlotte Small Business Growth Fund
 - The city supported this with \$2 million and we expect this public-private fund to support 2,000 businesses and put \$40 million of capital into our ecosystem over the next four years (projecting ~70 percent to be borrowers of color)
- Charlotte Business INclusion
 - Increasing reach across the small business landscape
 - Focusing on moving MWSBE subcontractors into prime roles
 - FY 2024 added a Business Inclusion Specialist Lead and Marketing Coordinator to work with liaisons in each of the city’s departments to support contract diversity, MWSBE participation, and the development of performance and risk mitigation strategies. A Management Analyst was also added to enhance project coordination between the city and vendors and ensure compliance with CBI policy
 - CBI University
 - FY 2025 adds a Business Inclusion Specialist to centralize and coordinate educational programs offered by city departments and external partner organizations to Minority, Women, and Small Business Enterprises (MWSBEs) in the city
 - Centralized educational content
 - Business assessment and resource matching
- Business Development - continuing funding for:
 - NXT|CLT, and
 - AMPUp
 - 102 graduates in 7 cohorts

- \$1.4 million in contracts/financing secured
- 108 jobs created or retained
- 88 percent hired staff from local community

Looking ahead into FY 2025 efforts will also include and be guided by:

- Conducting a comprehensive assessment with recommendations and an implementation strategy to increase equitable opportunities for Charlotte’s small businesses
- Assessing the strengths and weakness of the city’s small business programming and support
- Reviewing CBI policies and processes
- Participating as a Bloomberg American Sustainable City
 - Charlotte is one of 25 cities to be selected as a Bloomberg American Sustainable City. This designation will supercharge three of our existing focus areas through three new staff, technical and policy assistance, and access to a network of experts to make sure we can capitalize on the Bipartisan Infrastructure Bill to build black wealth, in addition to our sustainability and mobility work.

Supporting a Sustainable Arts Ecosystem

In 2021, the Mayor appointed an Ad Hoc Council Committee on Arts and Culture to develop policy for arts and culture as an economic development strategy. This Ad Hoc Committee was in response to recent instability and lack of funding in the arts and culture space, largely the result of significant declines in workplace giving. That year, the organizations funded through the Arts & Science Council’s (ASC) annual operating process received \$4.3 million collectively, a significant decline from the pre-recession peak of \$10.7 million.

The Ad Hoc Committee approved several recommendations in February 2021 including:

- Establish an Arts and Culture Commissioner
- Commit to \$4 million for the arts and culture sector, contingent upon private sector funding that matches or exceeds this amount
- In the coming year (FY 2022), recipients of last year’s ASC annual operating grant are to receive funding at FY 2020 or FY 2021 levels, whichever is greater
- Embark upon a cultural study to develop a Comprehensive Arts and Culture Plan

Starting in FY 2022, the city and the private sector, led by the Foundation For The Carolinas (FFTC) embarked upon a three-year initiative to stabilize the arts and culture sector, while a longer term plan was developed. The city committed to \$6 million/year for FY 2022 – FY 2024, comprised of \$4 million from the General Fund and \$2 million from ARPA each year, for a total of \$18 million over the three years. The private sector committed to raising \$18 million to match the public sector investment, and ultimately raised \$23 million. To determine the appropriate use of the funds, the city and private sector established an Arts and Culture Advisory Board, who were charged with:

- Developing a comprehensive arts and culture plan
- Allocate Infusion Funds to arts and culture organizations and artists

In the first year of the Infusion Fund, the annually funded organizations cumulatively received \$9.3 million, the highest total since the pre-recession peak of \$10.7 million, and more than doubling the

previous year's allocation of \$4.3 million. Importantly, the city and private sector recognized the historic inequity in arts funding and doubled the funding in year 1 (FY 2022) for designated ALAANA organizations (African, Latinx, Asian, Arab, Native American).

Throughout the three-year Infusion Fund, this public-private initiative has provided roughly \$34 million in grants including:

- Almost \$27 million in operating support for annually funded organizations
- Nearly \$3 million for individual artists and organizations to support off-grant cycle programming
- Just over \$3.5 million that was distributed to artists and organizations through the ASC

While funds were being disbursed, the Advisory Board, with a broader steering group comprising of community members and key stakeholders, developed Charlotte's first Comprehensive Arts and Culture Plan. By engaging more than 3,400 members of the Charlotte Mecklenburg community, the plan outlines eight priority areas for the community (including the public sector) to collectively advance in the years ahead. This plan was accepted by City Council in November 2023.

Recognizing the importance of a thriving and diverse arts and culture ecosystem in Charlotte, the Proposed FY 2025 Budget includes \$11 million to support arts and culture, which represents more than three times the city's pre-Covid arts contribution (\$3.2 million in FY 2021). This includes support for annually funded organizations and funds reserved for individual artists and organizations. To provide the additional \$7 million in ongoing resources for supporting the Arts and Culture Ecosystem, I am proposing a 0.3 cent property tax increase. These funds will contribute to the city's vibrant, equitable, and thriving arts and culture ecosystem. In collaboration with Mecklenburg County the city will continue to be plugged in with the broader efforts on arts and culture, and in particular priorities 1 and 2 from the Comprehensive Arts and Culture plan:



- Priority 1: Ensure sustainable and reliable funding for arts and culture in Charlotte-Mecklenburg through public-private planning, collaboration, and commitment.
- Priority 2: The public sector must partner with an already active private sector to play a leadership role in building Charlotte-Mecklenburg's arts and culture ecosystem including governance and funds delivery.

In addition to direct funding, the city also helps provide maintenance and debt support of the city's cultural facilities, including the Harvey B. Gantt Center for African American Arts + Culture, the Bechtler Museum of Modern Art, the Mint Museum Uptown, and the Knight Theater.

Continuing Financial Partners

Financial Partners are contracted by the city to provide specific services which support key initiatives to advance Council priorities and contribute to community enrichment. Each year the city conducts an application process. This Financial Partners process and criteria are being reviewed for any recommendations to be considered prior to the FY 2026 applications process. There is currently an active Council referral to review the Financial Partner process for participation. The Council directed enhanced Financial Partner framework will be implemented for the FY 2026 selection process and will continue to guide participation expectations in the years to come.

In light of the current reassessment of the process, the Proposed FY 2025 Budget continues funding for city's current financial partners at the same level as FY 2024 and adds two new partners. This interim funding uses prior year PAYGO funds to appropriate toward two new partners and organizations that were funded in FY 2024 by one-time ARPA funds.

Building on the Foundation

To meet service expectations of the community, the city must provide basic services *and* also build on innovative initiatives and creative programs to advance our progress toward City Council's Strategic Priorities.

Special Initiatives

Environmental sustainability, workforce development, and mobility are several of the primary initiatives that are directly linked to City Council Priorities. Rather than these areas being embedded within a department, in FY 2025 I am organizing these into a Special Initiatives group to provide a heightened level of connection and executive level support. This group will incorporate the Office of Sustainability, the Office of Workforce Development, and the Special Assistant for Mobility. This realignment will provide for targeted resources in advancing these special initiatives and the results linked to City Council Priorities. Each office will report directly to my office as we assess strategies and progress.

- Office of Sustainability: Coordinate administration of the Strategic Energy Action Plan across departments and lead the city's sustainability and resiliency efforts
- Office of Workforce Development: Organize and oversee implementation of the HIRE Charlotte strategic jobs framework
- Special Assistant for Mobility: Lead interdepartmental efforts to further the objectives of the Strategic Mobility Plan

Succeeding with Sustainability

The city currently has eleven solar roofs and more than 100 electric vehicle charging stations across more than 30 city facilities and has won several awards for our sustainability initiatives to include:

- Ranked 14 out of 75 in local government operations by American Council for an Energy-Efficient Economy (2024)

- Scoring an “A-” from Disclosure Insight Action for superior citywide sustainability efforts

To continue support for these investments during FY 2025, an Energy Coordinator will be added to the city’s Sustainability team and General Services will receive a position adding a certified electrician to help maintain the city’s fleet of EV charging equipment and stations. The upcoming budget also programs \$3.5 million in the CIP for the installation of sustainable infrastructure in city-owned facilities.



Charlotte will continue to prioritize analysis around electrification of existing buildings to complement SEAP goals. The Proposed FY 2025 Budget advances emissions reduction in city fleet with funding for 70 electric vehicles.

Enhanced Focus on Youth

Through the city’s Corridors of Opportunity initiative, the city leveraged access to key neighborhoods by getting youth involved in the Mayor’s Youth Employment Program (MYEP). These efforts resulted in 150 youth slated to participate in MYEP in Summer 2024. This participation level is three times higher than in 2023 and will provide many young people their first exposure to workforce experience.

The Charlotte-Mecklenburg Police Department is leading the way with its Juvenile Accountability and Diversion Program (JADE) to address juvenile crime. Beginning in 2024, CMPD began addressing youth crime through a more involved approach for the city’s most at-risk youth. The JADE team conducts juvenile investigations and operations, and monitors Charlotte’s most at-risk youth. Additionally, resources are also provided to these youth and their families in an effort to prevent recidivism. Fifth Element, which is a program that focuses on giving teens who have committed crimes other options by teaching life skills, is also an active measure incorporated into CMPD’s wheelhouse of programs focused on youth in need.

In FY 2025, \$3.5 million in PAYGO funds is earmarked for City Council recommendations that will help advance future efforts aimed at incorporating best practices into existing programs, increasing participation of at-risk and justice involved youth in city programs, and advancing inter-governmental collaboration.

Continuing SAFE Charlotte

The Proposed FY 2025 Budget continues investments that were created as a result of the 2020 SAFE Charlotte initiative. With grant funds programmed for the city’s alternative response program, the Community Assistance: Respond, Engage, Support (CARES) Team, funding will continue efforts that reduce the need for Officers to respond to non-violent, non-emergency calls for service within certain geographies within the Charlotte community. In FY 2025 the city will add one new CARES



Team to respond to certain calls for service, further reducing the demand for Police Officers to respond to lower priority calls. Funding also includes enhancements to program operations by expanding operating hours and adding a new response geography; CARES currently operates within the CMPD Metro and Central Division geographies.



Additional investments will support ongoing Alternatives To Violence initiatives. In FY 2025, \$500,000 will allow work to continue on Beatties Ford Road. Historic investments in these areas of West Boulevard and Nations Ford/Arrowwood Road, driven by a leading framework, has drawn recognition nationally alongside nearly \$3 million in federal funds with the support of Representative Alma Adams. Additionally, Atrium Health was

recently awarded \$963,000 to continue Project BOOST, our hospital-based violence intervention program. The city made an initial investment in that program of \$490,000, and last year the city and Atrium both provided \$250,000 to continue support for the program.

Advancing Collaborative Approach in Uptown

Uptown Charlotte is the heart of our beautiful city and in FY 2025 funding, partnerships, and services will be leveraged to ensure uptown remains a vibrant hub for economic development, engaging activity, and welcoming the community and visitors. Highlights for FY 2025 include:

- \$5 million for Center City Transportation Program to expand safe and equitable travel choices for all.
 - Supports the implementation of the Strategic Mobility Plan in Uptown and mobility portions of the 2040 Center City Vision Plan.
 - Projects will improve pedestrian, bicycle, vehicular, and transit facilities within Center City.
- Operation Targeted Response for Intervention and Outreach (TRIO)
 - Effort to reduce violent and property crime incidents in uptown with an initial focus on areas around Spectrum Center and the Charlotte Transportation Center
 - TRIO has helped reduce violent crime in uptown by 13 percent in 2024
 - Expanding into First and Fourth Ward parks and Romare Bearden Park

A Different Approach to Capital Investment

Focused

Program investment "bundled" to maximize impact

Scalable

Big and small projects delivered based on funding and feasibility

Measurable

Tracking performance towards our policy goals

Adaptable

Pivoting to better solutions, new technology, and innovation

Starting to Execute on the Mobility Strategy

In April of this year, we provided an in-depth look at how we are thinking about the future of capital investment in terms of Strategic Investment Areas (SIAs). SIAs are the result of a new, data-driven approach to project identification that aligns the city's mobility goals to mobility needs. The foundation of this new approach is guided by the holistic vision of the Charlotte Future 2040 Comprehensive Plan and refined by the Strategic Mobility Plan's goals of expanding travel choices that are safe and equitable.

In the Proposed FY 2025 Budget, \$55 million in funding will be allocated to implement scalable projects across a range of project types, including projects that focus on pedestrians, cyclists, and cars. The investments will be

targeted geographically in SIAs to maximize impact. The 2024 Bond funding is the first allocation to test these new strategies in several Strategic Investment Areas. Including the Strategic Investment Areas in the Advanced Planning and Design program will provide funding for consultants to expedite project delivery. The core components of this new approach are centered on projects that are:

- Focused – program investment “bundled” to maximize impact
- Scalable – Big and small projects delivered based on funding and feasibility
- Measurable – Tracking performance toward policy goals
- Adaptable – Pivoting to better solutions, new technology, and innovation

Similar to the great work that has happened in Corridors, we will rethink the internal structure it takes to deliver on these projects. The FY 2025 Budget programs \$2 million in funding to support mobility innovation pilots in the city to be used to test mobility strategies in regional activity centers. The goal of these pilots will be to expand safe and equitable travel choices for all by piloting:

- Microtransit
- Mobility hubs
- Vehicle to infrastructure (V2I) communications
- Expansion of data analytics and enhanced safety and capacity, and
- Transportation demand management strategies to reduce single-occupancy vehicle travel

The results will inform future application in activity centers and strategic investment areas citywide. Within with SIAs the city will evaluate the pilots based on:

- Safety – Focusing on high injury network, sidewalk gaps, street lighting gaps
- Equity – Addressing transportation disadvantages, supporting the bus and bike priority network
- Growth – in terms of proximity to or support of activity centers, jobs and housing connections, and high congestion areas

Specific project components will be tailored to the unique attributes within each SIA and could include projects and service concepts such as:

- Improving sidewalks gaps
- Traffic flow – adding turn lanes
- Streetlighting
- Signal upgrades
- Pedestrian and bike crossings and new/upgraded signals
- Microtransit zones, and/or
- Mobility hubs

Investing in Operations

The Proposed FY 2025 Budget includes a 1.5 cent property tax increase. This would be the first property tax increase in six years and would cost the typical homeowner \$4.48/month. Despite the increase, the city property tax rate will remain significantly lower than every city/town over 75,000 people in the state. Of this 1.5 cent increase, 0.9 is dedicated to support General Fund operations, primarily public safety. On top of \$6.3 million for enhanced compensation in public safety, and \$2.8 million to increase the Charlotte Firefighters' Retirement System contribution, the General Fund increase also supports the following increased investments:

Proposed 1.5c Property Tax Increase

0.9¢ – General Fund (Public Safety)
0.3¢ – Capital Investment Plan (CIP)
0.3¢ – Arts and Culture
<hr/>
1.5¢ - Total Increase

*\$53.79/year, \$4.48/month
increase for typical homeowner*

Police Operations

911 Investments

To ensure a continuation of reliable 911 services as the city grows, the Proposed FY 2025 Budget includes major investments in the city's 911 infrastructure and staffing. The capital investments include \$9 million over two years for renovations at the Law Enforcement Center, 911 call center expansion at CMPD Headquarters, and improvements to the backup call center at the Police & Fire Training Academy. The renovations will provide space within both facilities to increase the capacity/number of dispatchers to meet call needs and response times. The budget also includes the addition of 13 Police Telecommunicators, a Telecommunications Supervisor, and a Quality Assurance Analyst position to enhance the ability to review 911 calls as part of CMPD's continuous efforts to improve processes.

Civilian Crash Investigators

In the summer of 2023, the North Carolina General Assembly enacted a statute allowing cities to employ civilians to investigate minor traffic crashes. The proposed budget includes funding to implement such a program within CMPD beginning with 16 Civilian Crash Investigators. Investigators will be required to complete a training program designed by the North Carolina Justice Academy and will respond to traffic crashes that do not result in any personal injury or involve any

criminal activity. Responding to these types of crashes equated to over 31,000 hours of officer time in 2022. Based on this workload history, implementation of the program will provide more capacity for officers to respond to emergencies and improve public safety across the community.

Animal Care & Control

Charlotte-Mecklenburg Animal Care & Control (CMACC) is the largest animal welfare organization in the state of North Carolina, physically housing over 10,000 animals per year. To expand CMPD's capacity for addressing animal care and safety needs, the FY 2025 budget also includes the addition of ten positions to the Animal Care and Control Division: an additional Veterinarian, Animal Control Supervisor, three Animal Health Technicians, four Kennel Attendants, and a Customer Service Revenue Assistant. The Animal Care and Control shelter cares for an average of 300 animals per day, with an additional 200-300 animals residing in foster care at any given time. This budget represents a 29 percent increase in the number of positions dedicated to the care and adoption of these shelter animals.



Supporting Fire

Supporting Fire Services is critical to the ability to meet the public safety needs of our growing population. 57 new firefighter positions are being programmed within the FY 2025 budget. These positions will provide staffing for:

- A ladder company within the new Firehouse 45 in Hidden Valley to maintain service response times;
- A new Fire ladder company to serve Charlotte Douglas Airport (CLT) to provide city employees, workers, and members of the public with additional safeguards to increase their safety at CLT and allow for expedited response times for calls for Fire services;
- A new ladder company at Firehouse 20 to serve southwest Charlotte and improve ladder coverage for the city; and
- Relief positions for service coverage across the city as needed.

Three new Battalion Chief positions will also be created to oversee a new Battalion 9 which will be between Battalion 1 (Central Charlotte/Uptown Corridor) and Battalion 2 (University Area Corridor). The new battalion will allow for optimizing management over the expanding Fire companies and facilities. The Fire Department is also gaining three administrative positions, as well as 12 Fire Inspector positions primarily funded through permitting and plan review fees, for Charlotte Fire's Fire Prevention Division to reduce inspection and plan review wait-time, and conduct required inspections consistent with the State Fire Code.

In addition, two new Emergency Vehicle Heavy Equipment Service Technicians will be added to help expedite maintenance and repairs of city- and county-specialized public safety equipment and apparatus.

Enhancing the Customer Experience

Similar to efforts in previous budgets, the city continues to evaluate services and streamline and reorganize city operations to enhance the delivery of external city services.

Expediting Public Record Requests

As the city continues to grow, so do requests for copies of the city's records. Whether the records are requested by the media, attorneys, other agencies, or the general public, the city strives to meet turnaround time expectations. The city continues to explore technology tools and process enhancements to alleviate the wait time as well as the staff to manage public record requests. For FY 2025 a position is being added to the staff of Charlotte Communications and Marketing that will assist all departments with fulfilling records requests. In addition, an administrative position is being added to the Fire department to help coordinate all Fire-related records requests.

Enhancing CharMeck 311

CharMeck 311 serves as the main customer service center for both the city and the county. 311 also provides information and connection to services for customers in need. Calling 311 is often the initial interaction members of the public have with city and county services and may serve as the first impression the public has of local government services and staff. 311 serves as a partner to the community in getting access to their local services.

To enhance customer service capacity, the FY 2025 budget adds three new 311 Contact Center Representatives. These positions will enhance the public's experience and reduce call hold times. In addition to these positions, the city is also actively exploring the use of artificial intelligence to expedite the public's access to needed information and enhance the capacity for handling the complexity of calls that come with a growing and increasingly diverse community.

Strategic Parking Plan

The FY 2025 Proposed Budget includes funding to implement the recommendations of the Strategic Parking Plan (SPP) and to expand the managed parking system. The recommendations of the SPP seek to enhance the quality of life for residents and visitors while increasing economic prosperity for businesses in Charlotte's Uptown and South End neighborhoods. The high demand on Charlotte's curb indicates a need for managed parking during peak periods, including increased hours of operation, expansion of the managed parking system, and additional access to the Residential Permit Parking (RPP) program. The RPP expands access to manage on-street parking needs in neighborhoods. Included in the RPP are the community areas of Wilmore and Dilworth, which are experiencing increased demand due to ongoing development of the South End Regional Activity Center.

The managed on-street parking system in South End and Uptown will be expanded to include approximately 1,200 managed parking spaces. This will increase access to the curb while encouraging longer-term parking sessions to be moved to off-street parking locations. Included in the parking expansion are increasing the hours of operation for the managed parking system to 10:00pm and encouraging parking turnover during peak periods from 6:00pm to 10:00pm, to provide greater access for a variety of users.

Solid Waste Services and Litter Reduction

The FY 2025 Solid Waste Fee is increasing for multi-family and single-family residences by approximately \$0.78 per month (\$9.41 annual increase). The increase will generate additional revenue to cover a portion of FY 2025 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 Small Business Solid Waste fee remains the same as in FY 2024.

In addition, the FY 2025 Budget includes \$250,000 for the partnership with the Center for Employment Opportunities. This partnership helps to reduce litter while also providing previously incarcerated individuals an opportunity to build work experience. This contract promotes upward mobility opportunities and enhances quality of life for the community by expanding capacity for litter reduction.

Realigning Operating and Capital Resources

The Proposed FY 2025 Budget includes the realignment and streamlining of operating and capital resources.

Fleet

In FY 2025, the Fleet Management division of General Services will transition from being included in the General Fund to a Fleet Management Internal Service Fund as a centralized and distinct operation. This is a common practice among local governments, and this action will provide administrative advantages of streamlining cost-reimbursement management and creating autonomy to directly manage the costs of the fleet services for city departments and external partners.

Funding Source Realignment

The Proposed FY 2025 Budget includes a realignment of resources among the General Fund, Pay-As-You-Go Fund (PAYGO), and the Municipal Debt Service Fund to better align capital expenditures in the Capital Investment Plan and simplify the process for making large investments in vehicles and technology.

First, \$4.175 million in programmatic investments that are operating in nature will be moved from the Pay-As-You-Go Fund (PAYGO) in the Capital Investment Plan to the General Fund. Over the years, to address or pilot concepts in response to City Council priorities, funds have been initially programmed in the PAYGO Fund, including funds for Alternatives to Violence, community area planning, Neighborhood Matching Grants, Innovative Housing, Sustainability analysis, and MWSBE capacity-building.

The Proposed FY 2025 Budget moves the budget for these initiatives from the PAYGO Fund to the General Fund to embed these investments on an ongoing basis in the city's day-to-day operational budget. The budgets for these initiatives (\$4.175 million) is included in the General Fund department pages, with a description that verifies that this is an accounting change, and not a change in service level.

Second, \$21.665 million for General Fund vehicles will be moved from the General Fund to the PAYGO Fund. For the past 10 years the city has purchased vehicles from the Municipal Debt Service Fund, and then the General Fund has repaid the Municipal Debt Service Fund over the following five years. This means that capital costs for city vehicles, primarily firetrucks, solid waste trucks, and police cars, have been accounted for in the city's General Fund rather than in the General Capital Investment Plan. Beginning in FY 2025, the reimbursement of these vehicles will be paid from the PAYGO Fund rather than the General Fund to more appropriately categorize these investments within the General Capital Investment Plan.

To facilitate the net transfer of \$17.5 million (\$21.665-\$4.175) in expenditures from the General Fund to the PAYGO fund, 0.78 cents of the property tax rate will be realigned from the General Fund to the PAYGO Fund.

Finally, the Municipal Debt Service Fund has also been used in recent years to make large one-time technology and equipment investments, such as the replacement of the city's Enterprise Resource Planning (ERP) system, and this year's replacement of self-contained breathing apparatuses for Charlotte Fire. These types of investments have ultimately been made by the PAYGO Fund, as the PAYGO Fund subsequently repays the Municipal Debt Service Fund over the next five years. To simplify this process, instead of an expenditure repayment over five years, 0.15 cents of the property tax rate will be realigned from the PAYGO Fund to the Municipal Debt Service Fund. This action is calculated to be cost neutral to the Capital Investment Plan when determining future debt affordability.

General Capital Investment Plan

The adopted FY 2024 CIP included a planned capacity of \$210 million for future bonds, including 2024. During the February 2024 Budget Workshop, the city's Chief Financial Officer presented an updated capacity of \$228 million for each of these bonds due to revenue growth and other factors. In order to achieve City Council's affordable housing and infrastructure goals, the Proposed FY 2025 Budget includes a 0.25 cent property tax increase for General Obligation Bonds; about half of which is dedicated to increasing the 2024 Housing Bond from \$50 million to \$100 million, and the other half of which adds about \$100 million of capacity to the 2024 Neighborhood and Transportation Bonds. In addition to increased capacity from this revenue, the 2024, 2026, and 2028 Bonds pull forward a portion of the capacity growth for immediate infrastructure needs. Combined, these actions allow the 2024 Transportation and Neighborhood Bonds to total \$300 million in addition to the \$100 million for affordable housing. The pulled forward capacity also allows for an increase of \$33.5 million each in the 2026 and 2028 Bonds. The Steady State will be \$220 million of capacity in the 2030 Bond and beyond.

Additionally, the Proposed FY 2025 – 2029 CIP includes a 0.05 cent property tax increase for construction of new city-owned facilities and capital maintenance of existing city-owned facilities. These improvements are typically funded with non-bond city debt and include projects such as new infill Firehouse construction to meet national response time metrics, renovation of city-owned facilities for operational improvements such as the expansion of the 911 Call Centers, and capital improvements and retrofits to ensure compliance with federal regulations, such as the Americans

with Disabilities Act, and with City Council priorities, such as the Strategic Energy Action Plan’s goal of sourcing 100 percent of energy use in city-owned buildings from zero-carbon sources by 2030. This additional proposed funding allows for \$30 million of capacity in FY 2026 – 2029 to support facility projects designed in the Advanced Planning Program.

In total, the Proposed FY 2025 – 2029 CIP includes a 0.3¢ Property Tax increase to support City Council capital priorities.

Advancing Vision Zero

The Transportation Safety program aims to make the city’s transportation system as safe as possible for all users. Twenty million in funding in the 2024 Bond will continue to advance the Strategic Mobility Plan’s goal of safe and equitable mobility, which supports the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. This allocation represents the largest funding commitment in program history, and five times the Planned 2024 Bond amount of \$4 million. Some of the funding will be used to leverage private investment within the Corridors of Opportunity and Strategic Investment Areas.



Projects within this program will 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. This funding also supports the installation of new street lighting, as well as the enhancement of existing street lighting by converting existing lights to LED, which increases visibility and improves safety, in addition to providing environmental sustainability benefits.

Sidewalks



Part of the city’s multi-modal transportation system infrastructure includes 2,265 miles of sidewalks. To maintain, construct and expand city sidewalks, resources are being dedicated with the proposed Capital Investment Plan. In FY 2025, a total of \$50 million in CIP funding for sidewalk improvements is allocated to address the growing needs in the city. Sidewalks are core components for Charlotte in building a mobility network that is supportive of all modes of travel.

Street Resurfacing

The city’s multi-modal transportation system infrastructure includes more than 5,500 lane miles of streets. To maintain the city’s roads resources are being dedicated with the proposed Capital Investment Plan. Increased funding for street resurfacing in the 2024 Bond is programmed to make

progress in addressing road condition needs. In FY 2025, a total of \$40.54 million is allocated for resurfacing including funds from the FY 2025 CIP, PAYGO, and Powell Bill funds.

Constructing Fire Facilities

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 five firehouses, renovations, and purchase the necessary firetrucks needed to support service expansion, with a total allocation of \$107 million (\$48.5 million from prior year appropriations and an additional \$58.5 million planned over the next three fiscal years). Based on Fire's current priorities, the five firehouses planned are: a new infill firehouse in the Hidden Valley neighborhood; a replacement of Firehouse 11, currently located at 620 West 28th Street; a replacement of Firehouse 30, currently located at 4707 Belle-Oaks Drive, a new firehouse in the River District area off Dixie River Road; and a new infill firehouse at 4032 Miranda Road. Funding for renovations to Firehouse 20 and funding for a temporary firehouse to service the River District area is also included in the program.

Capital Planning Updates



Example of a Transfer Station in King County, WA

In FY 2020, the Advanced Planning Program was established to conduct feasibility and preliminary planning and design on several street and intersection projects. Four projects were selected for inclusion in the 2022 – 2028 bond schedule: Eastway Drive/Shamrock Drive Intersection, Bryant Farms Road Phase II, Robinson Church Road, and the Ashley Road/Tuckaseegee Road/Freedom Drive Intersection. The Eastway Drive/Shamrock Drive Intersection received its first funding allocation in the 2022 Bond; Bryant Farms Road Phase II and Robinson Church Road are planned to receive their first funding allocations in the 2024 Bond. The planned 2024 bond allocations for the three projects remain unchanged, but the planned project allocations in the 2026 and 2028 Bonds have been updated due to inflation and increased material costs. The first funding allocation for the Ashley Road/Tuckaseegee Road/Freedom Drive Intersection remains unchanged and planned for the 2026 Bond.

Acquiring Land for Operations

Land acquisition is an important component of the FY 2025 General Capital Investment Plan. Acquisition efforts may include land for a Solid Waste transfer station, a CMPD helicopter hangar, and/or relocating the city's asset recovery and disposal facility. Following the purchase of land, the

city will have the ability to accumulate more detail about design and construction planning to determine future construction costs.

FY 2025 will program \$12.5 million in capital funding dedicated toward advancing capital needs essential to city operations. In FY 2025, the Solid Waste transfer station will be added to the Advanced Planning and Design program. A transfer station is critical to the long-term planning of future disposal needs. Benefits of new Solid Waste infrastructure include more efficient transportation of waste to further distances, increased flexibility in selecting disposal sites and/or providing access to multiple sites, and the ability to continue managing the community's waste.

Continuous Advancements in Equity

In FY 2025 we are continuing to review our facilities to optimize them for use by our diverse workforce. In FY 2024, \$2.5 million was allocated toward reviewing and updating Firehouse facilities to ensure the facilities are accessible and usable for all Firefighters. For FY 2025, an additional \$1.5 million in Capital Investment Funds is being allocated to this work. Furthermore, \$3 million is being invested for review and to retrofit locker room facilities at Solid Waste Services to provide equitable access for all.

Public Private Partnerships (P3s)

Public Private Partnerships (P3s) serve as catalysts for transformative real estate developments that make the city more dynamic and provide new job opportunities, housing, and amenities for our residents and businesses. For FY 2025, funding is allocated for existing and future P3s. Current partnership areas include the Pearl Innovation District, Eastland Redevelopment, the River District, Ballantyne Reimagined, and the Innovation District.

Serving Our Region through the City's Enterprise Funds

One Water

Charlotte Water

Charlotte Water provides essential clean water, wastewater treatment services, and water infrastructure and is the largest public water and wastewater utility in the Carolinas. Charlotte Water serves customers within four counties (Cabarrus, Union, Lancaster (SC), and York (SC)).

In January 2024 Charlotte Water launched a new community engagement and financial support program. The Helping Hands Outreach (H2O) board met for the first time to establish program parameters around qualification and identify key administrative policies. This board's mission is to provide financial support to Charlotte Water customers for water, wastewater, and stormwater bills.



For FY 2025, Charlotte Water's proposed operating budget is \$617 million which includes a FY 2025-FY 2029 Capital Investment Plan of \$2.2 billion. The Capital Plan is allocated predominately for expansion and growth, water infrastructure rehabilitation and replacement, and meeting new regulatory requirements.

In FY 2025 the monthly water/sewer bill for the typical ratepayer is programmed to increase by 5.75 percent which equates to an increase of \$4.37 per month. Even with this planned increase in rates, Charlotte Water's rates and affordability still compare favorably to other large urban utilities.

Storm Water

Storm Water Services within Charlotte Water protects surface waters and ensures adequate public drainage infrastructure. Storm Water Services is funded by fees that are based on a property's impervious surface area such as rooftops and concrete driveways. The Proposed FY 2025 Storm Water operating budget equates to \$94.2 million with a planned FY 2025 – 2029 Capital Investment Plan budget of \$436 million. These funds will resource Storm Water to mitigate floods, maintain and construct drainage systems, meet federal regulatory requirements, and prepare for potential storm events.

Storm Water fees will increase by 4.9 percent in FY 2025 to support operations and capital projects. This increase amounts to \$0.47/month for the typical household. Of this increase, \$0.11/month is due to a phase out of the General Fund's current \$4.5 million contribution for public streets right-of-way. This action aligns the city's budget with its Code of Ordinances, which was amended by City Council in 2016 to exempt the city's public streets right-of-way from paying Storm Water fees. In addition to aligning with the city's ordinances, this kind of contribution is not a widespread practice in other large North Carolina cities.

Charlotte Area Transit System (CATS)

CATS moves over 12 million people annually, serves a five-county area, and runs the state's only light rail system. After a decline during the pandemic, ridership has continued to increase since a widespread return to work in spring of 2022. CATS has made intentional adjustments and improvements to meet customer and employee needs, enhance services, and improve ridership levels. Some of the improvements include streamlined routes and focused investments in operations and personnel. During FY 2024, CATS also transitioned to a new operations management contractor to oversee day-to-day bus operations and maintenance.



The impact of these changes can already be seen across CATS service. Although total ridership has not yet returned to pre-pandemic levels, it has increased by 50 percent on bus operations and more than doubled on rail operations since return to work. Ridership is estimated to continue on this positive trend throughout FY 2024 and into FY 2025. Improved reliability has been a major focus of CATS' recent investments as well, with missed trips falling from a rate of ten percent to less than one percent. Additionally, a focus on employee investments has resulted in improved retention and recruitment efforts within CATS. New security contracts, enhanced pay, and improved and new communication tools have helped cut vacancy rates in half over the previous fiscal year. Streamlined routes and investments in operations and personnel are yielding positive results.

CATS' FY 2025 Proposed Operating Budget is supported primarily by the transit sales tax, fare revenues, service reimbursements, nonoperating assistance from the Federal and State governments, and other miscellaneous sources. The proposed budget does not include any increases in fare costs. In FY 2025, CATS will be partnering with external partners to review current practices

and opportunities for advancing CATS goals to provide safe and reliable transit options for all community members within our region. Positive regional community impact, both locally and regionally, will be a strategic focus for FY 2025. The preliminary Proposed FY 2025 Operating Budget for CATS is \$261.0 million (pending approval from the MTC), which represents a 14.6 percent increase over FY 2024 and includes focused investments in safety and security, and in vehicle maintenance and repair. The Proposed FY 2025 – FY 2029 Capital Budget for CATS equates to \$394.4 million and plans funding for capital improvements to rail and bus infrastructure, technology, security enhancements, and vehicles.

Pursuant to the interlocal agreement governing budget development for CATS, the Metropolitan Transit Commission (MTC) shall approve a recommended capital and operating budget for CATS. As of May 6, 2024, the MTC has not yet approved CATS’ recommended operating budget to be considered by the Charlotte City Council for adoption.

Aviation

The Charlotte Douglas International Airport (CLT) continues to be an economic driver for our region equating to \$32 billion in regional economic impact and 5 percent of the state’s gross product. CLT is projected to serve 60.5 million passengers in FY 2025, with the lowest cost per enplaned passenger of any US Large Hub Airport across the nation (~\$3.22/passenger).

For FY 2025 CLT’s total operating expenditures equate to \$303.9 million which represents an eighteen percent increase over FY 2024. CLT’s Capital Investment Plan for FY 2025 – FY 2029 is \$1.9 billion, with major projects such as the Terminal Lobby Expansion and Construction of a 4th parallel runway.



Advancing Opportunities and the Services Needed for Our Community to Thrive

I am honored to lead such a renowned workforce and to serve such an engaged community as ours. With your continued strategic direction and being resourced for success, I am confident in our ability to lead Charlotte into the future as a community and regional partner that is desirable, accessible, safe, affordable, and thriving, while advancing opportunities for all.



Respectfully,

Handwritten signature of Marcus D. Jones.

Marcus D. Jones,

City Manager



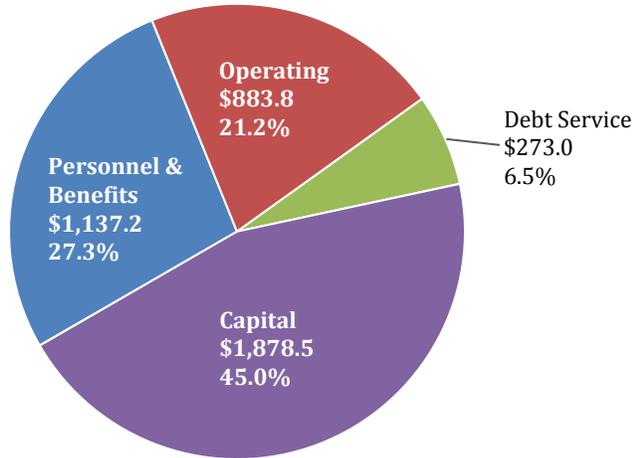
EXECUTIVE SUMMARY

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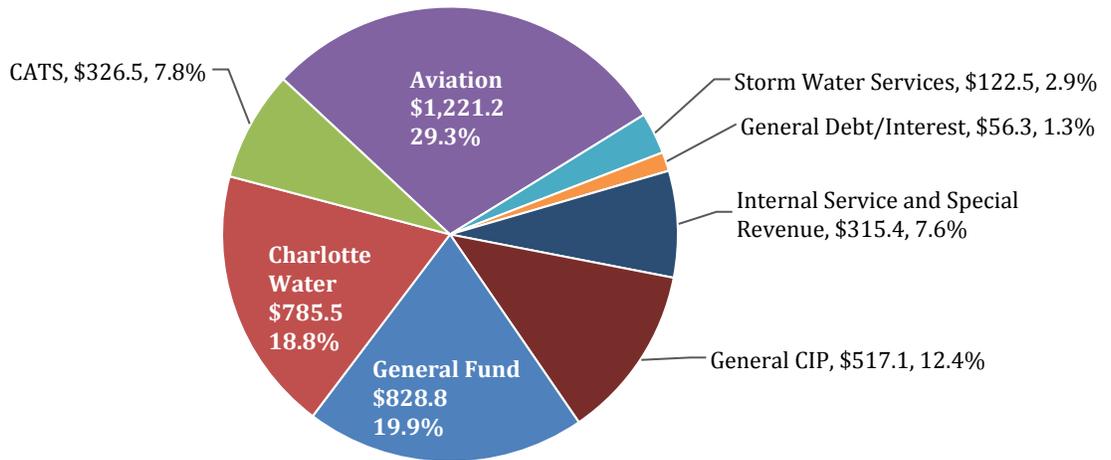
Overview of Total Budget

The total FY 2025 Budget is \$4.17 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.

Total Expenditures by Category (\$4.17 billion - \$ millions)



FY 2025 Budget Net of Transfers (\$4.17 billion - \$ millions)



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

NOTE: Pursuant to the interlocal agreement governing budget development for the Charlotte Area Transit System (CATS), the Metropolitan Transit Commission (MTC) shall approve a recommended capital and operating budget for CATS by April 30 of each year. As of May 6, 2024, the MTC has not yet approved CATS' recommended operating budget for City Council adoption.

Revenue and Finance

Development of the Proposed FY 2025 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 Proposed property tax rate for FY 2025 is 27.54¢ per \$100 of assessed valuation, a 1.50¢ increase from FY 2024. This increase includes a 1.2 cent increase in the General Fund for city operations and arts, and a 0.3 cent increase in the Capital Investment Plan. The FY 2025 assessed value is estimated at \$226.3 billion, with an estimated collection rate of 99.0 percent. As accounting adjustments, the Proposed FY 2025 Budget also realigns 0.78¢ of the property tax rate, and an equivalent amount of expenditures from the General Fund to the Pay-As-You-Go Fund plus realigns 0.15¢ of the property tax from the Pay-As-You-Go Fund to the Municipal Debt Service Fund. These adjustments are done to simplify and more accurately record capital expenditures in the General Capital Investment Plan. The proposed allocation of the tax rate is provided in the table below:

Fund	FY 2024 Tax Rate	FY 2025 Tax Rate	Change from FY 2024 to FY 2025
General Fund	20.61¢	21.03¢	0.42¢
Debt Service	5.06¢	5.51¢	0.45¢
Pay-As-You-Go Capital	0.37¢	1.00¢	0.63¢
Total Tax Rate	26.04¢	27.54¢	1.50¢

Charlotte Water

The FY 2025 Water and Sewer Fee is increasing by 5.75 percent for the typical homeowner. The increasing fee is to cover the cost of services, maintaining existing infrastructure, and planned growth. The typical homeowner would experience a \$4.37 increase per month.

Storm Water

The FY 2025 Storm Water Services Fee is increasing by 4.9 percent to support storm drainage improvements and surface water quality enhancement projects. This rate also includes the phase out of the General Fund Storm Water contribution. The typical homeowner would experience a \$0.47 increase per month.

Solid Waste

The FY 2025 Solid Waste Fee is increasing by approximately \$0.78 per month (\$9.41 annually). The increase will generate additional revenue to cover a portion of FY 2025 increases in Solid Waste operations.

Property Tax

The median home value in Charlotte in 2024 is approximately \$358,600. The following table reflects the FY 2025 city tax and fee impact for a home valued at the current median value.

City of Charlotte Taxes and Fees	Prior Year FY 2024	FY 2025 Proposed	\$ Change	% Change
Property Taxes	\$933.79	\$987.58	\$53.79	5.76 %
Solid Waste fee (Residential)	\$94.64	\$104.05	\$9.41	9.94 %
Water and Sewer (Average user rate)	\$911.76	\$964.20	\$52.44	5.75 %
Storm Water (Average user rate)	\$116.16	\$121.80	\$5.64	4.86 %
Total Annual	\$2,056.35	\$2,177.63	\$121.28	5.90 %
Total Monthly	\$171.36	\$181.47	\$10.11	5.90 %

General Fund Budget

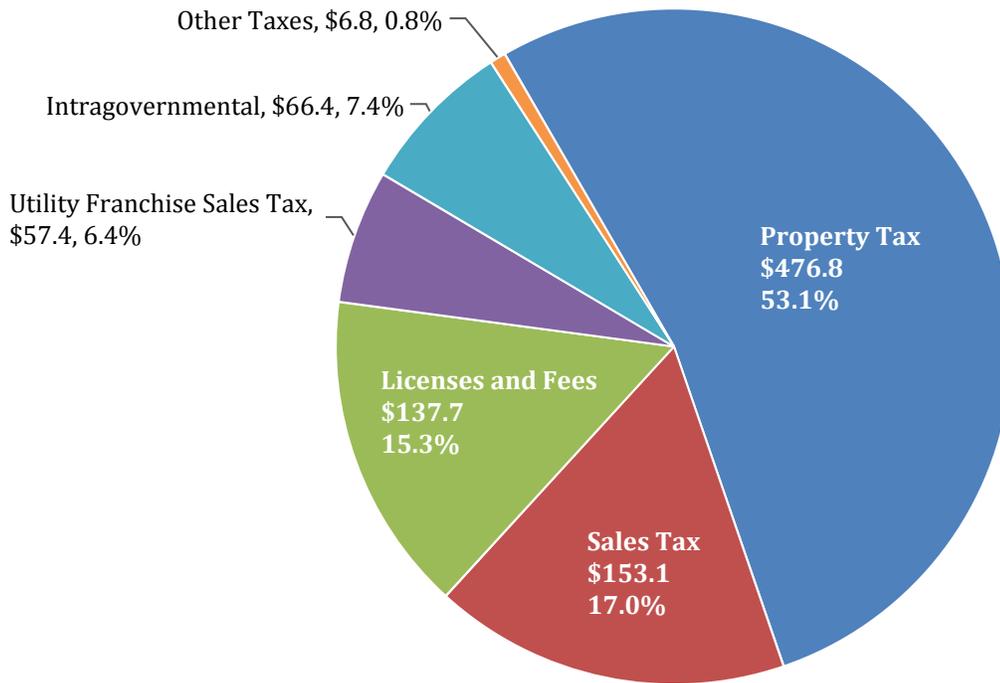
General Fund Definition

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 70.1 percent of total revenue. Total General Fund revenue increased by \$64.5 million to \$898.2 million in FY 2025, an increase of 7.7 percent from FY 2024.

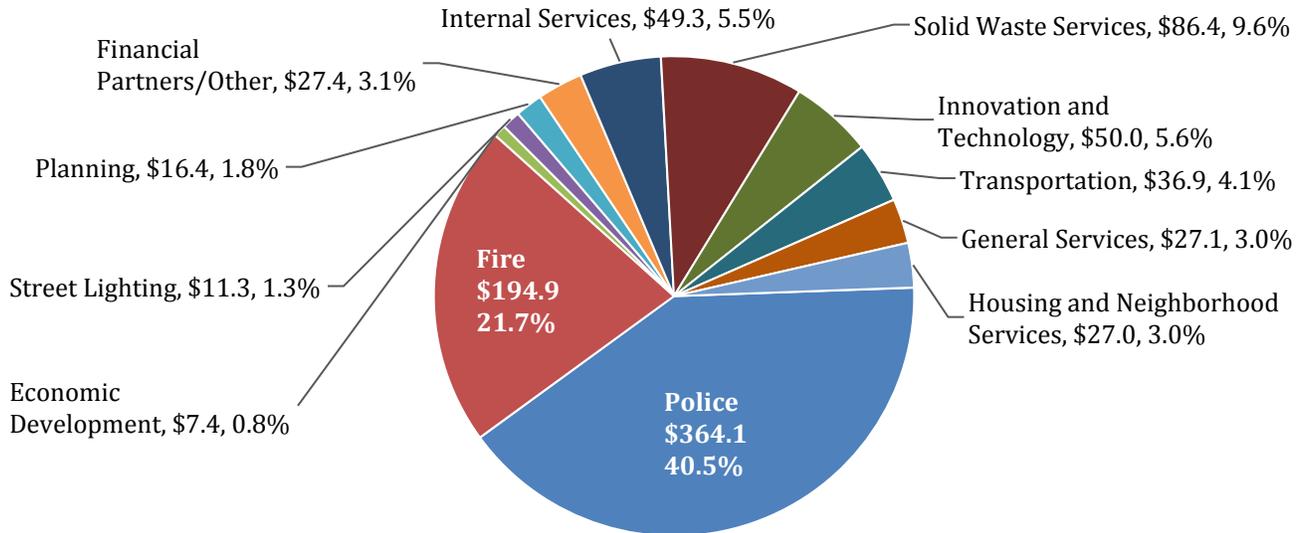
**General Fund Revenues
Where the Money Comes From
\$898.2 million
(\$ in millions)**



General Fund Expenditures

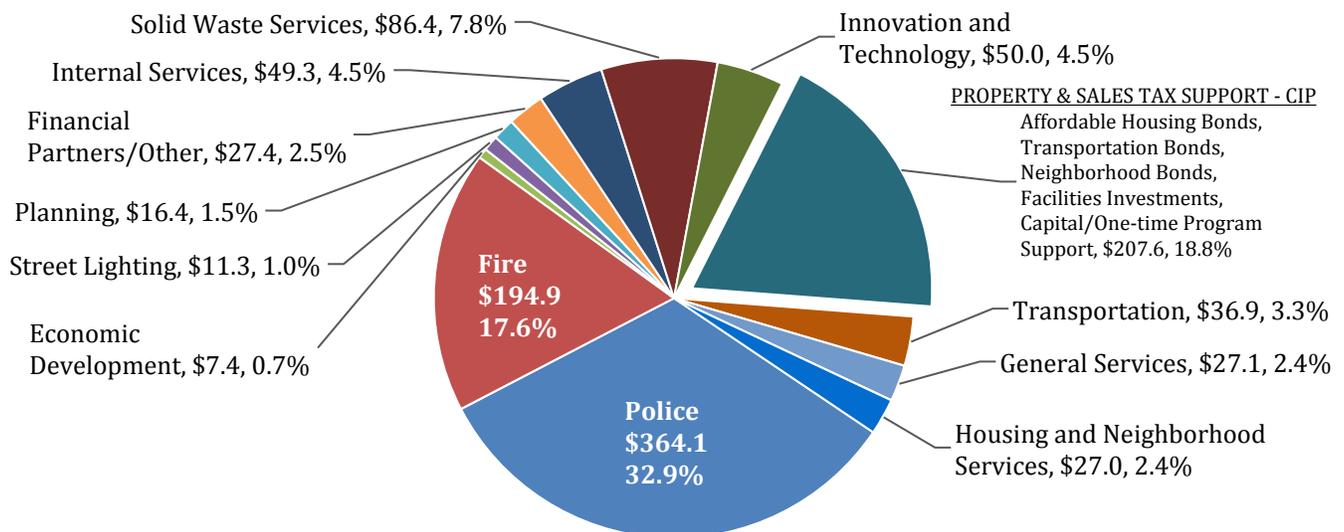
The FY 2025 General Fund budget is \$898.2 million, a 7.7 percent increase from FY 2024.

FY 2025 General Fund Expenditures Where the Money Goes \$898.2 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 2025 General Fund Expenditures Where the Money Goes \$1.11 billion



Summary of Tax Levies

	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Proposed
Citywide Assessed Property Valuation	\$151,195,178,125	\$155,178,751,793	\$214,830,305,221	\$226,260,193,997
Citywide Tax Rate Per \$100 Valuation				
General	0.2731	0.2731	0.2061	0.2103
Municipal Debt Service	0.0677	0.0677	0.0506	0.0551
Pay-As-You-Go	0.0073	0.0073	0.0037	0.0100
Total Citywide Tax Rate	0.3481	0.3481	0.2604	0.2754
Collection Rate				
All Funds	0.9900	0.9900	0.9900	0.9900
Citywide Tax Levy¹				
General	\$408,784,891	\$419,555,239	\$438,404,197	\$471,066,936
Municipal Debt Service	\$101,335,544	\$104,005,455	\$107,728,835	\$123,422,673
Pay-As-You-Go	\$10,926,876	\$11,214,768	\$7,787,313	\$22,399,759
Total Citywide Tax Levy	\$521,047,311	\$534,775,462	\$553,920,345	\$616,889,368
Municipal Service Districts Rates Per \$100 in Valuation				
District 1 - Center City	0.0136	0.0136	0.0128	0.0128
District 2 - Center City	0.0227	0.0227	0.0218	0.0218
District 3 - Center City	0.0338	0.0338	0.0332	0.0332
District 4 - South End	0.0390	0.0390	0.0280	0.0280
District 5 - University City	0.0279	0.0279	0.0262	0.0262
District 6 - SouthPark	-	0.0400	0.0381	0.0381
Municipal Service Districts Assessed Valuation				
District 1 - Center City	\$13,295,361,255	\$13,835,931,102	\$14,695,318,100	\$14,856,281,620
District 2 - Center City	\$5,681,523,978	\$5,985,732,257	\$6,057,193,685	\$6,065,156,387
District 3 - Center City	\$5,653,596,986	\$5,906,336,056	\$6,221,999,495	\$6,139,786,418
District 4 - South End	\$3,299,918,252	\$3,404,371,730	\$5,684,613,280	\$5,895,984,658
District 5 - University City	\$4,209,090,632	\$4,488,338,593	\$5,330,709,672	\$5,852,628,910
District 6 - SouthPark	\$-	\$3,418,501,784	\$4,278,407,953	\$4,725,256,058

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

Major General Fund Revenue Sources

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

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 2025 is \$898.2 million, a revenue increase of \$64.5 million (or an increase of 7.7 percent) from the FY 2024 Budget. The General Fund property tax rate is 21.03¢ per \$100 valuation which represents an approximate 0.42 cents increase. For FY 2025, 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 21.03¢ per \$100 valuation. This will yield \$476.8 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 \$33.7 million revenue increase compared to FY 2024. Of the \$33.7 million revenue increase, about \$24.3 million is attributed to natural growth and prior year collections while the remaining \$9.4 million represents the approximate 0.42 cents increase in the General Fund tax rate. The tax base used represents a total property valuation of \$226.3 billion (including motor vehicles). One cent on the tax rate produces \$22.4 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 \$153.1 million in sales tax revenue in FY 2025, an \$8.0 million (or 5.5 percent) increase from the FY 2024 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 \$57.4 million in FY 2025, which represents an increase of \$1.6 million (or 2.8 percent) from FY 2024.

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 \$9.41 (or 78 cents per month), from FY 2024, for a total of \$104.05. This revenue source is projected to generate \$39.9 million in FY 2025, which represents an increase of \$4.2 million from FY 2024.

Summary of Revenues

General Fund

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

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change FY 2024 FY 2025
PROPERTY TAX					
Property Tax - Current Year Base	\$403,525,981	\$414,924,578	\$436,213,707	\$468,896,238	7.5%
Property Tax - Synthetic TIG	\$1,005,937	\$2,217,466	\$2,189,824	\$2,170,698	-0.9%
Prior Year	\$6,046,118	\$7,573,949	\$4,800,000	\$5,800,000	20.8%
Rebates	\$-	\$-	-\$2,400,000	-\$2,400,000	0.0%
Penalties	\$617,348	\$772,344	\$650,000	\$650,000	0.0%
Interest	\$1,667,069	\$1,454,007	\$1,700,000	\$1,700,000	0.0%
Total	\$412,862,453	\$426,942,344	\$443,153,531	\$476,816,936	7.6%
SALES TAX					
Sales - Article 39 (1.0%) and half of Article 42 (0.5%)	\$130,952,139	\$143,382,798	\$145,093,437	\$153,054,339	5.5%
Total	\$130,952,139	\$143,382,798	\$145,093,437	\$153,054,339	5.5%
UTILITIES FRANCHISE TAX					
Utility Franchise	\$51,905,384	\$54,547,758	\$55,799,354	\$57,384,865	2.8%
Total	\$51,905,384	\$54,547,758	\$55,799,354	\$57,384,865	2.8%
POLICE SERVICES					
Law Enforcement Services - County	\$16,570,388	\$19,453,029	\$18,225,087	\$19,373,652	6.3%
Small Town Service Fees	\$137,312	\$133,473	\$144,500	\$135,000	-6.6%
School Resource Officers - School	\$5,913,275	\$6,102,601	\$6,532,505	\$7,478,000	14.5%
Total	\$22,620,975	\$25,689,103	\$24,902,092	\$26,986,652	8.4%
TAX REIMBURSEMENTS					
Beer & Wine Tax	\$3,479,422	\$3,982,914	\$3,690,971	\$4,143,824	12.3%
State Waste Disposal Tax	\$673,372	\$685,166	\$615,000	\$712,000	15.8%
Total	\$4,152,794	\$4,668,080	\$4,305,971	\$4,855,824	12.8%
SOLID WASTE FEE					
Refuse Disposal Fees	\$27,485,032	\$31,749,319	\$35,453,207	\$39,598,431	11.7%
Business Garbage Fees	\$241,678	\$235,890	\$225,000	\$267,000	18.7%
Total	\$27,726,710	\$31,985,209	\$35,678,207	\$39,865,431	11.7%
BUSINESS PRIVILEGE LICENSES					
Business Privilege Licenses	\$11,528	\$10,650	\$-	\$-	0.0%
Total	\$11,528	\$10,650	\$-	\$-	0.0%

General Fund (continued)

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change FY 2024 FY 2025
OTHER REVENUES					
Motor Vehicle Licenses	\$3,064,170	\$3,145,563	\$3,151,550	\$3,272,644	3.8%
Motor Vehicle Licenses - Rebates	-\$70,143	-\$52,293	-\$65,000	-\$65,000	0.0%
Animal Licenses - Fertile	\$177,498	\$138,700	\$180,000	\$125,000	-30.6%
Animal Licenses - Spay/Neuter	\$425,787	\$356,434	\$435,000	\$357,000	-17.9%
Fire Plan Review Fees	\$1,906,541	\$2,256,692	\$2,435,192	\$3,555,660	46.0%
Vehicle Licenses - City Billed	\$12,080	\$12,300	\$15,000	\$12,000	-20.0%
Fire Permits	\$1,939,347	\$1,982,746	\$2,037,784	\$4,156,560	104.0%
Vehicle for Hire Fees and Permits	\$162,612	\$232,691	\$200,000	\$200,000	0.0%
Carrier Franchise Fees	\$77,423	\$76,921	\$80,000	\$77,171	-3.5%
Video Programming (Cable Franchise)	\$6,922,669	\$6,355,285	\$6,600,743	\$6,160,234	-6.7%
Development Plan Review Fees	\$214,645	\$664,836	\$1,555,235	\$1,879,257	20.8%
Sexually Oriented Businesses	\$99,290	\$94,350	\$100,000	\$95,000	-5.0%
Temporary Infrastructure Permits	\$18,220	\$16,020	\$3,700	\$7,350	98.6%
E-Scooter Permit Fee	\$113,052	\$81,211	\$114,000	\$240,000	110.5%
Parking and Parade Permits	\$194,997	\$234,628	\$302,635	\$301,010	-0.5%
Total	\$15,258,188	\$15,596,084	\$17,145,839	\$20,373,886	18.8%
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	\$275	\$1,920	\$1,000	\$1,000	0.0%
Housing Code Violations	\$154,452	\$399,008	\$260,000	\$260,000	0.0%
Parking Citations	\$918,902	\$1,111,214	\$1,050,000	\$1,538,286	46.5%
Parking Citation Penalties	\$79,515	\$143,632	\$125,000	\$250,000	100.0%
Security Alarm Fines	\$738,104	\$686,660	\$735,000	\$728,055	-0.9%
Fire Citation Fines	\$18,920	\$9,295	\$15,000	\$15,000	0.0%
Zoning Enforcement Fines	\$165,189	\$178,225	\$175,000	\$178,000	1.7%
Court Assessment Crime Lab	\$16,998	\$10,666	\$20,000	\$15,000	-25.0%
Privilege License Penalties	\$373	\$315	\$-	\$-	0.0%
Animal License Penalties	\$40,197	\$43,363	\$40,000	\$35,000	-12.5%
Animal Citation Penalties	\$2,501	\$3,250	\$5,000	\$5,000	0.0%
Court Costs - Superior	\$39,132	\$83,325	\$80,000	\$80,000	0.0%
Animal License Late Fees	\$60,030	\$45,930	\$30,000	\$20,000	-33.3%
Total	\$2,234,588	\$2,716,803	\$2,536,000	\$3,125,341	23.2%

Summary of Revenues

General Fund (continued)

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Interlocal Grants and Agreements					
Wireless Communications ¹	\$4,041,845	\$3,974,065	\$347,783	\$864,371	148.5%
Fleet Maintenance ²	\$2,271,841	\$3,084,308	\$2,685,926	\$-	-100.0%
First Responder	\$499,035	\$457,449	\$499,035	\$499,035	0.0%
Procurement Services	-\$376,617	\$112,233	\$110,000	\$110,000	0.0%
Customer Services - CharMeck 311	\$32,991	\$1,118,631	\$1,538,727	\$1,700,441	10.5%
CMGC Occupancy	\$1,461,218	\$1,569,450	\$874,343	\$955,463	9.3%
CMGC Phone Costs - County	\$60,385	\$1,759	\$-	\$-	0.0%
County Fire Reimbursement	\$694,684	\$856,707	\$740,040	\$850,000	14.9%
Total	\$8,685,382	\$11,174,602	\$6,795,854	\$4,979,310	-26.7%
Federal and State Shared Revenues					
ABC Stores Revenue	\$10,577,621	\$9,676,974	\$10,577,621	\$11,000,726	4.0%
Total	\$10,577,621	\$9,676,974	\$10,577,621	\$11,000,726	4.0%
General Government					
Enhanced User Fees	\$628,946	\$283,215	\$699,250	\$349,625	-50.0%
Zoning Petition Filing Fees	\$2,877,442	\$1,833,666	\$2,139,710	\$2,054,875	-4.0%
Annexation Fees	\$6,000	\$4,800	\$6,000	\$6,000	0.0%
Subdivision Services	\$7,592,188	\$7,383,831	\$8,749,325	\$8,750,025	0.0%
Zoning Admin Fees	\$-	\$-	\$129,270	\$167,195	29.3%
Historic District Fee	\$73,685	\$76,705	\$89,700	\$80,225	-10.6%
Equipment Mgmt Svcs - Fleet	\$5,587	\$4,090	\$-	\$-	0.0%
Procurement Professional Services	\$716,101	\$838,377	\$450,000	\$600,000	33.3%
Procurement CCPA	\$271,142	\$383,156	\$300,000	\$800,000	166.7%
Park It! Program Fees	\$3,935	\$5,275	\$5,000	\$2,500	-50.0%
Parking Garage Fees	\$801,934	\$943,787	\$1,018,000	\$967,000	-5.0%
Parking Meter Revenue	\$912,531	\$1,581,332	\$1,500,000	\$2,224,758	48.3%
Underbrush and Debris Removal	\$401,715	\$369,562	\$540,000	\$400,000	-25.9%
Demolition - Clearing	\$153,783	\$69,157	\$160,000	\$160,000	0.0%
Utility Street Cuts	\$2,263,016	\$2,366,055	\$2,450,000	\$2,400,000	-2.0%
Rent Revenue - Misc.	\$762,778	\$679,390	\$689,328	\$703,259	2.0%
Right of Way Leases	\$-	\$1,263,699	\$714,000	\$714,000	0.0%
Total	\$17,470,783	\$18,086,097	\$19,639,583	\$20,379,462	3.8%

¹ FY 2024 included the transfer of public safety communications revenue from the General Fund to the newly created Public Safety Communications Fund

² FY 2025 includes the transfer of Fleet Maintenance revenue from the General Fund to the newly created Fleet Management fund.

General Fund (continued)

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Public Safety					
State Reimb for Svcs Provided - Transportation/Fire	\$1,325,815	\$1,269,624	\$1,284,578	\$1,339,000	4.2%
Fed Reimb for Svcs Provided - Fire	\$449,750	\$19,971	\$400,000	\$400,000	0.0%
Special Events Administration Fees	\$-	\$-	\$731,779	\$608,611	-16.8%
Special Events - On Duty Pull	\$-	\$-	\$-	\$160,000	100.0%
Sale of Animals	\$44,826	\$29,313	\$40,000	\$30,000	-25.0%
Spay/Neuter Fees	\$81,215	\$48,012	\$80,000	\$50,000	-37.5%
Vehicle Towing and Storage	\$110,975	\$128,750	\$110,000	\$128,000	16.4%
Animal Reclaim Fees	\$76,675	\$44,339	\$77,000	\$45,000	-41.6%
Total	\$2,089,256	\$1,540,009	\$2,723,357	\$2,760,611	1.4%
Cemeteries					
Sale of Cemetery Lots	\$368,550	\$605,180	\$361,400	\$371,900	2.9%
Grave Digging	\$344,630	\$509,793	\$498,300	\$498,300	0.0%
Monument Foundation	\$77,222	\$105,425	\$96,700	\$96,700	0.0%
Total	\$790,402	\$1,220,398	\$956,400	\$966,900	1.1%
Use of Money and Property					
Interest on Investments	-\$2,168,445	\$5,346,606	\$3,433,036	\$4,499,924	31.1%
Transaction Fees	\$-	\$-	\$-	\$200,000	100.0%
Interest on Liens	\$128,020	\$102,285	\$125,000	\$125,000	0.0%
Damage to City-Owned Equipment	\$670,140	\$1,037,582	\$650,000	\$650,000	0.0%
Reimbursement for City Car Use	\$109,288	\$131,018	\$116,000	\$130,000	12.1%
Total	-\$1,260,997	\$6,617,491	\$4,324,036	\$5,604,924	29.6%
Sale of Salvage and Land					
Sale of Salvage	\$220,838	\$172,581	\$185,000	\$175,000	-5.4%
Sale of Used Autos	\$1,005,884	\$1,001,070	\$1,150,000	\$800,000	-30.4%
Total	\$1,226,722	\$1,173,651	\$1,335,000	\$975,000	-27.0%
Other					
Miscellaneous Grants and Contributions	\$93,360	\$37,441	\$-	\$60,000	100.0%
Newspaper Rack Revenue	\$-	\$-	\$3,000	\$-	-100.0%
Reimb City Svcs - SWS Spec Svcs	\$24,437	\$43,798	\$40,000	\$65,000	62.5%
Telecom Review/Modifications	\$9,442	\$-	\$-	\$-	0.0%
Google Fiber Hut-Lease Agreement	\$34,277	\$35,538	\$63,000	\$63,000	0.0%
Other Revenue	\$328,588	\$370,042	\$547,185	\$371,950	-32.0%
Total	\$490,104	\$486,819	\$653,185	\$559,950	-14.3%

Summary of Revenues

General Fund (continued)

	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change FY 2024 FY 2025
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Heavy Equipment Tax	\$928,381	\$1,114,589	\$950,000	\$1,682,775	77.1%
Municipal Debt Service	\$122,859	\$122,859	\$122,859	\$-	-100.0%
Convention Center Tax - Towns' Tourism ³	\$4,413,382	\$-	\$-	\$-	0.0%
Convention Center Tax - Stadium Traffic	\$250,000	\$250,000	\$250,000	\$250,000	0.0%
Total	\$5,714,622	\$1,487,448	\$1,322,859	\$1,932,775	46.1%
Intragovernmental Revenues					
Cost Allocation - Storm Water	\$1,958,383	\$2,829,091	\$3,046,750	\$2,843,678	-6.7%
Cost Allocation - Charlotte Water	\$13,479,056	\$10,672,557	\$12,623,013	\$15,780,047	25.0%
Cost Allocation - Aviation	\$5,429,219	\$4,828,655	\$5,131,554	\$6,445,598	25.6%
Fire Control Services - Aviation	\$7,728,998	\$8,535,368	\$8,615,319	\$10,676,789	23.9%
Account Services - Storm Water	\$1,945,408	\$2,026,036	\$1,445,372	\$1,445,372	0.0%
Account Services - Charlotte Water	\$6,125,469	\$5,207,490	\$4,079,688	\$4,079,688	0.0%
Cost Allocation - CATS	\$8,387,206	\$8,601,924	\$7,521,148	\$8,747,503	16.3%
Cost Allocation - Risk Management	\$784,315	\$1,098,418	\$869,931	\$694,724	-20.1%
Cost Allocation - Public Safety Communications	\$-	\$-	\$430,952	\$256,030	-40.6%
Cost Allocation - Fleet	\$-	\$-	\$-	\$1,569,335	100.0%
Police Services - Aviation & CATS	\$11,140,113	\$11,981,257	\$12,194,739	\$13,902,010	14.0%
Total	\$56,978,167	\$55,780,796	\$55,958,466	\$66,440,774	18.7%
Transfers from Other Funds					
Cemetery Trust	\$10,769	\$18,600	\$55,208	\$86,294	56.3%
Pay-As-You-Go	\$-	\$-	\$650,000	\$-	-100.0%
Total	\$10,769	\$18,600	\$705,208	\$86,294	-87.8%
Total Transfers and Intragovernmental Revenues	\$62,703,558	\$57,286,844	\$57,986,533	\$68,459,843	18.1%
Total General Fund Revenues	\$770,497,590	\$812,801,714	\$833,606,000	\$898,150,000	7.7%

³ This 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.

By Fund and Activity

Net of Transfers

Fund / Activity	FY 2025 Operating	Percent Change	FY 2025 Capital	Percent Change	FY 2025 Total	Percent Change
General Fund	\$828,765,604	7.8%			\$828,765,604	7.8%
General Capital Investment Plan			\$517,076,036	302.3%	\$517,076,036	302.3%
Pay-As-You-Go ¹	\$26,011,312	1,042.0%			\$26,011,312	1,042.0%
Debt Service (All Funds)	\$273,020,324	3.5%			\$273,020,324	3.5%
Aviation	\$366,122,831	4.7%	\$774,987,645	67.9%	\$1,141,110,476	40.7%
Charlotte Area Transit System ²	\$260,837,420	14.7%	\$57,416,577	-26.6%	\$318,253,997	4.1%
Water and Sewer	\$249,289,249	10.1%	\$450,000,000	1.6%	\$699,289,249	4.5%
Storm Water	\$32,873,872	-2.3%	\$79,000,000	-13.2%	\$111,873,872	-10.3%
Employee Health and Life Fund	\$65,274,537	-4.5%			\$65,274,537	-4.5%
Fleet Management Fund	\$3,348,167	100.0%			\$3,348,167	100.0%
Risk Management	\$6,417,258	-26.1%			\$6,417,258	-26.1%
Convention Center	\$63,981,087	-5.5%			\$63,981,087	-5.5%
Tourism Operating	\$27,751,877	26.3%			\$27,751,877	26.3%
NASCAR Hall of Fame	\$13,253,335	17.6%			\$13,253,335	17.6%
General Grants	\$22,439,705	-6.0%			\$22,439,705	-6.0%
Housing and Neighborhood Grants	\$21,897,088	-8.1%			\$21,897,088	-8.1%
Emergency Telephone System	\$2,375,416	-13.9%			\$2,375,416	-13.9%
Public Safety Communications	\$4,303,796	3.8%			\$4,303,796	3.8%
Powell Bill	\$16,682,105	-6.9%			\$16,682,105	-6.9%
Municipal Service Districts	\$10,149,886	3.7%			\$10,149,886	3.7%
Total Budget	\$2,294,794,869	7.6%	\$1,878,480,258	56.3%	\$4,173,275,127	25.2%

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.

¹ Beginning in FY 2025, PAYGO includes \$23.3M in contributions to the Municipal Debt Service Fund for repayment of Capital Equipment.

² Pursuant to the interlocal agreement governing budget development for the Charlotte Area Transit System (CATS), the Metropolitan Transit Commission shall approve a recommended capital and operating budget for CATS by April 30 of each year. As of May 6, 2024, the MTC has not yet approved CATS' recommended operating budget for City Council adoption.

General Fund Gross Expenditures

Department	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change
Charlotte Business Inclusion ¹	\$-	\$-	\$1,449,860	\$1,727,124	19.1%
City Attorney	\$3,935,900	\$4,364,502	\$5,396,476	\$6,352,329	17.7%
City Clerk	\$874,754	\$1,035,488	\$1,252,749	\$1,464,642	16.9%
City Manager	\$2,589,480	\$3,002,604	\$3,355,131	\$3,449,893	2.8%
Communication & Marketing	\$4,622,395	\$4,724,229	\$4,895,764	\$5,465,564	11.6%
Community Relations	\$1,783,001	\$2,249,110	\$2,453,091	\$2,723,736	11.0%
Economic Development	\$5,473,307	\$4,996,689	\$6,781,427	\$7,398,915	9.1%
Finance ²	\$11,777,145	\$12,473,287	\$11,402,593	\$12,066,945	5.8%
Fire	\$151,266,962	\$161,567,075	\$170,469,154	\$194,876,510	14.3%
General Services ^{1,3}	\$22,847,091	\$26,032,063	\$26,901,907	\$27,063,177	0.6%
Housing & Neighborhood Services ⁴	\$20,434,498	\$30,036,707	\$22,962,309	\$26,988,576	17.5%
Human Resources	\$6,350,583	\$6,478,278	\$6,858,262	\$8,155,588	18.9%
Innovation & Technology ⁵	\$47,077,798	\$48,514,246	\$47,767,382	\$50,043,545	4.8%
Internal Audit	\$1,461,340	\$1,347,985	\$1,673,182	\$1,797,776	7.4%
Mayor & City Council	\$975,205	\$1,072,335	\$1,019,371	\$1,106,442	8.5%
Planning, Design, and Development	\$11,100,729	\$12,248,681	\$14,966,096	\$16,383,263	9.5%
Police	\$302,613,061	\$301,674,433	\$334,884,244	\$364,064,424	8.7%
Solid Waste Services	\$66,662,989	\$73,798,362	\$78,967,434	\$86,386,331	9.4%
Special Initiatives ⁶	\$-	\$-	\$-	\$2,245,120	100.0%
Strategy & Budget	\$2,118,428	\$2,310,986	\$2,473,347	\$2,766,567	11.9%
Transportation	\$26,168,350	\$29,425,012	\$33,517,989	\$36,851,238	9.9%
Non-Departmental	\$57,386,915	\$58,174,197	\$54,158,232	\$38,772,295	-28.4%
Total General Fund Expenditures	\$747,519,931	\$785,526,269	\$833,606,000	\$898,150,000	7.7%

¹ FY 2024 included the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment included a transfer of \$1,098,496 from General Services to Charlotte Business Inclusion and a 32.0 percent increase in funding for the Charlotte Business Inclusion Office.

² FY 2024 included the realignment of \$2,114,841 from the Business Services Division, within the Department of Finance, to Charlotte Water.

³ FY 2025 includes the realignment of \$2,320,487 from General Services to the newly created Fleet Management Fund.

⁴ FY 2025 includes the realignment of \$2,900,000 in programmatic funding from PAYGO to Housing and Neighborhood Service's operating budget. FY 2023 Actuals include an \$8,000,000 investment in a Naturally Occurring Affordable Housing project that was indirectly funded through American Rescue Plan Act funds.

⁵ FY 2024 included the realignment of \$3,631,195 from Innovation and Technology to the newly created Public Safety Communications Fund.

⁶ FY 2025 includes the realignment of \$1,475,212 from General Services, Human Resources, and the City Manager's Office to offices within Special Initiatives.

Summary of Fund Balance

The City of Charlotte has two major governmental funds - General Fund and Municipal Debt Service Fund. The General Fund is the city's main operating fund. At the end of FY 2022, the total fund balance for the General Fund reached \$212.5 million. On June 30, 2023, the General Fund total fund balance totaled \$237.1 million, an increase of approximately 11.6 percent. The Municipal Debt Service Fund had a total fund balance of \$202.0 million for FY 2022 and \$218.2 million on June 30, 2023. This reflects an increase of approximately 8.0 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

	Actual as of 6/30/2020	Actual as of 6/30/2021	Actual as of 6/30/2022	Actual as of 6/30/2023	Change in FY 2023	Percent Change FY 2022 FY 2023
General Fund	\$193,967,000	\$197,014,000	\$212,484,000	\$237,124,000	\$24,640,000	11.6%
Municipal Debt Service Fund	\$209,180,000	\$183,433,000	\$202,009,000	\$218,231,000	\$16,222,000	8.0%
Total Governmental Fund	\$403,147,000	\$380,447,000	\$414,493,000	\$455,355,000	\$40,862,000	9.9%

The City of Charlotte has four enterprise funds - Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water Services. At the end of FY 2022 the net position for Aviation reached \$2.11 billion. On June 30, 2023, the Aviation net position totaled \$2.32 billion, an increase of approximately 9.9 percent. At the end of FY 2022, the net position for the Charlotte Area Transit System was \$1.43 billion. On June 30, 2023, the Charlotte Area Transit System net position remained \$1.43 billion, changing approximately -0.4 percent. At the end of FY 2022 the net position for Charlotte Water reached \$2.96 billion. On June 30, 2023, the Charlotte Water net position totaled \$3.15 billion, an increase of approximately 6.3 percent. At the end of FY 2022 the net position for Storm Water reached \$790.7 million. On June 30, 2023, the Storm Water net position totaled \$845.3 million, an increase of approximately 6.9 percent. Net position is not representative of available cash on hand.

	Actual as of 6/30/2020	Actual as of 6/30/2021	Actual as of 6/30/2022	Actual as of 6/30/2023	Change in FY 2023	Percent Change FY 2022 FY 2023
Enterprise Fund Total Net						
Aviation	\$1,890,664,000	\$1,973,209,000	\$2,109,896,000	\$2,319,808,000	\$209,912,000	9.9%
Charlotte Area Transit System ¹	\$1,332,753,000	\$1,300,708,000	\$1,431,067,000	\$1,425,868,000	-\$5,199,000	-0.4%
Charlotte Water	\$2,504,465,000	\$2,779,026,000	\$2,962,917,000	\$3,149,986,000	\$187,069,000	6.3%
Storm Water	\$707,397,000	\$747,559,000	\$790,659,000	\$845,260,000	\$54,601,000	6.9%

¹ The FY 2022 net position of the Charlotte Area Transit System was restated in the FY 2023 Annual Comprehensive Financial Report.

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. In FY2025, PAYGO continues funding for FY2024 ARPA-funded financial partners that formally applied for the FY2025 Financial Partner program.

Changes to Financial Partners Funding

General Fund Discretionary

- Financial partners funded in FY 2024 are being allocated with the same funding levels in FY 2025, with the exception of the Charlotte Regional Business Alliance which will receive a slight increase based on local population served.

Dedicated Revenue Sources

- The FY 2025 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 6.9 percent increase over FY 2024.

Federal Grant Funds

- The city's Federal Housing Opportunities for Persons with AIDS (HOPWA) funding allocation will be included in a competitive request for proposal (RFP) process for FY 2025.
- The FY 2025 budget includes \$690,000 in federal grant funding to support the SAFE Charlotte Program. This program provides funding to collaborative non-profit organizations to support the city's efforts in addressing violence.

PAYGO Funds

- Crisis Assistance Ministries is to receive the same funding level in FY 2025 of \$550,000. The \$125,000 previous ARPA allocation from FY2024 will be absorbed in the PAYGO fund.
- Financial partners that were funded with ARPA allocations in FY 2024 and reapplied are being funded through the PAYGO fund in FY 2025.
- Two new financial partnerships will be funded in FY 2025 through the PAYGO fund, the Housing Collaborative and United Way of Central Carolinas.

Federal, Operating & PAYGO Funds

- DreamKey Partners, which receives both PAYGO and Federal Grant Funds, is to receive the same funding level in FY 2025 for Affordable Housing.

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

Summary of Financial Partners

General Fund Discretionary	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change
Alliance Center for Education (formerly Bethlehem Center)	\$90,000	\$90,000	\$90,000	0.0%
Bengali Women's Forum	\$10,000	\$10,000	\$10,000	0.0%
Charlotte Regional Business Alliance	\$168,341	\$168,341	\$171,809	2.1%
Community Building Initiative	\$50,000	\$50,000	\$50,000	0.0%
Greater Enrichment Program	\$200,000	\$200,000	\$200,000	0.0%
Local Initiatives Support Corp (LISC)	\$200,000	\$200,000	\$200,000 ¹	0.0%
My Brother's Keeper Charlotte-Mecklenburg	\$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	0.0%
Race Matters for Juvenile Justice	\$-	\$51,468	\$51,468	0.0%
Safe Alliance	\$397,038	\$397,038	\$397,038	0.0%
TreesCharlotte	\$250,000	\$250,000	\$250,000	0.0%
TOTAL	\$1,465,379	\$1,516,847	\$1,520,315	0.2%

Dedicated Revenue Sources	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change
Charlotte Center City Partners	\$6,498,850	\$6,796,745	\$6,850,509	0.8%
University City Partners	\$1,239,724	\$1,380,857	\$1,516,054	9.8%
SouthPark Community Partners	\$1,353,727	\$1,614,682	\$1,783,323	10.4%
Charlotte Regional Visitors Authority	\$18,912,937	\$21,861,227	\$23,361,809	6.9%
Charlotte Regional Visitors Authority - Film Commission	\$150,000	\$150,000	\$150,000	0.0%
TOTAL	\$28,155,238	\$31,803,511	\$33,661,695	5.8%

100% Federal Grant Funds	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change
Carolinas Care Partnership	\$2,841,114	\$3,598,683	\$-	-100.0%
Center for Prevention Services	\$-	\$-	\$230,000	100.0%
Latin American Coalition	\$-	\$-	\$230,000	100.0%
OurBridge	\$-	\$-	\$230,000	100.0%
TOTAL	\$2,841,114	\$3,598,683	\$690,000	-80.8%

¹ Agency funding has been realigned to be paid out of Housing and Neighborhood Services' operating budget.

² For FY 2025, a competitive request for proposals (RFP) process will be conducted for these services.

Summary of Financial Partners

100% PAYGO Funds	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change
Carolina Metro Reds	\$-	\$- ¹	\$50,000	100.0%
Crisis Assistance Ministry	\$425,000	\$425,000 ²	\$550,000	29.4%
For The Struggle	\$-	\$- ¹	\$100,000	100.0%
Housing Collaborative	\$-	\$-	\$200,000	100.0%
The Males Place	\$-	\$- ¹	\$100,000	100.0%
United Way of Central Carolinas	\$-	\$-	\$130,000	100.0%
TOTAL	\$425,000	\$425,000	\$1,130,000	165.9%

Federal & PAYGO Funds	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	Percent Change
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing	\$2,250,000	\$1,690,000	\$1,690,000	0.0%
DreamKey Partners (Formerly Charlotte-Mecklenburg Housing Partnership, Inc.) - House Charlotte	\$315,596	\$231,000	\$231,000	0.0%
TOTAL	\$2,565,596	\$1,921,000	\$1,921,000	0.0%

¹ In FY 2024, these organizations, Carolina Metro Reds (\$50,000), For The Struggle (\$100,000), and The Males Place (\$100,000), were funded with ARPA allocations. In FY 2025, level funding will be allocated in the PAYGO fund.

² Crisis Assistance Ministries received an additional \$125,000 from ARPA funding for FY 2024 for a total funding amount of \$550,000.

Summary of Position Allocations by Fund

Departments	FY 2022 Budget Total FTEs	FY 2023 Budget Total FTEs	FY 2024 Budget Total FTEs	FY 2025 Budget Total FTEs	FY 2025 FTE Change
Charlotte Business Inclusion ¹	-	-	12.00 ¹	13.00	1.00
City Attorney	42.00	44.00	45.00	48.00	3.00
City Clerk	8.00	9.50	9.50	11.00	1.50
City Manager's Office	11.00	12.00	12.00	11.00	-1.00
Communication & Marketing	36.00	36.00	37.00	38.00	1.00
Community Relations	12.00	17.00	20.00	21.00	1.00
Economic Development	21.00	21.00	21.00	21.00	-
Finance ²	84.00	82.00	75.00 ²	76.00	1.00
Fire	1,233.00	1,240.00	1,286.00	1,358.00	72.00
General Services ^{1,3}	466.00	461.00	457.00 ¹	328.00	-129.00
Housing & Neighborhood Services	226.75	226.75	233.75	235.75	2.00
Human Resources	51.00	53.00	55.00	61.00	6.00
Innovation & Technology ⁴	220.00	221.00	208.00 ⁴	206.00	-2.00
Internal Audit	11.00	11.00	11.00	11.00	-
Mayor & City Council	12.00	12.00	12.00	12.00	-
Planning, Design, and Development	109.00	118.00	139.00	144.00	5.00
Police	2,455.50	2,456.50	2,458.50	2,498.50	40.00
Solid Waste Services	308.00	315.00	320.00	321.00	1.00
Special Initiatives ⁵	-	-	-	12.00 ⁵	12.00
Strategy & Budget	16.00	16.00	16.00	17.00	1.00
Transportation	411.75	407.75	412.75	411.75	-1.00
Total General Fund	5,734.00	5,759.50	5,840.50	5,855.00	14.50
Aviation	714.00	759.00	829.00	907.00	78.00
Charlotte Area Transit System ⁶	583.75	610.75	644.75	660.75	16.00
Storm Water	208.00	221.00	243.00	255.00	12.00
Charlotte Water ²	1,019.00	1,050.00	1,106.00 ²	1,106.00	-
Total Enterprise Funds	2,524.75	2,640.75	2,822.75	2,928.75	106.00
Fleet Management ³	-	-	-	126.00 ³	126.00
Risk Management	23.00	24.00	24.00	24.00	-
Total Internal Services Funds	23.00	24.00	24.00	150.00	126.00
Public Safety Communications Fund ⁴	-	-	22.00 ⁴	22.00	-
Total Special Revenue Funds	-	-	22.00	22.00	-
Total All Funds	8,281.75	8,424.25	8,709.25	8,955.75	246.50

¹ FY 2024 included the realignment of 9.0 FTEs from the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office.

² FY 2024 included the realignment of 9.0 FTEs from the Business Services Division, within the Department of Finance, to Charlotte Water.

³ FY 2025 includes the realignment of 124.0 FTEs from General Services to the newly created Fleet Management Fund.

⁴ FY 2024 included the realignment of 22.0 FTEs from the Public Safety Communications Division within Innovation & Technology's operating budget to the newly created Public Safety Communications Fund.

⁵ FY 2025 includes the realignment of 8.00 FTEs from the City Manager's Office, General Services, and Human Resources to offices within Special Initiatives.

⁶ Pursuant to the interlocal agreement governing budget development for the Charlotte Area Transit System (CATS), the Metropolitan Transit Commission shall approve a recommended capital and operating budget for CATS by April 30 of each year. As of May 6, 2024, the MTC has not yet approved CATS' recommended operating budget for City Council adoption.



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:

- Well-Managed Government, focused on Equity, Engagement, and the Environment,
- Great Neighborhoods,
- Safe Communities,
- Transportation and Planning, and
- Workforce and Business Development.

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 (October – 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, Governance and Intergovernmental Relations 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. 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, Governance and Intergovernmental Relations 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 2025 the Strategy and Budget Department held an in-person "Budget 101" to kick off the city's budget engagement process, followed by one in-person and 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, Governance, and Intergovernmental Relations Committee Meetings and Council Budget Workshops.

The Council Budget, Governance, and Intergovernmental Relations Committee is responsible for providing input on the budget process and previewing planned Budget Workshop agenda topics. This committee provides input on issues and initiatives related to budget priorities in advance of the Budget Workshops.

Through the phase of Council Budget Workshops, city staff present key components of the city's operating and capital budgets, enterprise fund budgets, and issues specific to the upcoming budget year. The entire Council provides feedback and presents considerations for staff to analyze as the City Manager develops the proposed budget.

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 City 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 2023
 FY 2025 Operating and FY 2025 – 2029 Capital Budget Kick-off

November 2023
Council Budget, Governance and Intergovernmental Relations Committee Meeting
 • Review FY 2025 Budget Meeting Schedule

December 2023
City Council Business Meeting
 • Approve FY 2025 Budget Meeting Schedule

January 2024
 City Council Annual Strategy Meeting

February 2024
Council Budget, Governance and Intergovernmental Relations Committee Meeting
City Council Budget Workshop
 • General Fund Outlook
 • Compensation and Staffing
 • Capital Projects Update
 • Capital Investment Plan Capacity
Public Engagement Listening Sessions

March 2024
Council Budget, Governance and Intergovernmental Relations Committee Meetings
City Council Budget Workshop
 • Five-Year Capital Investment Plan and 2024 Bond Outlook
 • Financial Partners
 • CATS Budget Outlook
Public Engagement Listening Sessions

April 2024
Council Budget, Governance and Intergovernmental Relations Committee Meeting
 • Water and Stormwater Budget Outlook
Council Business Meeting
 • Aviation Budget Outlook

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2024
 City Manager’s Proposed Budget
 Public Hearing on Proposed Budget
 Council Budget Adjustments Meeting
 Council Budget Straw Votes Meeting
June 2024
 Budget Adoption

Budget Engagement

The City of Charlotte’s FY 2025 budget engagement process was designed to inform the public on the budget process, 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 an in-person Budget 101 session, billboard advertisement, and Charlotte specific coloring pages to encourage family participation at events. Key public touchpoints included:

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

Budget Engagement Sessions

From January to March, the City of Charlotte Strategy and Budget Department hosted a “Budget 101” session, and three virtual and one in-person engagement session. 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. Through intentional marketing efforts, FY2025 engagement opportunities reached an audience of over 8,000 people.



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 2025 budget development process. This year’s survey had over 450 participants.

Priority Area	Rank*
Workforce and Business Development	1st
Well-Managed Government, focused on Equity, Engagement, and the Environment	2nd
Great Neighborhoods	3rd
Transportation and Planning	4th
Safe Communities	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.

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, guide and prioritize funding programmed for initiatives and city services.

Strategic Priorities

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:

- Well-Managed Government, focused on Equity, Engagement, and the Environment,
- Great Neighborhoods,
- Safe Communities,
- Transportation and Planning, and
- Workforce and Business Development.

Specific goals within these priorities set a framework for the efforts of staff and Council throughout the upcoming year and guide investments through the annual budget process. At the January 2024 Annual Strategy Meeting, Council reaffirmed five Strategic Priorities shown in the table below. While the five priorities are listed separately and may be discussed in a stand-alone fashion, there is significant connectedness in terms of the goals and objectives across all. The Well-Managed Government Priority, focused on Equity, Engagement and the Environment stands as a fundamental priority inclusive of a commitment to and focus on advancing equity across all services and opportunities, engaging the community, and safeguarding the environment.

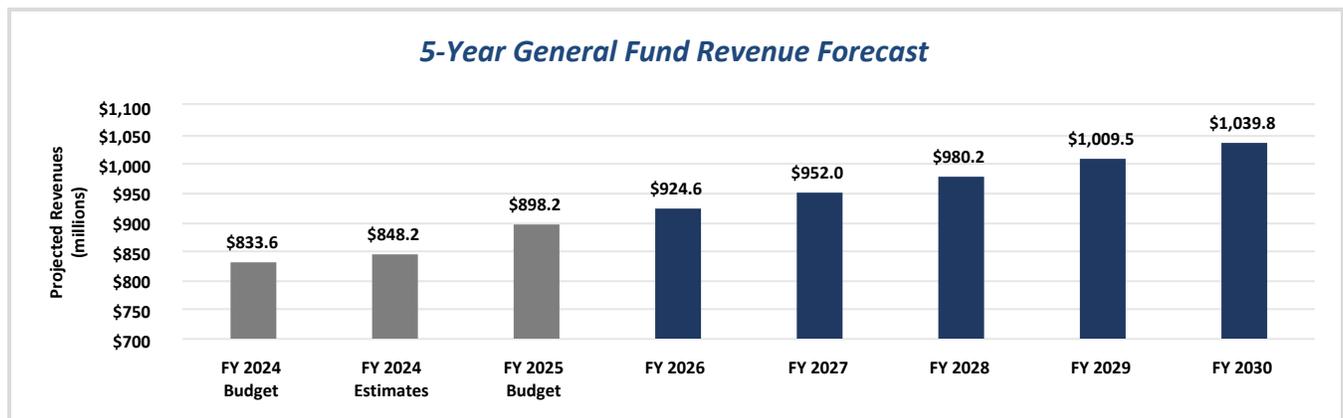
COUNCIL 5 STRATEGIC PRIORITIES



In the State of North Carolina, municipalities are required by law to approve a balanced budget. 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 (amounts shown in millions)

Moderate Scenario					Forecast				
	FY 2024 Budget	FY 2024 Estimate	FY 2025 Budget	FY24-FY25 Growth	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Property Tax	\$443.2	\$453.6	\$476.8	\$33.6	\$488.7	\$500.9	\$513.5	\$526.3	\$539.5
Sales Tax	\$145.1	\$145.2	\$153.1	\$8.0	\$160.0	\$167.2	\$174.7	\$182.6	\$190.8
Utility Franchise Tax	\$55.8	\$56.3	\$57.4	\$1.6	\$58.0	\$58.6	\$59.1	\$59.7	\$60.3
County Payment for LESD	\$18.2	\$18.2	\$19.4	\$1.2	\$19.9	\$20.4	\$20.9	\$21.4	\$21.9
Solid Waste Fee	\$35.5	\$35.4	\$39.6	\$4.1	\$40.2	\$40.8	\$41.4	\$42.0	\$42.7
Other Revenues	\$135.8	\$139.5	\$151.9	\$16.1	\$157.8	\$164.1	\$170.6	\$177.5	\$184.6
Total	\$833.6	\$848.2	\$898.2	\$64.6	\$924.6	\$952.0	\$980.2	\$1,009.5	\$1,039.8

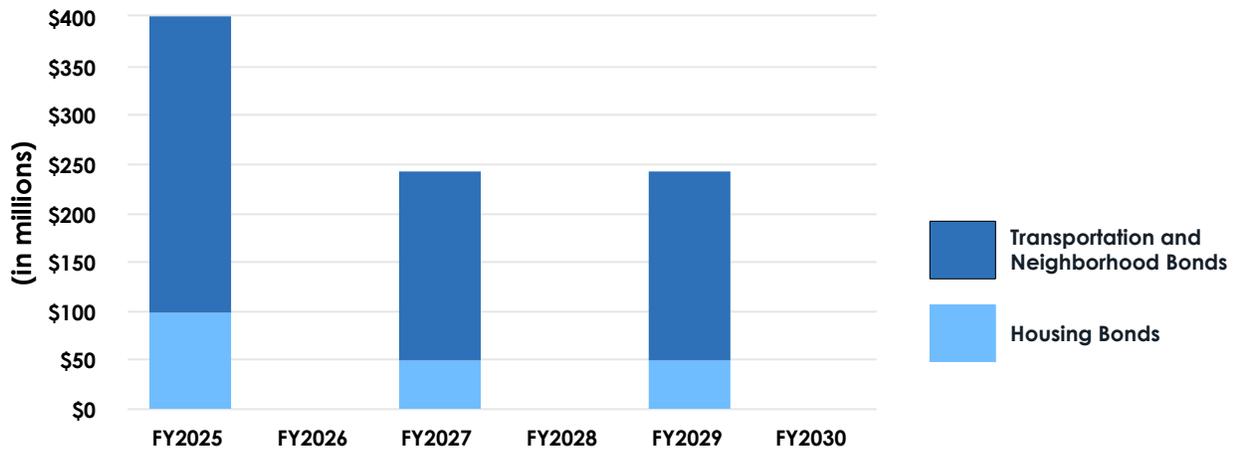


Long-Term Financial Planning – Capital Investment Plan and 5-Year Debt Forecast

The city’s Capital Investment Plan (CIP) for long-term capital infrastructure is a multi-year plan that makes investments to support the growth, vitality, and quality of life of the community. 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 include actuals, revised revenue assumptions, projected construction spend rate, and the cost of borrowing. This model helps staff determine funding for capital projects and other long-term expenditures that may arise as economic conditions and priorities transform.

Planned Bonds - FY 2025 to FY 2030



We are Here

Major Governmental Funds

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

The city uses three types of funds:

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

The city adopts an annual budget for the General Fund, as required by state statutes. A budget comparison statement is presented in the 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 stormwater programs and policies.

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

Internal Services Funds are used to account for 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.

Fleet Management Fund - Accounts for maintenance, repair, commissioning, and decommissioning services for the city's fleet of vehicles.

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 post-employment 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.
- Neighborhood Development Grants Fund – Accounts for federal grants to be used for neighborhood activities which develop viable urban communities providing adequate housing and economic opportunities, principally for persons of low- and moderate-income.
- 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.
- Public Safety Communications Fund – Accounts for contributions from City of Charlotte departments and regional partners to be used for the support of the regional public safety radio network.
- 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.

City of Charlotte City Council



Vi Alexander Lyles
Mayor



Dimple Ajmera
At Large



LaWana Mayfield
At Large



James Mitchell Jr.
At Large



Victoria Watlington
At Large



Danté Anderson
Mayor Pro Tem | District 1



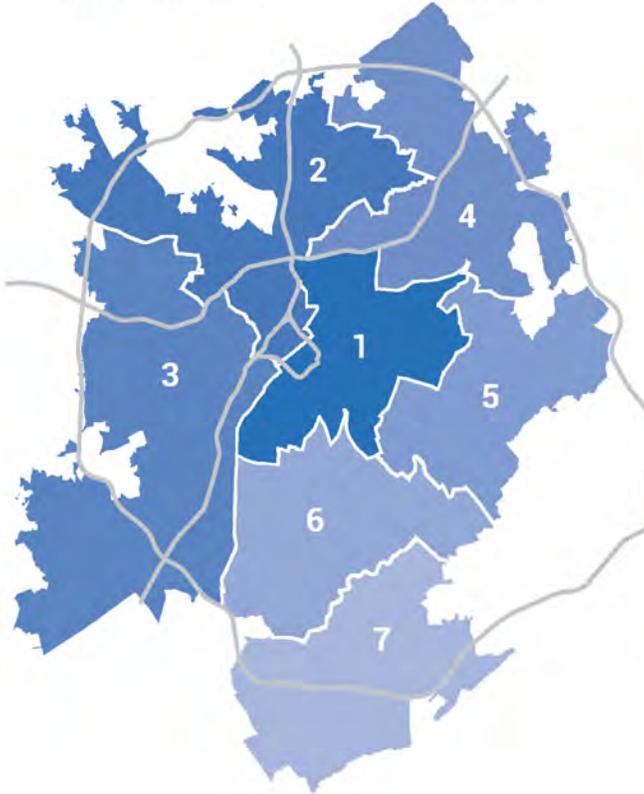
Malcolm Graham
District 2



Tiawana Brown
District 3



Reneé Johnson
District 4



Marjorie Molina
District 5

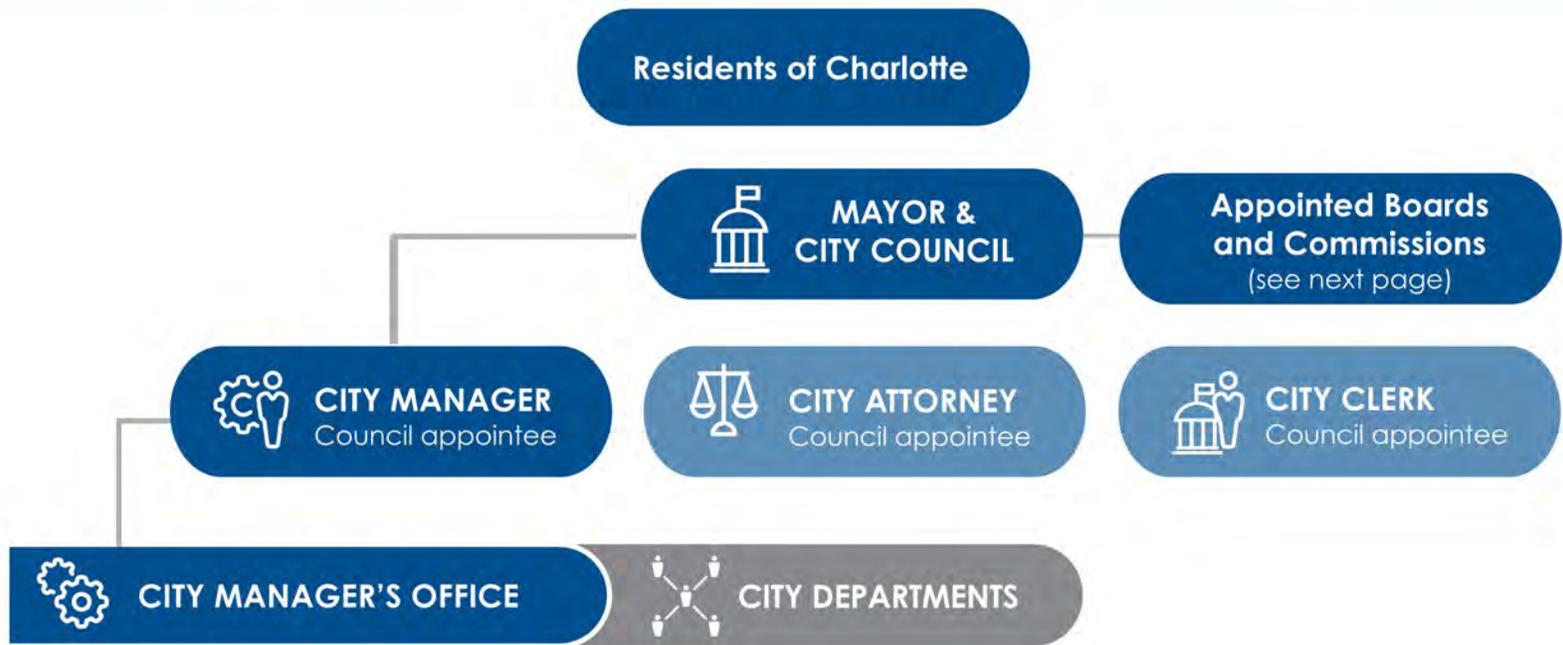


Tariq Bokhari
District 6



Edmund H. Driggs
District 7

CITY OF CHARLOTTE ORGANIZATION



- Aviation
- Charlotte Business INClusion
- 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
- Special Initiatives
- 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's NEST)
- 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
- Firefighters' Relief Fund Board of Trustees
- Historic District Commission
- Historic Landmarks Commission
- Housing Appeals Board
- INLIVIAN Board of Commissioners
- 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
- Public Art Commission
- Storm Water Advisory Committee
- Transit Services Advisory Committee
- Unified Development Ordinance Board of Adjustment
- Waste Management Advisory Board



CHARLOTTE
CITY PROFILE

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CITY OF CHARLOTTE

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 1,001,146 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 people and economic opportunity to the Charlotte community.

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 313.6 square miles of the 523.6 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

POPULATION AND DEMOGRAPHICS

With an estimated population of 1,001,146, 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. 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 of 1.6 percent over the next 20 years, which equals 385,000 new residents across the county by 2040.



TRANSPORTATION AND DISTRIBUTION HUB



The Charlotte region is strategically located between major ports and inland cities, and the region's location allows for two-day truck delivery to Miami, New York, and Chicago. Transportation assets in the region include Charlotte Douglas International Airport, four interstate highways (I-85, I-77, I-485, and I-40), an inland terminal, and two intermodal facilities. Charlotte is also the center of the country's largest consolidated rail system with two major railroads, Norfolk Southern Railway and 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. CLT is ranked among the top 10 busiest airports in the world, averaging 1,424 arrivals and departures plus daily aircraft operations serving approximately 180 nonstop destinations around the globe.

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.



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

- #1 Among top 10 cities with best employee engagement (Forbes)
- #2 Among 25 largest cities for most desirable place to purchase a new home (Nerd Wallet)
- #8 Best Places to Live (U.S. News & World Report, 2023-2024)
- #8 Most Diverse Cities in America (Wallethub, 2023)
- #11 The South's Best Cities 2023 (Southern Living Magazine)

According to a 2022 study by CNBC, North Carolina ranked as the best state for business. Charlotte's regional economy, which is the largest in the Carolinas, ranks 21st in the U.S. for total output. Charlotte is home to nine Fortune 500 Companies.

- Lowe's
- Bank of America
- Nucor
- Honeywell
- Duke Energy
- Truist Financial
- Sonic Automotive
- Brighthouse Financial
- Albemarle

Charlotte is also home to two of the top ten largest banks' headquarters and ranks as the nation's second largest banking center. Bank of America Corporation, the nation's second largest bank with \$52 trillion in consolidated assets, and Truist Financial, the nation's seventh largest bank, with \$564.84 billion are headquartered in Charlotte. Charlotte's strength as a banking headquarters city is foundational to the region's economic success.

RECREATIONAL, VISITOR, AND CULTURAL EVENTS

Charlotte's Venues

A healthy tourism sector raises the region's profile with visitors, showcases the community's southern hospitality, helps support the broader economic development initiatives, upward mobility, and revenue to invest in the community.

Destination of Choice

Charlotte Regional Visitors Authority (CRVA), a community partner 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.

The tourism industry in the Charlotte region creates jobs and improves the quality of life for the entire community. The Charlotte region once again led the Carolinas in tourism impacts: 29.6 million visitors and \$7.8 billion in direct visitor spending, capping ten consecutive years of growth. Charlotte is a destination of choice for tourism, conventions and special events including:

- National sports with the Carolina Panthers (NFL) and Charlotte Football Club (MLS) at Bank of America Stadium and the Charlotte Hornets (NBA) at the Spectrum Center
- Minor League Baseball (MiLB) with the Charlotte Knights (a Triple-A affiliate of the Chicago White Sox) at Truist Field
- Minor-league hockey with the Charlotte Checkers (a minor league affiliate of the NHL's Florida Panthers) at Bojangles' Coliseum
- Art, culture, and science at the Bechtler Museum of Modern Art; the Knight Theater; the Harvey B. Gantt Center for African American Arts & Culture; the Mint Museum; the North Carolina Blumenthal Center for Performing Arts; the Charlotte Nature Museum; and the Discovery Place Museum.



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 1,400 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. Atrium Health is part of Advocate Health, the fifth-largest nonprofit health system in the United States, which was created from the combination with Advocate Aurora Health in 2022.
- Novant Health is a four-state integrated network of physician clinics, outpatient centers, and hospitals. With a 624-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 and has been a designated Magnet hospital by the American Nurses Credentialing Center.

EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools (CMS)

Charlotte Mecklenburg Schools is the 17th largest school system in the nation with approximately 141,545 students representing 175 countries of origin and speaking 204 native languages. CMS is a consolidated city-county public school system bringing together 20,306 employees with more than 50,000 mentors and volunteers across 184 schools to prepare students to be leaders in a globally competitive world.

Higher Education

The greater Charlotte region is home to about three dozen institutions of higher learning, including the state's third-largest university, one of the state's largest community colleges, and a premier culinary school.

- Central Piedmont Community College offers nearly 300 associate degree, diploma, and certificate programs at eight campuses within Mecklenburg County.
- Davidson College, a liberal arts college in Davidson, North Carolina, serves nearly 2,000 students.
- Johnson & Wales University's Charlotte campus, home to more than 1,140 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 23 undergraduate or graduate degrees.
- Queens University offers 42 majors, 63 minors, and numerous graduate and certificate programs.
- University of North Carolina at Charlotte, a public urban research institution offers bachelor, graduate, and doctoral degrees through seven professional colleges.



There are other opportunities for secondary education in the Mecklenburg County area. Other major colleges and universities with a presence in the County include the Carolinas College of Health Sciences, Northeastern, Wake Forest, The University of South Carolina, Pfeiffer, Wingate, and Gardner-Webb.

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STRATEGIC PRIORITIES

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STRATEGIC PRIORITIES

At the January 2024 City Council Annual Strategy Meeting, Council reaffirmed their focus on five strategic priorities. During this time Council also highlighted goals and objectives from previously approved Council plans, frameworks, and policies. These top objectives were then grouped across the strategic priorities and staff are actively developing a tool to show the advancement of strategic priorities through measured progress.

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

Well-Managed Government, focused on Equity, Engagement, and the Environment

- Ensuring the city demonstrates inclusivity through commitment to and focusing on equity and safeguarding the environment; leadership in financial stewardship; reviewing best practices; and maintaining consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

Great Neighborhoods

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

Safe Communities

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

Transportation and Planning

- Anticipating and planning for the growth of the community. Addressing 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

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

Selected goals and objectives from the Council approved plans, frameworks, and policies set the foundation for work that staff will feature through the development of measures and targets to illustrate progress.

- House Charlotte – Adopted August 2018
- Strategic Energy Action Plan – Adopted December 2018
- Violence Reduction Framework – Adopted September 2020
- SAFE Charlotte – Adopted October 2020
- Charlotte Future 2040 Comprehensive Plan – Adopted June 2021
- Strategic Mobility Plan – Adopted June 2022
- Equity in Governance Framework – Adopted October 2022
- Charlotte Business INclusion Policy – Updated April 2023
- Arts and Culture Plan – Accepted November 2023

Efforts to elevate selected policy goals and objectives began at the FY 2024 Annual Strategy Meeting. This framework includes performance measures and is being designed to track outcomes of investment. Beginning in FY 2025, this performance management framework, will be used as a tool for the City Council, the community, and the city organization to measure progress towards major policy objectives. The FY 2025 budget is 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 to advance Council objectives and policies.

The performance management process is guided by the following concepts to advance the strategic priorities toward achieving Council's vision through objectives, measures, and targets.

- Objectives: Intended results and drivers which describe 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: Serve as benchmarks and are established to evaluate the effectiveness of efforts in meeting the objectives.

Through the next fiscal year, the City Manager's Office will continue to lead the development of a robust performance management tool that will be used to communicate with the public progress on the advancement of Council objectives through multiple points of measurement.

During this first cycle of elevated performance measure analysis, Council will review progress over time and additional objectives will be selected and/or developed for inclusion. As part of the FY 2025 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.

Department-specific performance measures for each strategic priority are included within the specific department pages. These department-specific performance measures follow the same focus to advance city services and initiatives toward achieving City Council's Strategic Priorities.

Policy goals and objectives selected by Council are highlighted in the following pages. These objectives are grouped by strategic priority area and are being used as the initial foundation for developing out the city's re-envisioned performance management system.

FOUNDATIONAL FOCUS:

Well-Managed Government, focused on Equity, Engagement, and the Environment

A foundational component within each of the strategic priorities is a continued focus on well-managed government. This focus guides continuous efforts of equity and accountability as the city strives to promote efficient, effective, inclusive, and dependable services to the community.

Highlights of Council approved plans, frameworks, and policies selected for the Well-Managed Government, focused on Equity, Engagement, and the Environment priority area are provided in the following table:

Well-Managed Government, focused on Equity, Engagement, and the Environment	
Policy Goal	Objective
Budget Principles	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
Budget Principles	The city will engage in a continual evaluation of the most cost-effective means for providing city services
Budget Principles	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
Equity in governance framework	Meaningfully engage residents
Strategic Energy Action Plan	Strive toward the city's fleet and facilities to be fueled by 100 percent zero carbon sources by 2030
Comprehensive Plan goal 10: fiscally responsible	Increase infrastructure investments (water/sewer replacement, street lighting, stormwater facilities, streetscaping etc.) in existing urbanized areas planned for significant new development that are constrained by infrastructure capacity

PRIORITY: Great 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 Council approved plans, frameworks, and policies selected for the Great Neighborhoods priority area are provided in the following table:

Great Neighborhoods	
Policy Goal	Objective
Comprehensive Plan Goal 3: housing access for all	Increase the number of homeownership opportunities for low-to-moderate income households, especially in areas with a low access to housing opportunity score, as identified by the equitable growth framework
Comprehensive Plan Goal 7: integrated natural and built environment	Increase the number of developments utilizing green building practices or receiving green building certifications
Comprehensive Plan Goal 9: retain our identity and charm	Improve jobs-skills match in and near areas with residents who may be vulnerable to displacement
Strategic Mobility Plan: equitable	Engage our community <ul style="list-style-type: none"> • Strengthen meaningful engagement and communication • Build and maintain community relationships • Provide high-quality customer service
Comprehensive Plan Goal 2: neighborhood diversity	Increase the score of the overall access to housing opportunity metrics for the city
Comprehensive Plan Goal 3: Housing Access for All	Retain the number of naturally occurring affordable and workforce housing units in the community by managing changes within existing neighborhoods
House Charlotte Framework	Prioritize the preservation of large-scale naturally occurring affordable housing

PRIORITY: Safe 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 Council approved plans, frameworks, and policies selected for the Safe Communities priority area are provided in the following table:

Safe Communities	
Policy Goal	Objective
Comprehensive Plan Goal 1: 10-Minute Neighborhoods	Increase the percentage of households, both new and existing, within a 10-minute walk, bike, or transit trip of family-sustaining wage jobs
Strategic Mobility Plan: vision zero/safe	Collaborate across governmental agencies and community stakeholders focused on strategies for community engagement, data analysis, and equity: <ul style="list-style-type: none"> • Create safe streets for all users • Design for safety • Plan for safety
Comprehensive Plan Goal 6: Healthy, Safe, And Active Communities	Improve perceptions of public safety and measure perception through community surveys <ul style="list-style-type: none"> • Improve public safety and public safety perceptions through annual reductions in violent and property crimes

PRIORITY: Transportation and Planning

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

Highlights of Council approved plans, frameworks, and policies selected for the Transportation and Planning priority area are provided in the following table:

Transportation and Planning	
Policy Goal	Objective
Comprehensive Plan Goal 1: 10-Minute Neighborhoods	Increase the percentage of households, both new and existing, within a tree-shaded 10-minute walk, bike, or transit rip of fresh, healthy food opportunities
Comprehensive Plan Goal 1: 10-Minute Neighborhoods	Increase the percentage of households, both new and existing, within a tree-shaded 10-minute walk, bike, or transit trip of high-performance transit corridor
Comprehensive Plan Goal 5: Safe and Equitable Mobility	Prioritize transportation investments that promote our economic vibrancy by managing congestion, connecting our workforce opportunities, and advancing community priorities
Comprehensive Plan Goal 5: Safe and Equitable Mobility	Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone
Strategic Mobility Plan: 50/50 Mode Share	Increase the share of trips made without a car and provided them multimodal connectivity to expand the capacity of our transportation and infrastructure: support regional connectivity and investment

PRIORITY: Workforce and Business Development

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, creating digital inclusion accessibility for all residents, 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 Council approved plans, frameworks, and policies selected for the Workforce and Business Development priority area are provided in the following table:

Great Neighborhoods	
Policy Goal	Objective
Comprehensive Plan Goal 8: Diverse and Resilient Economic Opportunity	Grow the number of Minority, Women, and Small Business Enterprises and cooperatively owned businesses, operating in the city
Comprehensive Plan Goal 8: Diverse and Resilient Economic Opportunity	Maintain or increase the number of middle-skill jobs (jobs that require a education beyond high school but not a four-year degree)
Strategic Mobility Plan: Prosperous	Invest in our mobility future: Protect our future mobility need. Fund mobility investment
House Charlotte Framework	Offer tax relief to long-time property owners
Charlotte Business INclusion Policy	Monitoring, evaluating, and reporting on compliance with the provisions of the Charlotte Business Inclusion Program
Comprehensive Plan Goal 1: 10-Minute Neighborhoods	Advanced technology delivery service and supportive digital access.
Comprehensive Plan Goal 1: 10-Minute Neighborhoods	Increase the percentage of households, both new and existing, within a tree-shaded 10-minute walk, bike, or transit trip of: <ul style="list-style-type: none"> Financial Services (banks or credit unions)
Comprehensive Plan Goal 5: Safe and Equitable Mobility	Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities.
Comprehensive Plan Goal 8: Diverse and Resilient Economic Opportunity	Increase the rate of new business formation within the city: <ul style="list-style-type: none"> grow presence of micro economies maintain or increase number of developed acres within manufacturing and logistics place types capture a greater share of employment growth within existing and planned regional activity centers

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DEPARTMENT BUDGETS

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DEPARTMENT BUDGETS GENERAL FUND

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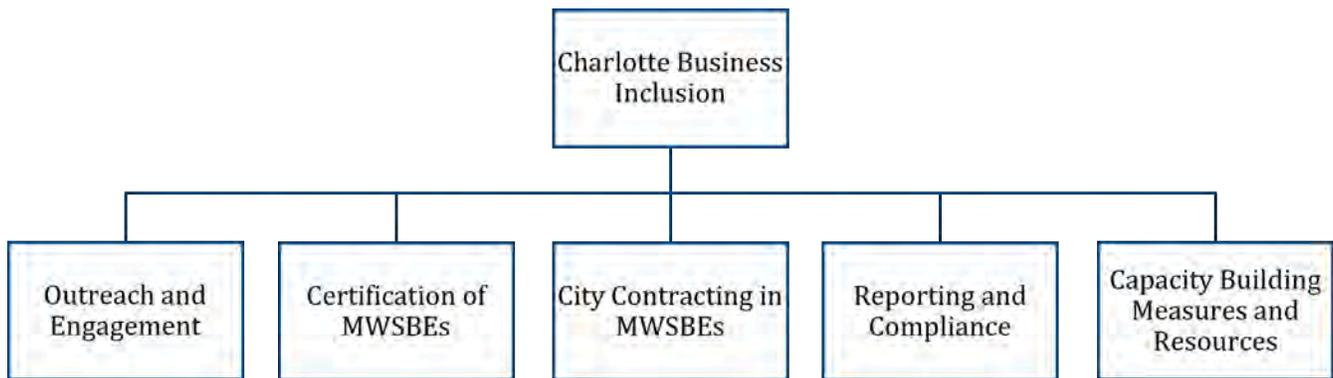
Mission Statement

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

- Administer the city’s Minority, Women, and Small Business Enterprise (MWSBE) program and policies
- Support the MWSBE business community by ensuring all city projects, initiatives, and opportunities are programmed with an equity lens
- 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 2022 Actual	FY 2023 Actual	FY 2024 Budget ¹	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$-	\$-	\$1,291,210	\$1,549,800	20.0%
Operating Expenses	\$-	\$-	\$158,650	\$177,324	11.8%
Total Expenditures	\$-	\$-	\$1,449,860	\$1,727,124	19.1%

¹ FY 2024 included the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment included a transfer of \$1,098,496 from General Services to Charlotte Business Inclusion and a 32.0 percent increase in funding for the Charlotte Business Inclusion Office.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$24,446
Add one position to advance city contracting goals Add a Business Inclusion Specialist dedicated to CBI University. This position will provide a role that centralizes and coordinates educational programs offered by both city departments and external partner organizations to Minority, Women, and Small Business Enterprises (MWSBEs) in the city.	1.00	\$103,559
Provide funds for staff training and development Add funds for supplier diversity best practice trainings and other professional development opportunities.	-	\$20,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2024. 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.	-	\$120,085
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$10,500
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$1,326
Net Change	1.00	\$277,264

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Workforce and Business Development				
Increase the number of certified Minority, Women, and Small Business Enterprises (MWSBE) in city certification program	Number of certified MWSBE firms eligible to do business in the city program	1,536	≥1,600	≥1,600
Increase the amount of spend with city certified Minority, and Women Enterprises (MWBE)	Percent of spend with eligible city certified MWBE firms.	9.9%	≥11.0%	≥12.0%
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	97.8%	≥96%	≥96%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Officer	-	-	1.00	1.00	-
Business Inclusion Manager	-	-	-	1.00	1.00
Business Inclusion Officer	-	-	1.00	1.00	-
Business Inclusion Specialist	-	-	4.00	6.00	2.00
Business Inclusion Specialist Lead	-	-	3.00	2.00	-1.00
Business Inclusion Supervisor	-	-	1.00	-	-1.00
Management Analyst	-	-	1.00	1.00	-
Marketing Coordinator	-	-	1.00	1.00	-
Department Total FTE	-	-	12.00¹	13.00	1.00

¹ FY 2024 included the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment included the transfer of 9.0 FTEs from General Services to the Charlotte Business Inclusion Office. The FY 2024 Adopted Budget also included the addition of 3.0 FTEs.

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$6,572,155	\$7,322,899	\$7,956,128	\$8,908,825	12.0%
Operating Expenses	\$408,220	\$414,968	\$464,548	\$627,067	35.0%
Department Charges	-\$3,044,475	-\$3,373,365	-\$3,024,200	-\$3,183,563	-5.3%
Total Expenditures	\$3,935,900	\$4,364,502	\$5,396,476	\$6,352,329	17.7%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$201,667
Add a position to support real estate legal services Add an Assistant City Attorney II to provide additional legal support for real estate and contracting needs related to capital projects. The cost of this position will be partially reimbursed by the Capital Investment Plan.	1.00	\$68,999
Add a position to support Police legal services Add an Assistant City Attorney II to provide additional legal support to Police.	1.00	\$137,999
Support efficient case management and discovery Provide funds for technological solutions for case management and document discovery.	-	\$131,000
Add a position to support Aviation operations Add a Paralegal I to support legal services for Aviation. The cost of this position will be reimbursed by Aviation, resulting in no General Fund impact.	1.00	\$-
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2024. 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.	-	\$345,294
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$39,375
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$31,519
Net Change	3.00	\$955,853

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Workforce and Business Development				
Provide opportunities for law students to gain work experience in government practice	Number of internships provided	2	2	2
	Number of externships provided	1	1	1
Educate Minority, Women, and Small Business Enterprise (MWSBE) law firms of legal service opportunities with the city	Number of presentations held	2	2	2
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Timely public record responses	Percent of public records requests responded to within two business days	100%	≥90%	≥90%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	1.00	1.00	-
Administrative Officer I	1.00	1.00	-	-	-
Administrative Officer III	1.00	1.00	-	-	-
Assistant City Attorney I	5.00	4.00	4.00	4.00	-
Assistant City Attorney II	7.00	2.00	3.00	5.00	2.00
Assistant City Attorney Lead	5.00	5.00	5.00	5.00	-
Assistant City Attorney Senior I	2.00	9.00	10.00	8.00	-2.00
Assistant City Attorney Senior II	9.00	10.00	8.00	10.00	2.00
Assistant City Attorney Supervisor	3.00	3.00	3.00	3.00	-
City Attorney	1.00	1.00	1.00	1.00	-
Deputy City Attorney	1.00	1.00	1.00	1.00	-
Legal Secretary	2.00	2.00	1.00	1.00	-
Management Analyst	-	-	1.00	1.00	-
Paralegal	5.00	5.00	6.00	-	-6.00
Paralegal I	-	-	-	5.00	5.00
Paralegal II	-	-	-	2.00	2.00
Department Total FTE	42.00	44.00	45.00	48.00	3.00

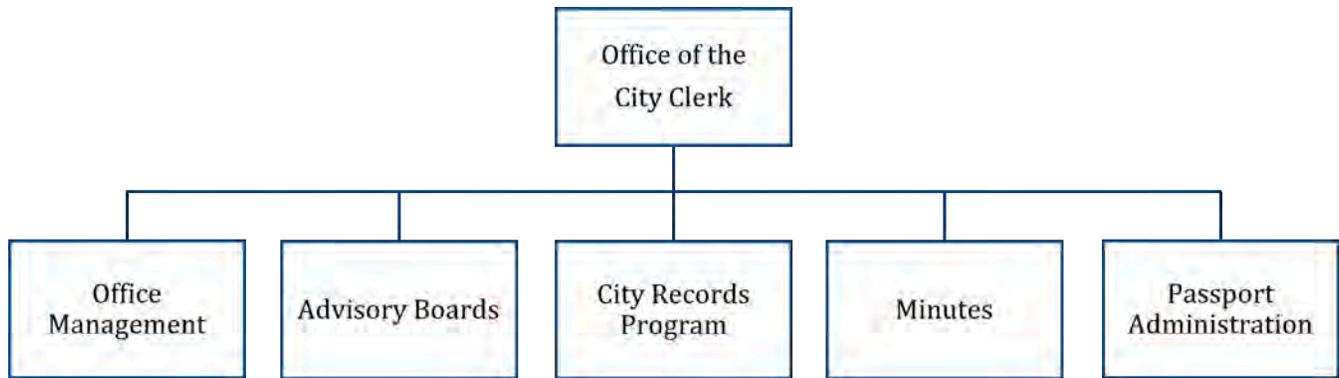
Mission Statement

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 record 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
- Administer the citywide records management program by regularly updating the city's records retention schedules pursuant to state requirements, and managing public records requests, research and access to public records
- Maintain the Code of Ordinances
- Manage the city's Passport Acceptance Facility

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Licenses, Fees, Fines	\$58,153	\$85,923	\$61,000	\$66,000	8.2%
Charges for Current Services	\$-	\$-	\$129,270	\$167,195	29.3%
Total Revenues	\$58,153	\$85,923	\$190,270	\$233,195	22.6%
Expenditures					
Personnel Services	\$706,209	\$866,887	\$1,040,624	\$1,217,588	17.0%
Operating Expenses	\$168,545	\$168,601	\$212,125	\$247,054	16.5%
Total Expenditures	\$874,754	\$1,035,488	\$1,252,749	\$1,464,642	16.9%
Net Expenditures	\$816,601	\$949,565	\$1,062,479	\$1,231,447	15.9%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$28,518
Support the city's Passport Acceptance Facility Add one Administrative Officer and transition one part-time Administrative Specialist to full-time to support the Passport Acceptance Facility. This adjustment also includes funds to support annual expenses for postage related to passport services. These positions will be reimbursed by user fee revenue.	1.50	\$94,485
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 2024. 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.	-	\$51,929
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$8,750
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$28,211
Net Change	1.50	\$211,893

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
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	87%	79%	95%
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	44% ¹	≥90%	≥90%

¹ FY 2023 negatively impacted by personnel shortages. In FY 2024, funding was reprogrammed to help meet processing needs.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Officer I	2.00	5.50	-	-	-
Administrative Officer III	1.00	1.00	-	-	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer	-	-	2.00	3.00	1.00
Administrative Officer Lead	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	1.00	1.00	-
Administrative Specialist	-	-	3.50	4.00	0.50
City Clerk	1.00	1.00	1.00	1.00	-
Deputy City Clerk	1.00	1.00	1.00	1.00	-
Office Assistant V	2.00	-	-	-	-
Department Total FTE	8.00	9.50	9.50	11.00	1.50

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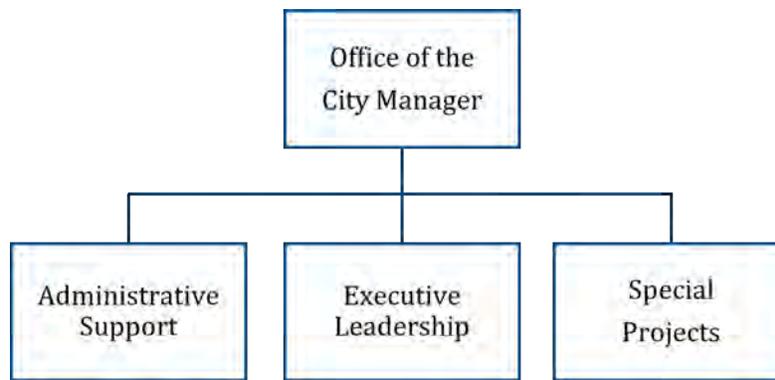
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed ¹	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$2,280,983	\$2,637,253	\$2,997,606	\$3,000,654	0.1%
Operating Expenses	\$308,497	\$365,351	\$357,525	\$449,239	25.7%
Total Expenditures	\$2,589,480	\$3,002,604	\$3,355,131	\$3,449,893	2.8%

¹ FY 2025 includes the realignment of \$300,408 and 1.00 FTE from the City Manager’s Office to an office within Special Initiatives.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$108,109
Realign Workforce Development into an office within Special Initiatives Realign Workforce Development funds from the City Manager's Office to an office within Special Initiatives. There is a corresponding entry in Special Initiatives.	-1.00	-\$300,408
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 2024. 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.	-	\$184,847
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$10,500
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$91,714
Net Change	-1.00	\$94,762

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Arts & Culture Officer	-	1.00	1.00	1.00	-
Assistant City Manager	3.00	3.00	3.00	3.00	-
Assistant to City Manager II	3.00	1.00	-	-	-
Assistant to City Manager Senior	-	1.00	-	-	-
Assistant to the City Manager	-	-	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	2.00	1.00	-1.00
Department Total FTE	11.00	12.00	12.00	11.00¹	-1.00

¹ FY 2025 includes the realignment of 1.00 FTE from the City Manager's Office to a workforce development office within Special Initiatives.

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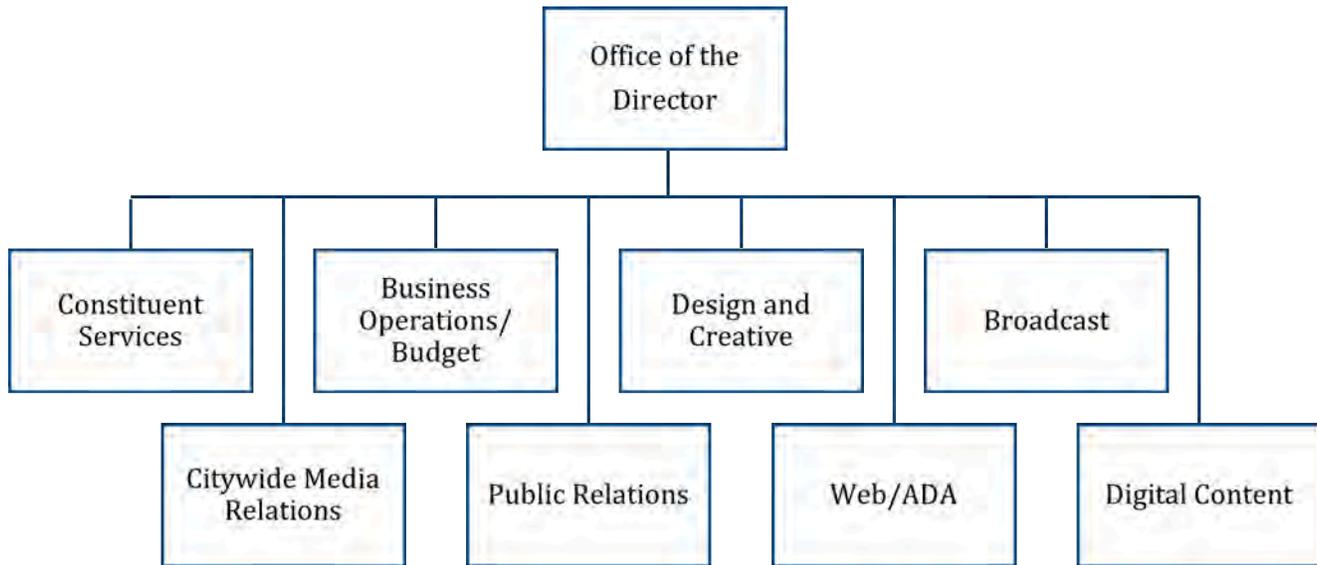
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$3,803,280	\$4,025,716	\$4,225,282	\$4,708,675	11.4 %
Operating Expenses	\$819,115	\$698,513	\$670,482	\$756,889	12.9 %
Total Expenditures	\$4,622,395	\$4,724,229	\$4,895,764	\$5,465,564	11.6 %

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$110,270
Enhance website accessibility Add one Public Information Specialist Senior to enhance the city's website in continued compliance with the Americans with Disability Act and public information requests.	1.00	\$109,058
Expedite public record request responses Add one Public Information Specialist Senior to improve public record request response times.	1.00	\$109,058
Support professional development Provide funds for travel, trainings, and meetings based on recent and planned utilization.	-	\$43,000
Improve the city website Provide funds to enhance technical support for Charlottenc.gov, the city's public-facing website.	-	\$17,660
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 2024. 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 elimination of a vacant position that is no longer needed.	-1.00	\$111,892
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$41,115
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$27,747
Net Change	1.00	\$569,800

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Improve the city's website accessibility, including improved global search, skip navigation, and text increase/decrease menu options	ADA compliant score for government websites	80 out of 100	≥85 out of 100	≥88 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	35 trainings and/or engagement touchpoints	30 trainings and/or engagement touchpoints	40 trainings and/or engagement touchpoints
Increase content highlighting City of Charlotte's engagement with the community	Number of yearly stories	New Measure	250 Stories	375 Stories

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer II	1.00	-	-	-	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Secretary I	1.00	1.00	-	-	-
Administrative Services Manager	1.00	1.00	1.00	-	-1.00
Budget & Finance Analyst Senior	-	-	1.00	1.00	-
Communications Director	1.00	-	-	-	-
Constituent Services Division Manager	1.00	1.00	1.00	1.00	-
Content Webmaster	2.00	2.00	2.00	2.00	-
Corporate Communication Specialist	5.00	6.00	5.00	6.00	1.00
Corporate Communication Specialist Senior	4.00	4.00	5.00	5.00	-
Creative Services Supervisor	1.00	1.00	1.00	1.00	-
Deputy Communication Director	1.00	1.00	1.00	1.00	-
Director of Public Information	-	1.00	1.00	1.00	-
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Mayor & City Council Support Specialist	4.00	4.00	6.00	5.00	-1.00
Mayor & City Council Support Specialist Associate	1.00	1.00	-	1.00	1.00
Mayor & City Council Support Specialist Senior	1.00	1.00	-	-	-
Public Info Specialist Senior	3.00	3.00	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	1.00	-
Special Asst to Mayor and City Council	-	-	1.00	2.00	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	36.00	36.00	37.00	38.00	1.00

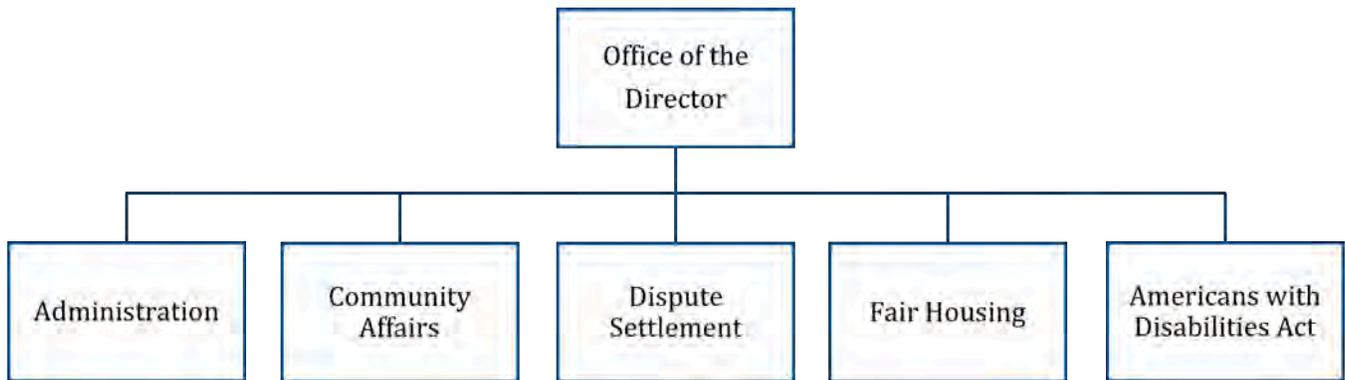
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Intergovernmental - State	\$-	\$-	\$65,578	\$70,000	6.7%
Total Revenues	\$-	\$-	\$65,578	\$70,000	6.7%
Expenditures					
Personnel Services	\$1,891,424	\$2,345,433	\$2,454,850	\$2,697,468	9.9%
Operating Expenses	\$194,246	\$190,794	\$143,222	\$131,249	-8.4%
Department Charges	-\$302,669	-\$287,117	-\$144,981	-\$104,981	27.6%
Total Expenditures	\$1,783,001	\$2,249,110	\$2,453,091	\$2,723,736	11.0%
Net Expenditures	\$1,783,001	\$2,249,110	\$2,387,513	\$2,653,736	11.2%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$50,234
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 2024. 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 recognizes a grant funded Community Relations Specialist that was erroneously not included in the FY 2024 budget.	1.00	\$176,789
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$44,595
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$973
Net Change	1.00	\$270,645

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Great Neighborhoods				
Coordinate public and private funding to host community events, and deliver services and programs	Generate funds from external sources and community partners to hold annual events	New Measure	New Measure	≥\$200,000
Maintain sufficient levels of volunteers to ensure availability of opportunities toward communication improvement amongst community groups	Number of volunteer hours maintained to ensure equity and access to services	New Measure	New Measure	≥3,000
Investigate housing discrimination	Number of housing discrimination cases investigated	48	≥25	≥37
	Number of Fair Housing trainings held with materials available that promote language inclusivity	New Measure	New Measure	≥20
Provide voluntary mediation involving landlord tenant disputes involving rent payments, repairs, lease agreements and overall communication issues between involved parties	Number of mediations/ conciliations conducted and successfully resolved	New Measure	New Measure	≥1,000
	Divert the use of county court services through utilization of free remediation services at a savings rate of \$200 per case	New Measure	New Measure	≥\$150,000
Broadening Community outreach through partnerships	Number of collaborations/ partnership events or activities	New Measure	New Measure	≥20
	Number of annual participants	New Measure	≥150	≥150

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
ADA Program Coordinator	-	-	-	1.00	1.00
Administrative Officer I	-	1.00	-	-	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer Senior	-	-	1.00	1.00	-
Administrative Specialist	-	-	1.00	-	-1.00
Assistant Director	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	1.00	1.00	-
Community Programs Coordinator	1.00	1.00	2.00	2.00	-
Community Relations Administrator	1.00	1.00	-	-	-
Community Relations Manager	1.00	1.00	-	-	-
Community Relations Division Manager	1.00	1.00	1.00	-	-1.00
Community Relations Specialist	5.00	7.00	10.00	11.00	1.00
Construction Inspector	-	1.00	-	-	-
Construction Inspector Senior	-	-	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	-	-	-
Public Information Specialist Senior	-	-	1.00	1.00	-
Department Total FTE	12.00	17.00	20.00	21.00	1.00

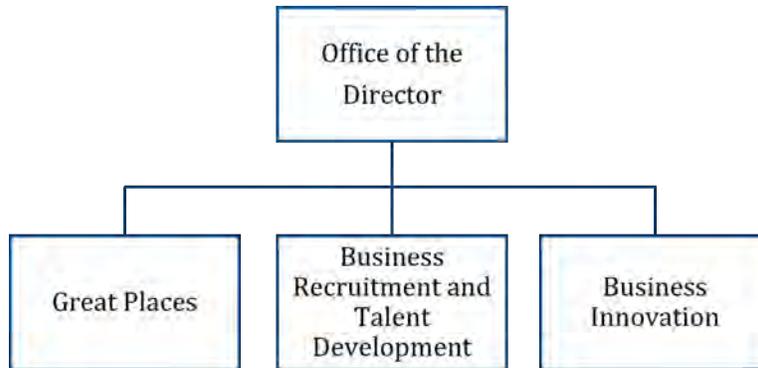
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$2,409,103	\$2,486,167	\$2,823,462	\$2,936,537	4.0%
Operating Expenses	\$3,145,011	\$2,591,329	\$4,038,772	\$4,543,185	12.5%
Department Charges	-\$80,807	-\$80,807	-\$80,807	-\$80,807	0.0%
Total Expenditures	\$5,473,307	\$4,996,689	\$6,781,427	\$7,398,915	9.1%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$52,790
Support strategic initiatives Realign funds to support the Economic Development department's regional role in business recruitment and retention from the Pay-As-You-Go Fund to better match ongoing needs with ongoing funding sources. These funds also support real estate and economic advisory services. This is an accounting change that will not impact service levels.	-	\$250,000
Update contractual funds for STIG and BIG payments Technical adjustment to reimburse companies that have qualified for tax reimbursement through the Business Investment Grant (BIG) program or Synthetic Tax Increment Grant (STIG) program. These funds are offset by additional property tax revenue that the city receives.	-	\$266,608
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 2024. 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.	-	\$21,255
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$18,375
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$8,460
Net Change	-	\$617,488

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Workforce and Business Development				
Increase business relocations to Charlotte and expansions of existing businesses	Dollar amount of private investment in the city	\$296,300,000	≥\$300,000,000	≥\$300,500,000
	The number of jobs generated by the city's Business Investment Grants (retained and new)	747 ¹	≥5,000	≥2,000 ²
Leverage private investment in major redevelopment projects through public improvements	Leverage ratio of public to private investment (overall projects)	1:15	≥1:10	≥1:10
	Leverage ratio of public to private investment (Corridors of Opportunity)	1:3	≥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	52	≥30	≥30

¹ FY 2023 affected by timing of approved announcements and economic conditions

² FY 2025 adjusted to more accurately reflect jobs created specifically by the city's Business Investment Grant program.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	1.00	-	-1.00
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer I	1.00	1.00	-	-	-
Administrative Officer II	1.00	1.00	-	-	-
Administrative Officer III	2.00	2.00	-	-	-
Administrative Officer Senior	-	-	2.00	2.00	-
Assistant City Manager/Economic Development Director	1.00	1.00	1.00	1.00	-
Assistant Director	-	-	1.00	1.00	-
Assistant Economic Development Director	3.00	3.00	-	-	-
Budget & Finance Analyst Lead	-	-	-	1.00	1.00
Deputy Economic Development Director	1.00	1.00	1.00	1.00	-
Economic Development Division Manager	-	-	2.00	2.00	-
Economic Development Operations Manager Senior	1.00	1.00	1.00	1.00	-
Economic Development Program Manager	7.00	8.00	8.00	7.00	-1.00
Economic Development Program Manager Senior	1.00	1.00	1.00	2.00	1.00
Economic Development Specialist	-	1.00	1.00	1.00	-
Economic Development Specialist Senior	3.00	1.00	1.00	1.00	-
Department Total FTE	21.00	21.00	21.00	21.00	-

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Improve Cultural Facilities	\$13,399,749	PAYGO	338
Revitalize Business Corridors	\$500,000	PAYGO	338
Promote Public/Private Partnerships	\$15,000,000	GO Bonds	417
Reimburse Innovation District Infrastructure (Atrium)	\$10,000,000	GO Bonds	418
Support Ballantyne Reimagined Infrastructure	\$8,700,000	GO Bonds	419
Reimburse Garrison Road North Infrastructure (River District)	\$3,000,000	GO Bonds	420
Total	\$50,599,749		

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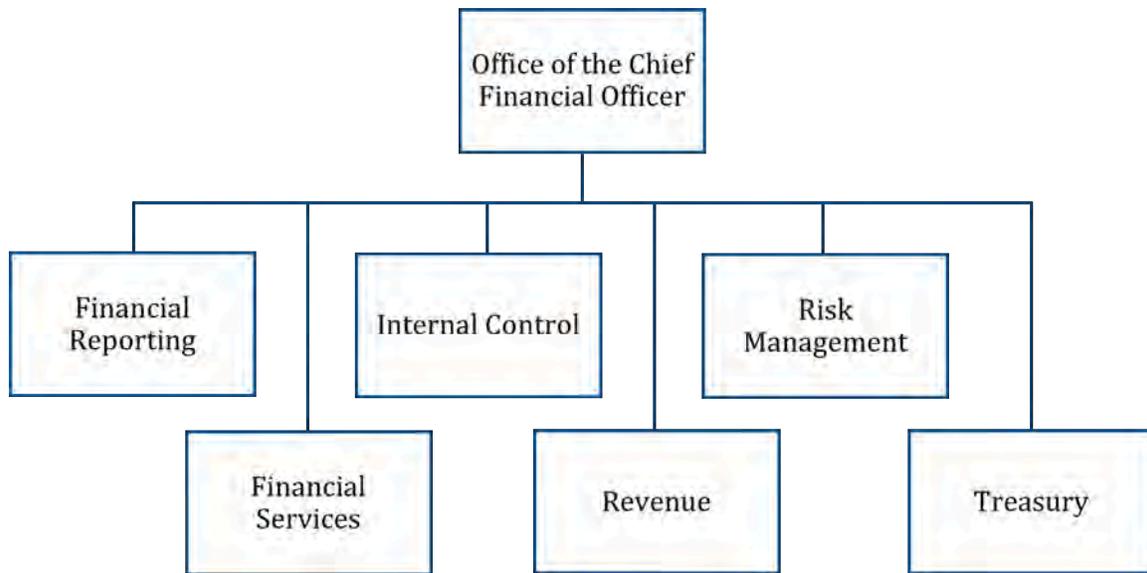
Mission Statement

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
- Administer accounts payable and accounts receivable services, including utility payments and housing loans
- Establish and manage standards for financial internal controls, including maximizing opportunities to improve standardization, efficiency, and fiscal accountability
- Serve as the city’s official revenue collection unit by providing billing, collection, and depositing services, including e-business services
- Provide insurance, claims, and loss control services
- Manage the city’s current debt portfolio, future debt needs, and long-term investment of city funds

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget ¹	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$7,757,632	\$8,284,026	\$8,256,065	\$8,880,912	7.6 %
Operating Expenses	\$4,042,267	\$4,200,325	\$3,379,586	\$3,419,091	1.2 %
Department Charges	-\$101,428	-\$95,764	-\$310,248	-\$310,248	0.0 %
Interfund Activity Support	\$78,674	\$84,700	\$77,190	\$77,190	0.0 %
Total Expenditures	\$11,777,145	\$12,473,287	\$11,402,593	\$12,066,945	5.8 %

¹ FY 2024 included the realignment of \$2,114,841 from Finance to Charlotte Water for revenue billing services.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$184,703
Add a position to enhance internal controls Add one Internal Controls Supervisor to support compliance with established standards, financial policies, processes, and the city's financial functions.	1.00	\$97,438
Provide funds for software services and revenue and billing systems Technical adjustment to provide funds for contractual increases in the maintenance cost of software and revenue and billing systems.	-	\$6,204
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 2024. 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.	-	\$268,147
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$74,559
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$33,301
Net Change	1.00	\$664,352

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
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	Implemented two policy or process updates	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 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Accountant I	1.00	1.00	-	-	-
Accountant II	5.00	5.00	-	-	-
Accountant III	2.00	3.00	-	-	-
Accountant IV	5.00	5.00	-	-	-
Accountant	-	-	8.00	8.00	-
Accountant Lead	-	-	4.00	4.00	-
Accountant Senior	-	-	5.00	7.00	2.00
Accounting Analyst	-	-	5.00	4.00	-1.00
Accounting Specialist Senior	7.00	6.00	-	-	-
Accounting Supervisor	-	-	1.00	1.00	-
Accounting Technician	11.00	11.00	9.00	9.00	-
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer I	1.00	1.00	-	-	-
Administrative Officer II	3.00	3.00	-	-	-
Administrative Officer IV	1.00	-	-	-	-
Administrative Officer V	1.00	-	-	-	-
Administrative Secretary I	1.00	1.00	-	-	-
Assistant Chief Accountant	1.00	1.00	1.00	1.00	-
Assistant Financial Services Manager	2.00	2.00	3.00	3.00	-
Budget & Finance Analyst	-	-	2.00	2.00	-
Budget & Finance Manager	-	-	1.00	1.00	-
Business Analysis Manager	-	1.00	-	-	-
Business Analyst	-	2.00	1.00	1.00	-
Business Analyst Associate	-	1.00	-	-	-
Business Analyst Coordinator	-	2.00	-	-	-
Business Analyst Senior	-	3.00	-	-	-
Business Systems Manager	1.00	-	-	-	-
Business Systems Specialist	2.00	-	-	-	-
Business Systems Specialist Associate	1.00	-	-	-	-
Business Systems Specialist Lead	2.00	-	-	-	-
Business Systems Specialist Senior	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	3.00	1.00	1.00	1.00	-
Customer/Revenue Service Assistant Senior	4.00	4.00	4.00	4.00	-
Customer/Revenue Service Specialist	3.00	3.00	3.00	3.00	-
Debt Manager	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Deputy Director II	1.00	1.00	1.00	1.00	-
Division Manager	1.00	-	-	-	-
Financial Accountant I	2.00	2.00	2.00	2.00	-
Financial Accountant II	4.00	4.00	4.00	3.00	-1.00
Financial Accountant III	5.00	6.00	6.00	6.00	-
Financial Accountant IV	1.00	1.00	1.00	1.00	-
Financial Services Manager	2.00	3.00	3.00	3.00	-
Internal Controls Supervisor	-	-	-	1.00	1.00
Investment Manager	1.00	1.00	1.00	1.00	-
Revenue Collections Agent	3.00	3.00	3.00	3.00	-
Department Total FTE	84.00	82.00	75.00¹	76.00	1.00

¹ FY 2024 included the realignment of 9.0 FTEs from the Finance to Charlotte Water for revenue billing services.

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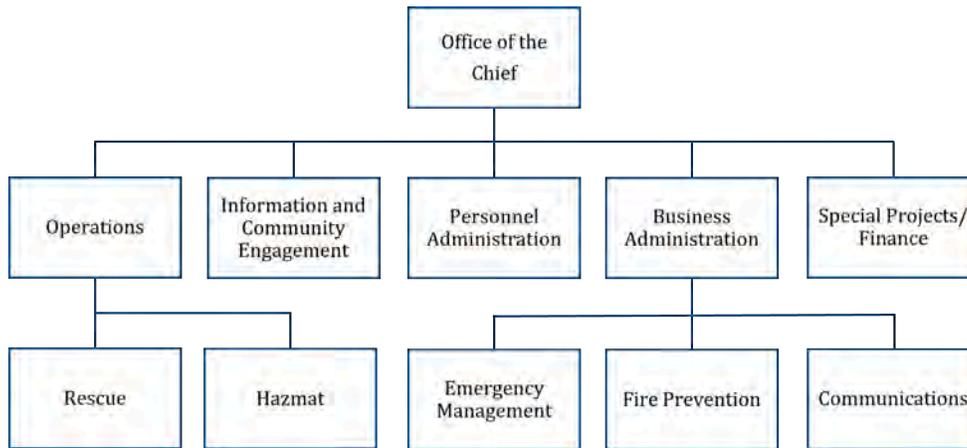
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Intergovernmental	\$1,960,956	\$1,650,559	\$1,958,075	\$2,068,035	5.6%
Licenses, fees, fines	\$1,958,267	\$1,992,041	\$2,052,784	\$4,171,560	103.2%
Charges for current services	\$1,906,541	\$2,256,692	\$2,435,192	\$3,555,660	46.0%
Miscellaneous	\$33,264	\$33,264	\$35,112	\$33,264	-5.3%
Interfund Fire charges	\$7,728,998	\$8,535,368	\$8,615,319	\$10,467,132	21.5%
Other	\$15,677	\$72,178	\$70,000	\$25,000	-64.3%
Private contribution	\$62,860	\$37,441	\$60,000	\$60,000	0.0%
Total Revenues	\$13,666,563	\$14,577,543	\$15,226,482	\$20,380,651	33.9%
Expenditures					
Personnel Services	\$135,099,864	\$144,173,198	\$151,769,591	\$173,528,144	14.3%
Operating Expenses	\$16,326,836	\$17,681,317	\$18,962,542	\$21,631,111	14.1%
Department Charges	-\$159,738	-\$287,440	-\$262,979	-\$282,745	-7.5%
Total Expenditures	\$151,266,962	\$161,567,075	\$170,469,154	\$194,876,510	14.3%
Net Expenditures	\$137,600,399	\$146,989,532	\$155,242,672	\$174,495,859	12.4%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November); a four percent merit pool for salaried employees; and a 1.5 percent market adjustment for hourly public safety employees (which is increased to 2.5 percent in the enhanced compensation adjustment below).	-	\$5,118,770
Provide funds for enhanced compensation and pay structure changes Provide funds for additional compensation actions to attract and retain public safety employees. These actions include: adjustments to the top step of Fire Engineer and the top and bottom steps of Fire Captain by 2.5 percent each; increasing the market adjustment to 2.5 percent in November; and a corresponding equity adjustment.	-	\$2,263,437
Support equipment lifecycle management Provide funds to replace critical equipment necessary for Fire Department operations. Replacements could include turnout gear, SCBA gear, ropes, hoses, and tools.	-	\$1,000,000
Support technology lifecycle management Provide funds to replace critical technology necessary for Fire Department operations. Replacements could include records management software, radios, computers, tablets, modems, Fire 911 equipment and other critical technology.	-	\$1,000,000
Establish a new ladder company in the Hidden Valley neighborhood Provide funds to staff the newly constructed Firehouse 45 with a ladder company. Three of the new positions will provide firefighter relief across the Fire Department.	18.00	\$1,565,008
Establish new ladder company at Firehouse 20 Provide funds to staff a new ladder company at Firehouse 20 to improve ladder coverage in southwest Charlotte. Three of the new positions will provide firefighter relief across the Fire Department.	18.00	\$1,028,863
Provide positions for fire inspections and plan reviews Add 12 positions to support state mandated fire inspections and plan reviews based on increased submittals. These positions will be reimbursed by user fee revenue, resulting in no General Fund impact.	12.00	\$1,177,388
Provide funds for relief Captains to support new companies Provide funds to reclass six Fire Fighter I positions to Fire Captains to provide relief to other Captains across the Fire Department.	-	\$188,580
Establish Battalion Provide funds for three Battalion Chiefs to establish Battalion 9 between Battalion 1 (Central Charlotte/Uptown Corridor) and Battalion 2 (University Area Corridor).	3.00	\$316,729

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Add positions to support administrative management Add an Administrative Officer, a Data Analytics Specialist, and an Administrative Officer Lead to support effective management of operations and recruitment.	3.00	\$282,065
Provide additional funds to backfill shifts for required trainings Provide additional funds to continue backfilling shifts while sworn personnel are participating in trainings required for specialized unit assignments.	-	\$44,486
Establish a new ladder company at CLT Airport and provide on-going operating funds Provide funds to begin a recruit class for the establishment of a new ladder company at CLT Airport in FY 2026 and provide funds for ladder apparatus equipment, personal protective equipment, uniforms, tools and on-going operating needs. These costs will be reimbursed by Aviation, resulting in no General Fund impact.	18.00	\$968,528
Annualize increase to retiree health investment account program Technical adjustment to annualize the FY 2024 increase in the city's annual contribution to the retiree health investment account from \$1,040 to \$1,300 for all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.	-	\$152,490
Provide funds for turnout gear Technical adjustment to provide funds for existing contractual increases in firefighter personal protective equipment.	-	\$42,360
Support software maintenance Technical adjustment to provide funds for contractual increases in software maintenance for computer-aided dispatch and records management systems.	-	\$14,415
Increase city contribution to Charlotte Firefighter's Retirement System (CFRS) Increase employer contribution to CFRS by an additional 4.914 percent in FY 2025. This results in an employer contribution of 25.304 percent, which is 2.914 percentage points higher than the planned contribution.	-	\$4,831,598
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 2024. 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 funds for the previously approved reclassification of a Battalion Chief to a Division Chief to manage the increased duties and responsibilities of the Health and Safety Division.	-	\$3,209,991
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$1,151,470

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$51,178
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	72.00	\$24,407,356

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Safe Communities				
Provide timely response to calls for service	Percent of calls for Fire response responded to within six minutes	78.8%	≥90%	≥90%
	Percent of 911 calls answered within 10 seconds	99.1%	≥90%	≥90%
	Percent of calls with fourth-due fire company (effective firefighting force) total response time for structure fire calls responding within 10 minutes 20 seconds	91.6%	≥90%	≥90%
Deliver efficient dispatch of companies	Percent of 911 calls dispatched within 60 seconds	97.7%	≥90%	≥90%
Provide public education instruction to promote safety for families	Percent of CMS third graders receiving fire prevention education in 111 schools	100%	100%	100%
Deliver effective firefighting coverage	Percent of time minimum staffing on fire companies is maintained	New Measure	New Measure	100%
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
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	44%	≥45%	≥45%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Battalion Fire Chief	38.00	37.00	38.00	40.00	2.00
Deputy Fire Chief	3.00	3.00	3.00	3.00	-
Division Fire Chief	7.00	8.00	8.00	9.00	1.00
Fire Captain	252.00	252.00	249.00	264.00	15.00
Fire Captain - Special Assignment	7.00	7.00	16.00	16.00	-
Fire Chief	1.00	1.00	1.00	1.00	-
Fire Fighter Engineer	201.00	201.00	207.00	219.00	12.00
Fire Fighter I	224.00	229.00	244.00	271.00	27.00
Fire Fighter II	371.00	366.00	380.00	380.00	-
Public Safety Total FTE	1,104.00	1,104.00	1,146.00	1,203.00	57.00

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	4.00	3.00	-1.00
Administrative Officer	-	-	-	2.00	2.00
Administrative Officer I	4.00	5.00	-	-	-
Administrative Officer II	3.00	3.00	-	-	-
Administrative Officer III	4.00	4.00	-	-	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Administrative Officer Lead	-	-	-	1.00	1.00
Administrative Officer Senior	-	-	2.00	2.00	-
Behavioral Health Coordinator	-	1.00	-	-	-
Behavioral Health Specialist Senior	-	-	1.00	1.00	-
Budget & Finance Analyst	-	-	1.00	1.00	-
Budget & Finance Analyst Lead	-	-	1.00	1.00	-
Budget & Finance Analyst Senior	-	-	1.00	1.00	-
Budget & Finance Manager	-	-	1.00	1.00	-
Budget & Finance Specialist	-	-	1.00	1.00	-
Building Maintenance Assistant	1.00	1.00	1.00	1.00	-
Chief Fire Inspector	1.00	1.00	1.00	1.00	-
Chief Fire Investigator	1.00	1.00	1.00	1.00	-
Data Analytics Specialist	-	-	-	1.00	1.00
Emergency Management Planner	5.00	5.00	5.00	4.00	-1.00
Emergency Management Planning Coordinator	1.00	1.00	1.00	2.00	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	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
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	10.00	8.00	13.00	28.00	15.00
Fire Inspector Certified	24.00	30.00	26.00	22.00	-4.00
Fire Inspector Senior	6.00	6.00	7.00	8.00	1.00
Fire Investigator Certified	6.00	6.00	6.00	6.00	-
Fire Investigator Senior	3.00	3.00	3.00	3.00	-
Fire Marshal	1.00	1.00	1.00	1.00	-
Fire Telecommunicator	-	-	-	24.00	24.00
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
Fire Telecommunicator Lead	-	-	-	6.00	6.00
Fire Telecommunicator Senior	-	-	-	7.00	7.00
Fire Telecommunicator Supervisor	-	-	-	2.00	2.00
GIS Analyst	1.00	-	-	-	-
GIS Coordinator	-	1.00	1.00	1.00	-
Human Resources Generalist	-	-	3.00	3.00	-
Human Resources Specialist Senior	-	-	2.00	2.00	-
Inventory & Warehouse Assistant	-	-	-	2.00	2.00
Inventory & Warehouse Coordinator	-	-	-	2.00	2.00
Management Analyst	1.00	1.00	1.00	1.00	-
Management Analyst Senior	1.00	1.00	1.00	1.00	-
Office Assistant V	3.00	3.00	-	-	-
Office Assistant Senior	-	-	2.00	2.00	-
Public Information Officer	-	1.00	1.00	1.00	-
Storekeeper	2.00	2.00	2.00	-	-2.00
Stores Supervisor	1.00	1.00	2.00	-	-2.00
General Employee Total FTE	129.00	136.00	140.00	155.00	15.00
DEPARTMENT TOTAL FTE	1,233.00	1,240.00	1,286.00	1,358.00	72.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Construct Fire Facilities	\$14,500,000	COPs	356
Complete Fire Equity Facilities	\$1,500,000	COPs	404
Upgrade Self-Contained Breathing Equipment for Fire	\$13,200,000	Other Sources	358
Total	\$29,200,000		

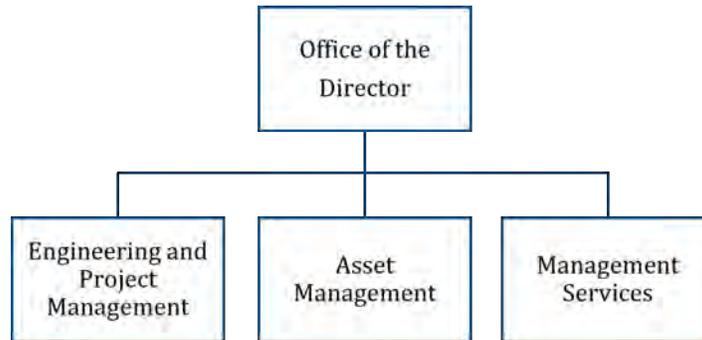
Mission Statement

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

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget¹	FY 2025 Proposed²	Percent Change FY 2024 FY 2025
Revenues					
Licenses, Fees, and Fines	\$675	\$815	\$-	\$-	0.0%
Intergovernmental-Local	\$3,190,076	\$4,765,991	\$3,670,269	\$1,065,463	-71.0%
Charges for Current Services	\$790,402	\$1,221,498	\$956,400	\$966,900	1.1%
Miscellaneous	\$738,956	\$646,126	\$654,216	\$669,995	2.4%
Administrative charges	\$1,027,107	\$1,261,162	\$813,000	\$1,463,000	80.0%
Other	-\$7,191	\$30,380	\$10,000	\$60,000	500.0%
Sales of assets	\$1,220,564	\$1,166,432	\$1,328,000	\$968,000	-27.1%
Total Revenues	\$6,960,589	\$9,092,404	\$7,431,885	\$5,193,358	-30.1%
Expenditures					
Personnel Services	\$41,666,763	\$44,438,876	\$48,777,901	\$38,707,625	-20.6%
Operating Expenses	\$27,477,163	\$32,114,502	\$28,656,038	\$13,200,189	-53.9%
Capital Outlay	\$155,041	\$177,237	\$150,000	\$74,000	-50.7%
Department Charges	-\$46,451,876	-\$50,698,552	-\$50,682,032	-\$24,918,637	50.8%
Total Expenditures	\$22,847,091	\$26,032,063	\$26,901,907	\$27,063,177	0.6%
Net Expenditures	\$15,886,502	\$15,886,502	\$19,470,022	\$21,869,819	12.3%

¹ FY 2024 included the realignment of the Charlotte Business Inclusion Division within the Department of General Services to form the new Charlotte Business Inclusion Office. This realignment included a transfer of \$1,098,496 and 9.0 FTEs from General Services to Charlotte Business Inclusion.

² FY 2025 includes the realignment of 4.00 FTEs and \$820,004 from the Sustainability Division within General Services to an office within Special Initiatives, and \$2,320,487 from the Fleet Division within General Services to the newly formed Fleet Management Fund.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$946,374
Support citywide purchasing and contracting Hire one Procurement Officer to enhance procurement capacity. The position will focus on writing and defining scopes of procurement services.	1.00	\$104,667
Support maintenance and sustainability of city facilities Provide funds to hire an additional Senior Electrician to support recent investments at city facilities that further the goals of the Strategic Energy Action Plan. This position will help maintain solar roofs and electric vehicle charging stations across city facilities.	1.00	\$91,810
Provide funds for contractual adjustments, inflationary cost increases, and operations of landscape management Provide funds for cost increases in landscaping and cemeteries resulting from contractual adjustments, inflationary impacts, and to provide for median, general ground, and cemetery maintenance.	-	\$140,500
Provide funds for contractual adjustments in the operations of city buildings Technical adjustment to provide funds for contractual increases in security services in the Government Center and Old City Hall, as well as lease increases at the Asset Recovery and Disposal facility.	-	\$37,101
Transfer maintenance of transit facilities to CATS Transfer maintenance services at transit facilities from General Services to CATS. Prior to FY 2025 CATS paid for these services through a departmental charge.	-3.00	\$-
Adjust departmental charges Technical adjustment to department charges to enable General Services to be reimbursed for the cost of positions that provide services directly to specific departments and capital projects. This adjustment is a routine action that occurs at the beginning of each budget cycle.	-	-\$623,284
Realign Sustainability and Resilience into an office within Special Initiatives Realign Sustainability and Resilience funds from General Services to an office within Special Initiatives. There is a corresponding entry in Special Initiatives.	-4.00	-\$820,004
Transfer Fleet Management to a new Internal Service Fund Transfer funds for fleet maintenance to a new Internal Service Fund. This is an accounting change that will not impact service levels. There is a corresponding entry in the Fleet Management Fund.	-124.00	-\$2,320,487
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 2024. 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.	-	\$1,764,528

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures	-	\$308,855
Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.		
Update allocations for Internal Service Providers (ISPs)	-	\$531,210
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	-129.00	\$161,270

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Transportation and Planning				
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects constructed by established target dates	91%	≥85%	≥85%
	Percent of real estate processes that meet the estimated real estate portion of the construction schedule	74%	≥75%	≥75%
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Protect a healthy tree canopy	Average number of days to remove extreme priority hazardous street trees after notification	2 days	≤2 days	≤2 days
	Achieve canopy-neutral impacts when comparing trees removed to trees planted	Maintained at least 100% canopy neutrality	Maintain at least 100% canopy neutrality	Maintain at least 100% canopy neutrality
Improve the lives of residents through infrastructure programs that build stronger communities	Percent of projects delivered within established budget	82%	≥90%	≥90%
Maintain vehicles and large equipment effectively to ensure availability for departments to deliver services to the community	Percent of vehicles that are available for use in normal operations	95%	≥95%	≥95%
Provide cost effective building maintenance of the 200+ facilities within the city's portfolio that are at or below the Building Owners and Managers Association standards/ Federal average	Maintenance and repair costs per square foot	Achieved at or below the Building Owners and Managers Association standards / Federal	At or below the Building Owners and Managers Association standards/ Federal average	At or below the Building Owners and Managers Association standards/ Federal average

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	5.00	4.00	-1.00
Administrative Assistant Senior	-	-	2.00	2.00	-
Administrative Officer I	13.00	13.00	-	-	-
Administrative Officer II	14.00	14.00	-	-	-
Administrative Officer III	9.00	9.00	-	-	-
Administrative Officer IV	5.00	4.00	-	-	-
Administrative Officer V	2.00	2.00	-	-	-
Administrative Officer	-	-	8.00	7.00	-1.00
Administrative Officer Lead	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	2.00	3.00	1.00
Administrative Secretary I	1.00	1.00	-	-	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Administrative Specialist	-	-	4.00	3.00	-1.00
Arborist	3.00	3.00	3.00	3.00	-
Assistant Arborist	1.00	1.00	1.00	1.00	-
Assistant Field Operations Supervisor	7.00	8.00	8.00	7.00	-1.00
Budget & Finance Analyst	-	-	2.00	2.00	-
Budget & Finance Analyst Lead	-	-	3.00	3.00	-
Budget & Finance Analyst Senior	-	-	5.00	4.00	-1.00
Budget & Finance Manager	-	-	2.00	-	-2.00
Building Maintenance Assistant	-	-	-	2.00	2.00
Building Maintenance Superintendent	1.00	1.00	1.00	1.00	-
Building Services Manager	1.00	1.00	1.00	1.00	-
Business Development Program Manager	1.00	1.00	-	-	-
Business Inclusion Specialist	-	-	1.00	1.00	-
Business Inclusion Specialist Lead	-	-	1.00	1.00	-
Business Systems Specialist	1.00	-	-	-	-
Business Systems Specialist Associate	1.00	-	-	-	-
Carpenter	1.00	1.00	1.00	1.00	-
Carpenter Senior	3.00	3.00	3.00	3.00	-
Chief Administrative Officer	-	-	1.00	-	-1.00
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	5.00	-1.00
Chief Procurement Officer	1.00	-	-	-	-
Chief Resilience & Sustainability Officer	-	-	1.00	-	-1.00
City Engineer	1.00	1.00	1.00	1.00	-
Construction Contracts Admin Coordinator Lead	5.00	5.00	-	-	-
Construction Inspector	26.00	26.00	29.00	29.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Construction Inspector Senior	6.00	6.00	7.00	7.00	-
Construction Manager	2.00	1.00	1.00	1.00	-
Construction Supervisor	6.00	6.00	7.00	7.00	-
Contract Technician	2.00	2.00	2.00	2.00	-
Contracts Admin Coordinator	18.00	18.00	-	-	-
Contracts Admin Specialist	2.00	2.00	-	-	-
Contracts Admin Specialist Lead	1.00	1.00	-	-	-
Courier	2.00	2.00	2.00	2.00	-
Courier Lead	1.00	1.00	1.00	1.00	-
Deputy Director I	2.00	2.00	2.00	1.00	-1.00
Deputy Director II	-	-	-	2.00	2.00
Drafting Technician	5.00	5.00	4.00	4.00	-
Economic Development Program Manager	2.00	2.00	-	-	-
Electrician Lead	1.00	1.00	1.00	1.00	-
Electrician Senior	4.00	4.00	4.00	5.00	1.00
Energy Manager	1.00	1.00	1.00	1.00	-
Energy Management Specialist	2.00	2.00	2.00	2.00	-
Energy Sustainability Coordinator	3.00	3.00	3.00	-	-3.00
Engineering Contracts Manager	2.00	2.00	-	-	-
Engineering Contracts Specialist	8.00	8.00	-	-	-
Engineering Division Manager	2.00	2.00	3.00	3.00	-
Engineering Program Manager	8.00	7.00	5.00	6.00	1.00
Engineering Project Coordinator	5.00	5.00	3.00	3.00	-
Engineering Project Manager	24.00	25.00	23.00	22.00	-1.00
Engineering Project Manager Senior	15.00	15.00	15.00	15.00	-
Environmental Compliance Specialist	1.00	1.00	-	-	-
Equipment Operator I	1.00	1.00	-	-	-
Equipment Operator II	6.00	6.00	-	-	-
Equipment Operator III	2.00	2.00	-	-	-
Equipment Operator	-	-	7.00	7.00	-
Equipment Operator Senior	-	-	2.00	2.00	-
Equipment Parts Team Leader	2.00	2.00	2.00	-	-2.00
Equipment Shop Manager	5.00	6.00	6.00	-	-6.00
Equipment Shop Supervisor	11.00	11.00	11.00	-	-11.00
Facilities and Property Supervisor	2.00	1.00	1.00	1.00	-
Facilities Services Coordinator	1.00	1.00	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	3.00	4.00	1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
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	6.00	6.00	6.00	-	-6.00
Heavy Equipment Service Technician Master	14.00	14.00	15.00	-	-15.00
Heavy Equipment Service Technician Senior	26.00	26.00	25.00	-	-25.00
Horticulturist	1.00	1.00	1.00	1.00	-
Human Resources Specialist Senior	-	-	3.00	3.00	-
HVAC Technician	-	-	2.00	2.00	-
HVAC Technician Senior	9.00	9.00	9.00	7.00	-2.00
Inventory & Warehouse Coordinator	-	-	-	1.00	1.00
Labor Crew Chief II	6.00	6.00	6.00	7.00	1.00
Laborer	2.00	2.00	2.00	-	-2.00
Landscape Architect	1.00	1.00	1.00	1.00	-
Landscape Crew Member	2.00	1.00	1.00	-	-1.00
Landscape Division Manager	1.00	1.00	1.00	-	-1.00
Landscape Program Manager	-	-	-	2.00	2.00
Landscape Supervisor	2.00	2.00	2.00	1.00	-1.00
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	3.00	3.00	3.00	2.00	-1.00
Office Assistant IV	1.00	-	-	-	-
Office Assistant V	1.00	1.00	-	-	-
Office Assistant Senior	-	-	1.00	1.00	-
Operations Supervisor	6.00	6.00	7.00	6.00	-1.00
Pesticide Applicator	1.00	1.00	1.00	1.00	-
Planning/Design Engineer	3.00	3.00	3.00	3.00	-
Procurement Agent	-	-	8.00	8.00	-
Procurement Agent Lead	-	-	17.00	-	-17.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Procurement Agent Senior	-	-	9.00	9.00	-
Procurement Manager	-	-	5.00	5.00	-
Procurement Officer	-	-	4.00	21.00	17.00
Procurement Officer Senior	-	-	2.00	2.00	-
Procurement Services Assistant Division Manager	1.00	1.00	1.00	1.00	-
Procurement Services Division Manager	-	1.00	1.00	1.00	-
Public Information Specialist Senior	2.00	2.00	2.00	2.00	-
Purchasing Agent	3.00	3.00	-	-	-
Real Estate Agent II	9.00	8.00	8.00	8.00	-
Real Estate Agent III	1.00	1.00	-	-	-
Real Estate Division Manager	1.00	1.00	1.00	1.00	-
Real Estate Program Manager	2.00	2.00	3.00	3.00	-
Resilience & Sustainability Officer	1.00	1.00	-	-	-
Safety Coordinator	1.00	-	-	-	-
Safety Supervisor	1.00	1.00	1.00	1.00	-
Senior Engineer	2.00	2.00	2.00	2.00	-
Service Order Specialist	10.00	10.00	10.00	-	-10.00
Small Business Program Specialist	6.00	6.00	-	-	-
Stores Supervisor	1.00	1.00	1.00	-	-1.00
Survey Mapping Manager	1.00	1.00	1.00	1.00	-
Survey Party Chief	9.00	9.00	10.00	10.00	-
Survey Supervisor	2.00	2.00	2.00	2.00	-
Survey Technician	6.00	6.00	6.00	6.00	-
Systems Maintenance Mechanic Senior	5.00	5.00	5.00	5.00	-
Technology Support Specialist	-	1.00	1.00	-	-1.00
Technology Support Specialist Senior	-	1.00	1.00	-	-1.00
Tree Trimmer	7.00	7.00	7.00	8.00	1.00
Department Total FTE	466.00	461.00	457.00¹	328.00²	-129.00

¹ FY 2024 includes the realignment of 9.00 FTEs from General Services to the Charlotte Business Inclusion Office.

² FY 2025 includes the realignment of 4.00 FTEs from the Sustainability Division within General Services to an office within Special Initiatives, and 124.00 FTEs from the Fleet Division within General Services to the newly created Fleet Management Fund.

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Renovate Median Landscapes	\$250,000	PAYGO	328
Trim and Remove Trees	\$2,125,000	PAYGO	330
Maintain City-Owned Facilities	\$5,319,706	PAYGO	334
Replace Trees	\$1,250,000	PAYGO	335
Support Americans with Disabilities Act Program	\$1,000,000	PAYGO	335
Support Environmental Services Program	\$1,000,000	PAYGO	336
Repair City-Owned Parking Lots/Decks	\$600,000	PAYGO	336
Maintain Government Center Parking Deck	\$200,000	PAYGO	337
Acquire Land	\$12,500,000	COPs	399
Construct Capital Building Improvements	\$6,699,182	COPs	400
Implement ADA Transition Plan in Facilities	\$3,000,000	COPs	401
Total	\$33,943,888		

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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
- 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 2022 Actual	FY 2023 Actual ¹	FY 2024 Budget	FY 2025 Proposed ²	Percent Change FY 2024 FY 2025
Revenues					
Intergovernmental-Local	\$1,268,718	\$1,407,896	\$1,538,727	\$1,700,441	10.5%
Licenses, Fees, and Fines	\$319,641	\$577,233	\$435,000	\$438,000	0.7%
Charges for Current Services	\$666,473	\$567,469	\$810,000	\$688,000	-15.1%
Total Revenues	\$2,254,832	\$2,552,598	\$2,783,727	\$2,826,441	1.5%
Expenditures					
Personnel Services	\$18,426,338	\$20,500,425	\$22,031,922	\$23,294,197	5.7%
Operating Expenses	\$4,025,045	\$12,053,083	\$3,966,795	\$5,546,789	39.8%
Department Charges	-\$2,016,885	-\$2,516,801	-\$3,036,408	-\$1,852,410	39.0%
Total Expenditures	\$20,434,498	\$30,036,707	\$22,962,309	\$26,988,576	17.5%
Net Expenditures	\$18,179,666	\$27,484,109	\$20,178,582	\$24,162,135	19.7%

¹ FY 2023 Actuals include an \$8,000,000 investment in a Naturally Occurring Affordable Housing project that was indirectly funded through American Rescue Plan Act funds.

² FY 2025 includes the realignment of \$443,391 and 3.00 FTEs from Housing and Neighborhood Services to Human Resources, and \$2,900,000 in programmatic funding from PAYGO to Housing and Neighborhood Services’ operating budget.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$657,845
Enhance CharMeck 311 customer service Add three 311 Contact Center Representatives to help reduce call hold times and enhance capacity for the complexity of calls.	3.00	\$207,094
Support enhanced housing services for affordable housing development Add one Data Analytics Specialist and one Program Manager to support contract management, data analysis, and Housing Trust Fund transactions.	2.00	\$207,905
Realign ongoing housing support Realign funding for staff time reimbursement and partner agency contributions from the Pay-As-You-Go Fund to better match ongoing needs with ongoing funding sources. This funding supports various housing programs that boost the city's affordable housing stock and offer home ownership counseling. This is an accounting change that will not impact service levels.	-	\$2,000,000
Support Alternatives to Violence program Realign funding to continue the Alternatives to Violence program from the Pay-As-You-Go Fund to better match ongoing needs with ongoing funding sources. This program aims to disrupt violence by mediating conflict and preventing retaliation between young people most at risk of violence in the Beatties Ford Road area. This is an accounting change that will not impact service levels.	-	\$500,000
Support Neighborhood Matching Grant Program Realign funding for the Neighborhood Matching Grants program from the Pay-As-You-Go Fund to better match ongoing needs with ongoing funding sources. This program awards funds to eligible neighborhood-based organizations to reinvest in low- and moderate-income neighborhoods, leverage resident involvement and develop partnerships between the city and community groups. This is an accounting change that will not impact service levels.	-	\$400,000
Provide funds for contractual increases Technical adjustment to provide funds for the contractual lease increase at the CharMeck 311 call center.	-	\$24,614
Transfer positions to Human Resources Transfer three positions to Human Resources to centralize the internal administration of workforce equity and inclusiveness. There is a corresponding entry in Human Resources.	-3.00	-\$443,391

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update personnel expenditures	-	\$350,801
<p>Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2024. 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>		
Update healthcare expenditures	-	\$192,510
<p>Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.</p>		
Update allocations for Internal Service Providers (ISPs)	-	-\$71,111
<p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>		
Net Change	2.00	\$4,026,267

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Workforce and Business Development				
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	238	≥80	≥150
Strategic Priority Area: Great Neighborhoods				
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	≥90%	≥90%
Preserve and increase affordable housing	Number of new or preserved affordable homeownership opportunities funded	New Measure	New Measure	≥325
Preserve and increase affordable housing units acquired and/or rehabilitated that are restricted for low- to moderate-income residents	Number of new or preserved affordable rental units funded	New Measure	New Measure	≥500
Foster neighborhood-driven revitalization and improvement	Number of Neighborhood Matching Grants awarded to neighborhoods for improvement projects such as art and beautification, festivals, special events, and public safety	New Measure	New Measure	≥30
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Provide excellent customer service to residents	Percent of 311 calls answered within 60 seconds	New Measure	New Measure	≥50%
	Percent of all calls abandoned by the caller	16.0%	≤5%	≤5%
	Percent of 311 customers surveyed that are satisfied with their service	98%	≥85%	≥85%
Connect with the community, meeting people where they are with the information and resources they want and need	Number of community events that provide upward mobility	New Measure	New Measure	100

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
311 Contact Center Program Analyst	9.00	9.00	10.00	10.00	-
311 Contact Center Representative	38.75	36.75	41.75	39.00	-2.75
311 Contact Center Representative Lead	5.00	5.00	5.00	5.00	-
311 Contact Center Representative Senior	25.00	26.00	21.00	26.75	5.75
311 Contact Center Supervisor	7.00	7.00	7.00	7.00	-
311 Program Administrator	3.00	3.00	2.00	2.00	-
311 Program Manager	3.00	3.00	4.00	4.00	-
Administrative Assistant	-	-	2.00	2.00	-
Administrative Assistant Senior	-	-	3.00	3.00	-
Administrative Officer I	3.00	5.00	-	-	-
Administrative Officer II	4.00	4.00	-	-	-
Administrative Officer III	6.00	4.00	-	-	-
Administrative Officer IV	-	2.00	-	-	-
Administrative Officer V	2.00	2.00	-	-	-
Administrative Officer Lead	-	-	2.00	2.00	-
Administrative Officer Manager	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	5.00	3.00	-2.00
Administrative Specialist	-	-	7.00	7.00	-
Assistant Director	3.00	2.00	2.00	-	-2.00
Budget & Finance Analyst Lead	-	-	2.00	2.00	-
Budget & Finance Manager	-	-	1.00	1.00	-
Business Analyst Senior	-	-	-	1.00	1.00
Business Services Manager	-	-	-	1.00	1.00
Code Enforcement Coordinator	4.00	4.00	4.00	4.00	-
Code Enforcement Inspector	35.00	35.00	38.00	37.00	-1.00
Code Enforcement Inspector Lead	11.00	11.00	12.00	12.00	-
Code Enforcement Supervisor	5.00	5.00	5.00	6.00	1.00
Community & Commerce Specialist	1.00	1.00	1.00	-	-1.00
Community Engagement Specialist	8.00	8.00	8.00	7.00	-1.00
Community Engagement Specialist Lead	5.00	5.00	5.00	6.00	1.00
Community Relations Administrator	-	1.00	-	-	-
Community Relations Manager	1.00	1.00	1.00	-	-1.00
Community Relations Specialist	1.00	-	-	-	-
Content Webmaster	1.00	1.00	2.00	2.00	-
Customer/Revenue Service Specialist	5.00	5.00	5.00	5.00	-
Data Analytics Specialist	-	-	-	1.00	1.00
Deputy Director I	1.00	1.00	1.00	2.00	1.00
Economic Development Program Manager	4.00	-	-	-	-
Housing and Neighborhood Services Director	1.00	1.00	1.00	1.00	-
Housing Area Supervisor	1.00	1.00	1.00	1.00	-

Housing & Neighborhood Services

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Housing Services Division Manager	5.00	6.00	5.00	3.00	-2.00
Housing Services Supervisor	1.00	1.00	2.00	2.00	-
Neighborhood Development Specialist	3.00	3.00	3.00	3.00	-
Office Assistant IV	9.00	8.00	-	-	-
Office Assistant V	4.00	4.00	-	-	-
Office Assistant	-	-	6.00	6.00	-
Operations Manager	2.00	2.00	2.00	2.00	-
Operations Manager Senior	1.00	1.00	2.00	4.00	2.00
Program Coordinator	6.00	6.00	5.00	5.00	-
Program Manager	-	4.00	5.00	6.00	1.00
Procurement Agent	-	-	1.00	1.00	-
Procurement Agent Senior	-	-	1.00	1.00	-
Public Information Specialist Senior	1.00	1.00	1.00	1.00	-
Training Specialist	2.00	2.00	1.00	1.00	-
Department Total FTE	226.75	226.75	233.75	235.75¹	2.00

¹ FY 2025 includes the realignment of 3.00 FTEs from Housing and Neighborhood Services to Human Resources.

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Support Innovative Housing	\$1,575,000	PAYGO	327
Support Public-Private Partnerships to End and Prevent Homelessness	\$1,000,000	PAYGO	327
Offer In Rem Remedy	\$250,000	PAYGO	330
Create and Preserve Affordable Housing	\$100,000,000	GO Bonds	351
Total	\$102,825,000		

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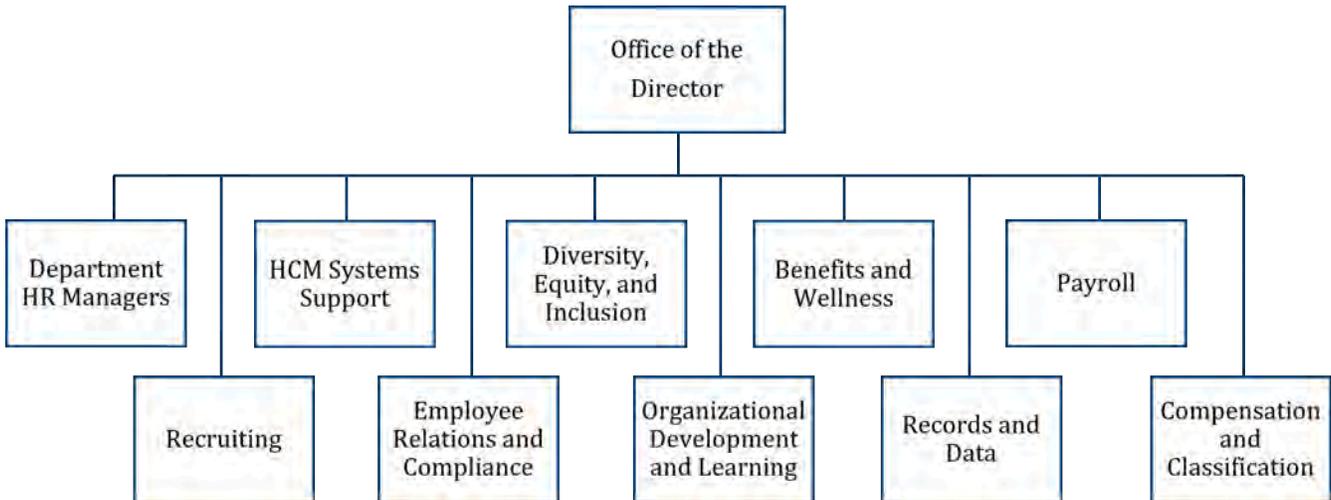
Mission Statement

A commitment to help employees thrive through an enriched employee experience. The Department of Human Resources strives to create a work environment that values and embraces workforce diversity by recognizing that employees have unique and changing needs through each stage of their career.

Department Overview

- Establish a Human Resource model that recognizes the uniqueness of each city department while also providing uniform best practices across departments
- Lead workforce development programs to provide professional growth opportunities to increase upward mobility through reskilling and education access
- Provide a comprehensive and competitive portfolio of compensation, benefits, and education assistance designed to promote economic mobility, health, and financial well-being for employees
- Develop, deploy, and ensure compliance with human resource related city policies and practices, while continuously reviewing policies and practices through a Diversity, Equity, and Inclusion lens

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed ¹	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$6,683,335	\$6,611,185	\$7,184,094	\$8,401,494	16.9%
Operating Expenses	\$683,690	\$887,741	\$873,487	\$1,059,526	21.3%
Department Charges	-\$1,016,442	-\$1,020,648	-\$1,199,319	-\$1,305,432	-8.8%
Total Expenditures	\$6,350,583	\$6,478,278	\$6,858,262	\$8,155,588	18.9%

¹ FY 2025 includes the realignment of \$443,391 and 3.00 FTEs from Human Resources to an office within Special Initiatives, \$278,455 and 2.00 FTEs from Innovation and Technology to Human Resources, and \$358,639 and 3.00 FTEs from Housing and Neighborhood Services to Human Resources.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$247,405
Enhance training, recruitment, and talent acquisition Add a Human Resources Generalist and Management Analyst Senior to enhance efficiency in hiring and promotional practices, including promoting diversity and inclusion and ensuring that recruitment and promotional practices are consistent and equitable throughout the organization.	2.00	\$123,172
Add a position to support compensation planning Add one Human Resources Program Manager to support the city in offering competitive compensation designed to promote economic mobility and financial well-being for employees.	1.00	\$115,427
Enhance accessibility services for Human Resources workforce Provide funds to support interpretation services for staff. This funding supports reasonable accommodations to ensure delivery of essential job functions.	-	\$40,000
Support benefits and wellness services Add an Administrative Officer Senior to serve as a Health Coach to support the city's Wellness Works Program. This position will allow more employees to be served at city worksites, which will remove barriers to access information and resources that are typically exclusive to Marathon Health locations. This position will be reimbursed by the Health and Life Fund, resulting in no General Fund impact.	1.00	\$-
Transfer positions from Housing and Neighborhood Services Realign three positions from Housing and Neighborhood Services to centralize the internal administration of workforce equity and inclusiveness in Human Resources. There is a corresponding entry in Housing and Neighborhood Services.	3.00	\$443,391
Transfer positions from Innovation and Technology Realign two positions from Innovation and Technology to centralize the management and administration of human resource functions to Human Resources. There is a corresponding entry in Innovation and Technology.	2.00	\$278,455
Realign Workforce Development into an office within Special Initiatives Realign three Workforce Development positions from Human Resources to an office within Special Initiatives. There is a corresponding entry in Special Initiatives.	-3.00	-\$354,800
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 2024. 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.	-	\$236,786

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures	-	\$106,203
Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.		
Update allocations for Internal Service Providers (ISPs)	-	\$61,287
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	6.00	\$1,297,326

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Workforce and Business Development				
Provide new skills-training and career coaching for city employees to provide internal mobility	Number of employees who leveraged career coaching and new skills training	New Measure	≥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	200	≥30	≥50
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	90%	≥80%	≥80%
Promote employee wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	90%	≥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	3	≥3	≥3

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Accountant II	1.00	1.00	-	-	-
Administrative Officer I	6.00	5.00	-	-	-
Administrative Officer II	1.00	3.00	-	-	-
Administrative Officer III	1.00	2.00	-	-	-
Administrative Officer IV	2.00	3.00	-	-	-
Administrative Officer V	10.00	8.00	-	-	-
Administrative Officer Lead	-	-	1.00	1.00	-
Administrative Officer Manager	-	-	2.00	4.00	2.00
Administrative Officer Senior	-	-	1.00	4.00	3.00
Business Analyst	-	1.00	2.00	2.00	-
Business Systems Analyst	-	-	-	1.00	1.00
Business Systems Analyst Senior	-	-	-	1.00	1.00
Business Systems Specialist	1.00	-	-	-	-
Chief Benefits Officer	-	-	-	1.00	1.00
Community Relations Manager	-	-	-	1.00	1.00
Deputy Director I	1.00	1.00	1.00	2.00	1.00
Director of Human Resources	1.00	1.00	1.00	1.00	-
Human Resources Analyst	15.00	16.00	13.00	14.00	1.00
Human Resources Analyst Associate	2.00	1.00	-	-	-
Human Resources Division Manager	5.00	6.00	5.00	3.00	-2.00
Human Resources Generalist	-	-	2.00	4.00	2.00
Human Resources Generalist Senior	-	-	4.00	2.00	-2.00
Human Resources Management System Analyst	1.00	1.00	1.00	-	-1.00
Human Resources Manager	-	-	5.00	5.00	-
Human Resources Manager Senior	-	-	2.00	1.00	-1.00
Human Resources Program Manager	-	-	2.00	2.00	-
Human Resources Specialist	-	-	3.00	2.00	-1.00
Human Resources Specialist Senior	-	-	6.00	4.00	-2.00
Management Analyst Senior	-	1.00	1.00	2.00	1.00
Office Assistant V	1.00	-	-	-	-
Payroll Manager	1.00	-	-	-	-
Payroll Specialist	2.00	2.00	2.00	3.00	1.00
Payroll Supervisor	-	1.00	1.00	1.00	-
Department Total FTE	51.00	53.00	55.00	61.00¹	6.00

¹ FY 2025 includes the realignment of 3.00 FTEs from Human Resources to an office within Special Initiatives, 2.00 FTEs from Innovation and Technology to Human Resources, and 3.00 FTEs from Housing and Neighborhood Services to Human Resources.

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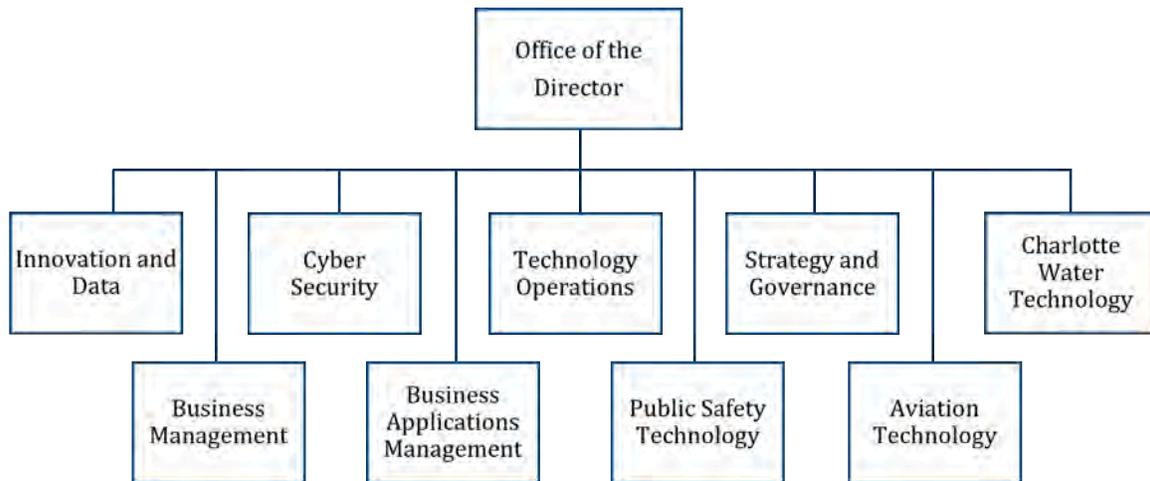
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget ¹	FY 2025 Proposed ²	Percent Change FY 2024 FY 2025
Revenues					
Radio Services	\$3,714,027	\$3,720,826	\$-	\$-	0.0%
Intergovernmental-Local	\$60,385	\$1,759	\$-	\$-	0.0%
Licenses, Fees, and Fines	\$14,597	\$15,069	\$15,000	\$18,000	20.0%
Smart City Grant	\$100,000	\$-	\$-	\$-	0.0%
Total Revenues	\$3,889,009	\$3,737,654	\$15,000	\$18,000	20.0%
Expenditures					
Personnel Services	\$28,215,611	\$30,395,453	\$30,483,454	\$31,620,325	3.7%
Operating Expenses	\$24,463,330	\$23,377,627	\$20,011,611	\$21,197,398	5.9%
Department Charges	-\$5,601,143	-\$5,258,834	-\$2,727,683	-\$2,774,178	-1.7%
Total Expenditures	\$47,077,798	\$48,514,246	\$47,767,382	\$50,043,545	4.8%
Net Expenditures	\$43,188,789	\$44,776,592	\$47,752,382	\$50,025,545	4.8%

¹ FY 2024 included the realignment of \$3,631,195 from the Public Safety Communications Division within Innovation and Technology's operating budget to the newly created Public Safety Communications Fund.

² FY 2025 includes the realignment of \$278,455 and 2.00 FTEs from Innovation and Technology to Human Resources.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$591,837
Provide funds to ensure robust cybersecurity Provide funds to ensure the city's technology systems, devices, networks and data are adequately protected.	-	\$386,989
Provide funds to maintain subscriptions for Microsoft applications and services Provide funds to ensure city employees maintain access to Microsoft applications and retain enhanced vendor troubleshooting support.	-	\$196,435
Add funds to enhance data storage and recovery Enhance the city's data storage capabilities to better protect the city's data and ensure resilient disaster recovery.	-	\$219,727
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 and Accela, which supports the city's land development permitting process.	-	\$81,046
Add funds for contractual lease increase Technical adjustment to provide funds for the contractual lease increase at the city's Data Center.	-	\$7,581
Transfer positions to Human Resources Realign two positions to Human Resources to centralize the management and administration of human resource functions from Innovation and Technology. There is a corresponding entry in Human Resources.	-2.00	-\$278,455
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 2024. 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.	-	\$799,199
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$162,770
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$109,034
Net Change	-2.00	\$2,276,163

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Improve effectiveness, efficiency, and equity through process improvements	Number of citywide process improvements implemented annually	Internally-Focused: 1 Resident-Focused: 1	Internally-Focused: ≥1 Resident-Focused: ≥1	Internally-Focused: ≥1 Resident-Focused: ≥1
Secure the city's information technology systems	Percent of city-networked PCs having the most current anti-virus release installed	97%	100%	100%
Achieve operational excellence	Maintain high availability of critical emergency radio communications network	99.999% availability	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	96%	≥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+	43%	≥10%	≥10%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Active Directory Administrator	1.00	1.00	1.00	1.00	-
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer II	2.00	2.00	-	-	-
Administrative Officer III	4.00	4.00	-	-	-
Administrative Officer	-	-	1.00	1.00	-
Administrative Secretary I	1.00	1.00	-	-	-
Application Administrator	7.00	8.00	7.00	7.00	-
Application Administrator Associate	1.00	1.00	1.00	1.00	-
Application Administrator Lead	3.00	3.00	3.00	3.00	-
Application Administrator Senior	17.00	17.00	18.00	18.00	-
Application Development Support Manager	3.00	4.00	4.00	3.00	-1.00
Application Development Support Supervisor	7.00	7.00	7.00	7.00	-
Assistant Innovation & Technology Director	-	-	-	2.00	2.00
Budget & Finance Analyst Senior	-	-	1.00	1.00	-
Business Systems Analyst	3.00	3.00	5.00	4.00	-1.00
Business Systems Analyst Senior	5.00	5.00	6.00	4.00	-2.00
Business Systems Analyst Associate	1.00	-	-	-	-
Business Systems Coordinator	11.00	10.00	9.00	9.00	-
Business Systems Manager	3.00	3.00	2.00	2.00	-
Business Systems Manager Senior	1.00	1.00	1.00	2.00	1.00
Business Systems Program Manager	1.00	-	-	-	-
Business Systems Supervisor	3.00	3.00	4.00	4.00	-
Chief Information Officer	1.00	1.00	1.00	-	-1.00
Communications Technician	1.00	-	-	-	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Cyber Security Analyst	1.00	1.00	3.00	3.00	-
Cyber Security Analyst Lead	2.00	2.00	3.00	3.00	-
Cyber Security Analyst Senior	5.00	5.00	4.00	4.00	-
Cyber Security Manager	2.00	2.00	2.00	2.00	-
Data Analytics Specialist	2.00	2.00	1.00	1.00	-
Data Analytics Specialist Senior	1.00	1.00	-	-	-
Data Center Coordinator	1.00	1.00	1.00	1.00	-
Data Storage Coordinator	2.00	2.00	2.00	2.00	-
Database Administration Manager	1.00	1.00	1.00	1.00	-
Database Administrator	7.00	8.00	8.00	8.00	-
Database Administrator Senior	4.00	4.00	4.00	4.00	-
Deputy Chief Information Officer	1.00	2.00	2.00	-	-2.00
Deputy Director II	-	-	-	2.00	2.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Director of Innovation & Technology	-	-	-	1.00	1.00
GIS Analyst	5.00	5.00	4.00	4.00	-
GIS Coordinator	1.00	1.00	1.00	1.00	-
Information Security Officer	1.00	1.00	1.00	-	-1.00
IT Asset Administrator	2.00	2.00	2.00	2.00	-
IT Asset Analyst	1.00	1.00	-	-	-
IT Change Process Coordinator	1.00	1.00	1.00	1.00	-
IT Communications Technician	-	1.00	1.00	1.00	-
IT Data Analytics Manager	1.00	1.00	1.00	1.00	-
IT Data Analytics Specialist	-	-	1.00	1.00	-
IT Data Analytics Specialist Senior	-	-	2.00	2.00	-
IT Data Services Administrator	2.00	2.00	2.00	2.00	-
IT Data Services Analyst	1.00	1.00	2.00	2.00	-
IT Data Services Manager	1.00	1.00	1.00	1.00	-
IT Enterprise Architect	1.00	1.00	1.00	1.00	-
IT EPMO Manager	1.00	1.00	1.00	1.00	-
IT Incident Response Coordinator	1.00	1.00	1.00	1.00	-
IT Infrastructure Manager	4.00	4.00	4.00	4.00	-
IT Portfolio Manager	1.00	1.00	1.00	1.00	-
IT Process Manager	-	2.00	2.00	2.00	-
IT Program Manager	1.00	-	1.00	1.00	-
IT Project Coordinator	-	-	1.00	1.00	-
IT Project Coordinator Senior	1.00	1.00	2.00	2.00	-
IT Project Manager	2.00	3.00	3.00	3.00	-
IT Project Manager Senior	3.00	4.00	5.00	5.00	-
IT Quality Assurance Analyst	1.00	1.00	-	-	-
IT Quality Assurance Analyst Senior	1.00	1.00	1.00	1.00	-
IT Systems Architect	4.00	4.00	4.00	4.00	-
Management Analyst	1.00	1.00	1.00	-	-1.00
Management Analyst Senior	-	-	-	1.00	1.00
Middleware Specialist	1.00	-	-	-	-
Network Administrator	2.00	2.00	2.00	2.00	-
Network Engineer	6.00	6.00	6.00	6.00	-
Network Operations Supervisor	-	-	-	-	-
Network Technician	2.00	2.00	2.00	2.00	-
Procurement Agent Lead	-	-	1.00	-	-1.00
Procurement Agent Senior	-	-	2.00	2.00	-
Procurement Officer	-	-	-	1.00	1.00
Radio System Specialist	3.00	3.00	-	-	-
Radio System Specialist, Senior	7.00	7.00	-	-	-
Radio System Supervisor	2.00	2.00	-	-	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Radio System Technician	3.00	4.00	-	-	-
Server Administrator	2.00	2.00	2.00	2.00	-
Server Engineer	5.00	5.00	5.00	5.00	-
Software Developer	5.00	5.00	5.00	5.00	-
Software Developer Lead	4.00	4.00	5.00	5.00	-
Software Developer Senior	6.00	7.00	7.00	7.00	-
Technical Support Coordinator	5.00	5.00	5.00	-	-5.00
Technical Systems Specialist	5.00	-	-	-	-
Technology Services Officer	5.00	5.00	5.00	4.00	-1.00
Technology Support Coordinator	-	-	-	6.00	6.00
Technology Support Specialist	9.00	9.00	5.00	5.00	-
Technology Support Specialist Senior	3.00	4.00	5.00	5.00	-
Wireless Communications Manager	1.00	1.00	-	-	-
Department Total FTE	220.00	221.00	208.00¹	206.00²	-2.00

¹ FY 2024 included the realignment of 22.00 FTEs from the Public Safety Communications Division within Innovation and Technology's operating budget to the newly created Public Safety Communications Fund.

² FY 2025 includes the realignment of 2.00 FTEs from Innovation and Technology to Human Resources.

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Enhance Innovation and Technology Assets	\$1,600,000	PAYGO	335
Replace Radios	\$1,500,000	PAYGO	330
Upgrade Business System Software	\$19,250,000	Other Sources	406
Total	\$22,350,000		

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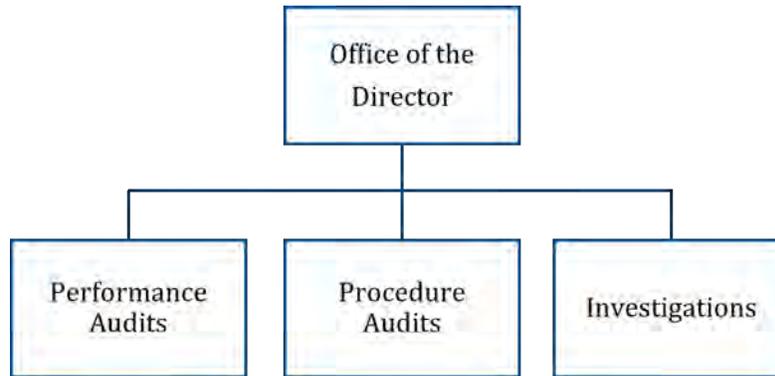
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$1,213,130	\$1,170,640	\$1,545,588	\$1,656,651	7.2%
Operating Expenses	\$248,210	\$177,345	\$127,594	\$141,125	10.6%
Total Expenditures	\$1,461,340	\$1,347,985	\$1,673,182	\$1,797,776	7.4%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$31,997
Provide funds for audit consulting services Technical adjustment to provide funds for increases in audit consulting services requiring specialized expertise such as cyber security, legal and public safety.	-	\$5,150
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 2024. 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.	-	\$69,441
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$9,625
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$8,381
Net Change	-	\$124,594

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Deliver timely audit services to facilitate a well-managed government	Number of performance audits issued	10	≥12	≥12
Ensure audit recommendations are implemented following the completion of audits	Percent of recommendations implemented within six months	91%	≥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	73%	≥95%	≥95%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
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	-

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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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$788,765	\$818,217	\$841,306	\$928,377	10.3%
Operating Expenses	\$186,440	\$254,118	\$178,065	\$178,065	0.0%
Total Expenditures	\$975,205	\$1,072,335	\$1,019,371	\$1,106,442	8.5%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase equivalent to hourly employees, which includes a 2.5 percent increase in both July and November, with a minimum \$3,280 annual increase.	-	\$42,371
Update expense allowance Technical adjustment to update expense, automotive, and technology allowances based on the consumer price index.	-	\$34,200
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$10,500
Net Change	-	\$87,071

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
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	-

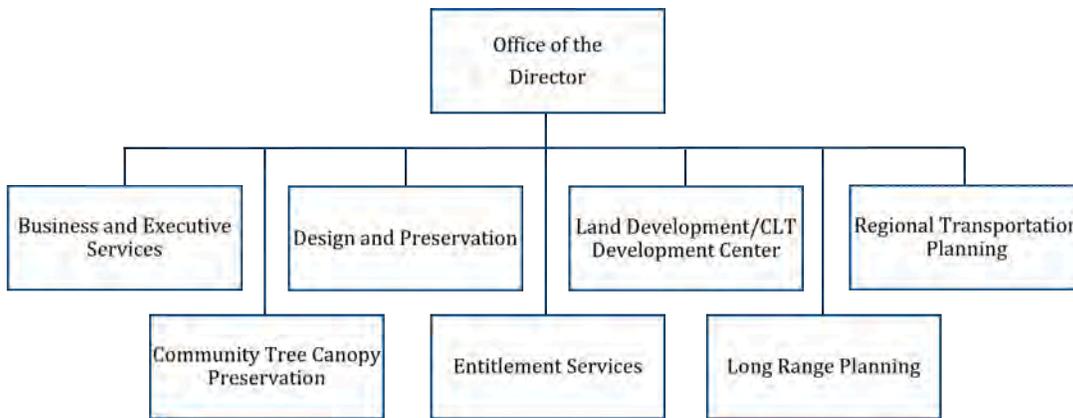
Mission Statement

The Charlotte Planning Design & Development Department shapes, connects, and designs great places to preserve our built and natural spaces, plan for growth, and guide development of our thriving communities.

Department Overview

- Provide planning 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 efforts to obtain more equitable development and address land use policy, the regulatory environment, community planning, urban design, tree canopy policy and regional transportation planning (Charlotte Regional Transportation Planning Organization, CRTPO)
- Develop plans and policies to advance our community values and aspirations around equity, transportation, quality of life, economic development, jobs, affordable housing, health, safety, and sustainability
- Offer Urban Design and strategic planning functions that facilitate high quality development and transformative capital investments

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Licenses, Fees, and Fines	\$1,202,451	\$1,586,179	\$1,688,155	\$1,412,175	-16.3%
Charges for Current Services	\$7,467,163	\$7,226,741	\$8,571,850	\$8,491,220	-0.9%
Total Revenues	\$8,669,614	\$8,812,920	\$10,260,005	\$9,903,395	-3.5%
Expenditures					
Personnel Services	\$11,157,011	\$12,416,907	\$15,777,780	\$16,920,035	7.2%
Operating Expenses	\$1,247,915	\$1,336,900	\$1,395,952	\$1,767,598	26.6%
Department Charges	-\$1,304,197	-\$1,505,126	-\$2,207,636	-\$2,304,370	-4.4%
Total Expenditures	\$11,100,729	\$12,248,681	\$14,966,096	\$16,383,263	9.5%
Net Expenditures	\$2,431,115	\$3,435,761	\$4,706,091	\$6,479,868	37.7%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$351,955
Adjust Charlotte Regional Transportation Planning Organization reimbursement Align Charlotte Regional Transportation Planning Organization's reimbursement for planning personnel costs based on anticipated utilization.	-	-\$129,537
Support Community Area Planning Realign funding to support ongoing Community Area Planning from the Pay-As-You-Go Fund to better match ongoing needs with ongoing funding sources. This adjustment adds a Community Engagement Specialist Lead to improve community outreach and focus on engaging underrepresented communities, and provides technical assistance, consultant support and mileage reimbursement.	1.00	\$400,000
Support rezoning process Add a GIS Analyst to provide GIS support and 3-D modeling expertise to improve rezoning communication tools and ensure timely updates following petition approvals. This position will be partially reimbursed by user fee revenue.	1.00	\$90,635
Support Corridors of Opportunity Add one Planner Associate to support the Urban Design Center in advancing community vibrancy, identity and placemaking in the six Corridors of Opportunity. This position will be reimbursed by the Corridors of Opportunity program in the Pay-As-You-Go Fund, resulting in no General Fund impact.	1.00	\$-
Add positions to support the Charlotte Regional Transportation Planning Organization Add one Planning Project Manager and one Planning Project Coordinator to support the Charlotte Regional Transportation Planning Organization (CRTPO), the Charlotte Urban Area's Metropolitan Planning Organization. These positions will support the implementation of CRTPO's Strategic Plan Goals and coordinate with local, state and federal transportation and transit agencies. These positions will be funded by the CRTPO, resulting in a minimal General Fund impact.	2.00	\$10,550
Provide funds for contractual increases Technical adjustment to provide funds for contractual increases in software that support the land development and permitting processes.	-	\$71,010
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 2024. 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.	-	\$456,209

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures	-	\$121,625
Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.		
Update allocations for Internal Service Providers (ISPs)	-	\$44,720
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	5.00	\$1,417,167

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Great Neighborhoods				
Create and enhance community vibrancy and identity in the Corridors of Opportunity	Annual number of Corridors of Opportunity placemaking projects completed	4	≥5	≥5
To empower and provide funding for neighborhoods/artists/creatives to enhance their neighborhood and/or business with placemaking projects	Percent of Placemaking Grants completed annually	New Measure	New Measure	≥75%
Strategic Priority Area: Transportation and Planning				
Partner with customers to approve development plans in an efficient and collaborative manner that help build a safe and thriving community	Percent of land development reviews and inspections completed by targeted timeframe within compliance	90.74%	≥90%	≥90%
	Percent of rezoning cases reviewed by staff by the designated deadline	100%	≥90%	≥90%
	Percent of Historic District administrative review applications completed within 30 days of complete application submission	100%	100%	100%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	1.00	1.00	-
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer I	5.00	6.00	-	-	-
Administrative Officer II	2.00	3.00	-	-	-
Administrative Officer III	2.00	1.00	-	-	-
Administrative Officer IV	1.00	1.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Administrative Officer	-	-	1.00	2.00	1.00
Administrative Officer Senior	-	-	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Administrative Specialist	-	-	5.00	5.00	-
Budget & Finance Analyst	-	-	1.00	1.00	-
Budget & Finance Analyst Lead	-	-	1.00	2.00	1.00
Budget & Finance Manager	-	-	1.00	1.00	-
Business Systems Analyst Associate	-	1.00	-	-	-
Chief Urban Forester	1.00	1.00	-	-	-
Code Enforcement Inspector	4.00	4.00	7.00	7.00	-
Code Enforcement Inspector Lead	2.00	2.00	2.00	1.00	-1.00
Code Enforcement Supervisor	-	-	1.00	1.00	-
Code Process Specialist	2.00	2.00	2.00	2.00	-
Community Engagement Specialist Lead	-	-	-	1.00	1.00
Construction Inspector	5.00	5.00	5.00	5.00	-
Construction Inspector Senior	1.00	1.00	2.00	2.00	-
Construction Manager	-	1.00	2.00	1.00	-1.00
Construction Supervisor	1.00	1.00	1.00	1.00	-
Deputy Director II	-	-	-	1.00	1.00
Deputy Planning Director	1.00	1.00	1.00	-	-1.00
Engineering Services Investigator	2.00	2.00	5.00	5.00	-
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
GIS Analyst	-	-	-	1.00	1.00
Office Assistant V	2.00	1.00	-	-	-
Office Assistant Senior	-	-	1.00	1.00	-
Planner	15.00	17.00	16.00	16.00	-
Planner Associate	12.00	12.00	20.00	19.00	-1.00
Planner Technician	-	1.00	1.00	1.00	-
Planning Director	1.00	1.00	1.00	1.00	-
Planning Division Manager	5.00	5.00	6.00	7.00	1.00
Planning Program Manager	7.00	7.00	10.00	12.00	2.00
Planning Project Coordinator	13.00	15.00	18.00	20.00	2.00
Planning Project Manager	8.00	9.00	8.00	10.00	2.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Planning Project Manager Senior	7.00	7.00	8.00	8.00	-
Urban Forestry Specialist	6.00	7.00	7.00	5.00	-2.00
Urban Forestry Supervisor	1.00	1.00	1.00	-	-1.00
Department Total FTE	109.00	118.00	139.00	144.00	5.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Invest in Corridors of Opportunity	\$5,000,000	PAYGO	327
Enhance Placemaking	\$500,000	PAYGO	328
Support Alignment Rezoning	\$350,000	PAYGO	332
Invest in Corridors of Opportunity	\$25,000,000	GO Bonds	352
Total	\$30,850,000		

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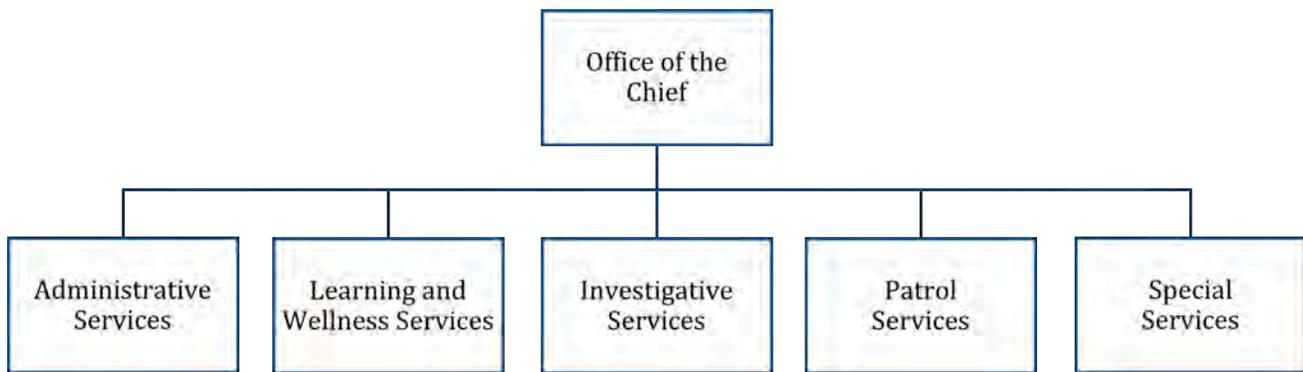
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Law Enforcement Services	\$22,965,791	\$25,953,009	\$25,269,875	\$27,866,023	10.3%
Interfund Police Charges	\$11,140,113	\$11,981,257	\$12,194,739	\$13,902,010	14.0%
Licenses, Fees, and Fines	\$1,724,812	\$1,601,753	\$2,506,779	\$2,357,666	-5.9%
Convention Center Traffic	\$250,000	\$250,000	\$250,000	\$250,000	0.0%
Charges for Services	\$126,041	\$77,324	\$120,000	\$80,000	-33.3%
Other	\$167,745	\$143,166	\$139,694	\$140,000	0.2%
Total Revenues	\$36,374,502	\$40,006,509	\$40,481,087	\$44,595,699	10.2%
Expenditures					
Personnel Services	\$256,505,882	\$253,562,891	\$286,958,362	\$310,291,139	8.1%
Operating Expenses	\$46,392,444	\$48,568,171	\$48,435,647	\$54,300,465	12.1%
Capital Outlay	\$16,558	\$-	\$-	\$-	0.0%
Department Charges	-\$301,823	-\$456,629	-\$509,765	-\$527,180	-3.4%
Total Expenditures	\$302,613,061	\$301,674,433	\$334,884,244	\$364,064,424	8.7%
Net Expenditures	\$266,238,559	\$261,667,924	\$294,403,157	\$319,468,725	8.5%

FY 2025 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November); a four percent merit pool for salaried employees; and a 1.5 percent market adjustment for hourly public safety employees (which is increased to 2.5 percent in the enhanced compensation adjustment below).</p>	-	\$7,645,855
<p>Provide funds for enhanced compensation and pay structure changes</p> <p>Provide funds for additional compensation actions to attract and retain public safety employees. This includes increasing the market adjustment to 2.5 percent effective July 2024, and the following actions effective January 2025: a planned 2.5 percent increase to the top step for Senior Police Officers, reducing the eligibility requirements for the top step of Senior Police Officer by one year, and increasing the bottom and top steps of Sergeant by 2.5 percent to avoid compression. This adjustment also includes funds to support the conversion from a 28-day pay cycle to a 14-day pay cycle for overtime purposes. Sworn police were converted from a 28-day pay cycle to a 14-day pay cycle in FY 2011 as a cost saving measure.</p>	-	\$4,079,996
<p>Support technology lifecycle management program</p> <p>Provide funds to replace critical technology necessary for Police Department operations, including radios, computers, tablets, modems, and license plate readers.</p>	-	\$1,201,500
<p>Provide funds for a new Civilian Crash Investigation Unit</p> <p>Add sixteen Civilian Crash Investigators to respond to crashes within CMPD's jurisdiction. Civilian investigators will not respond to crashes that result in personal injury or were the result of suspected criminal activity. This action will provide law enforcement officers more capacity to respond to emergency calls for service.</p>	16.00	\$1,212,352
<p>Support training academy operations</p> <p>Technical adjustment to provide funds for inflationary cost increases in equipment and training materials used at the CMPD Academy.</p>	-	\$209,857
<p>Add positions to support 911 telecommunications operations</p> <p>Add 10 Police Telecommunicators, three Police Telecommunicator Seniors, one Police Telecommunicator Supervisor, and one Quality Assurance Analyst to provide additional support at CMPD's 911 call center.</p>	15.00	\$1,101,318
<p>Enhance staffing at Animal Care and Control</p> <p>Add a Veterinarian, Animal Control Supervisor, three Animal Health Technicians, four Kennel Attendants, and a Customer Service Revenue Assistant to provide the Animal Care and Control unit enhanced capacity to care for shelter animals. This action represents a 29% increase in the number of positions dedicated to the care and adoption of shelter animals.</p>	10.00	\$610,222

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds to support the Community Policing Crisis Response Team Technical adjustment to support CMPD's Community Policing Crisis Response Team by providing funds for contractual increases with the city's partner for the mental health clinicians that partner with officers to respond to mental health crises.	-	\$88,591
Support equipment lifecycle management program Provide funds to replace critical equipment necessary for Police Department operations, including lab instruments, workstations, and closed circuit camera systems.	-	\$198,500
Provide funds for body-worn camera and taser technology services Technical adjustment to provide funds for ongoing software, support, services, replacements, and maintenance for CMPD's body-worn camera and taser systems.	-	\$1,468,110
Support separation allowance for law enforcement officers Technical adjustment to provide additional funds for the state mandated separation allowance for law enforcement officers from retirement until age 62.	-	\$1,266,244
Provide funds for contractual increases Technical adjustment to provide funds for custodial services and contractual lease increases at CLT Airport and North Division.	-	\$302,259
Annualize increase to retiree health investment account program Technical adjustment to annualize the FY 2024 increase in the city's annual contribution to the retiree health investment account from \$1,040 to \$1,300 for all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.	-	\$277,810
Provide funds for software support and technology maintenance Technical adjustment to provide funds for technology maintenance and software support related to CMPD's computer aided dispatch system and database servers.	-	\$48,745
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 2024. 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 elimination of a vacant civilian position.	-1.00	\$4,917,388
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$2,151,819

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$2,399,614
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	40.00	\$29,180,180

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Safe Communities				
Reduce victimization	Percent change in crime rate per 100,000 population	5.4% increase	≥3% decrease	≥3% decrease
Build trust and confidence with the community	Percent of 911 calls answered within 10 seconds or less	69.3% ¹	≥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	11.8% increase	≥15% increase	≥15% increase
	Average daily calls for services responded to by Civilian Assistance: Respond, Engage, Support (CARES) Team	New Measure	>4 per day	>4 per day
Provide timely response to calls for service	Average Police response time to priority 1 emergency calls for service	7.3 minutes	<7 minutes	<7 minutes
Provide alternatives to incarceration for youth	Percent change in number of juvenile diversions	26% increase	≥5% increase	≥5% increase
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain a diverse workforce	Percent of applicant base that are minorities and/or females	70.4%	≥60%	≥60%

¹ FY 2023 Actual impacted by personnel shortages. The city implemented several measures in the FY 2023 budget and during the fiscal year to address this challenge, such as an eight percent pay increase for hourly employees, a 2.5 percent shift differential incentive, creation of a Telecommunicator Senior job classification to provide further advancement opportunities for telecommunicators, and the use of temporary contracted call takers.

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
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	12.00	12.00	12.00	-
Police Captain	35.00	30.00	30.00	30.00	-
Police Lieutenant	45.00	52.00	52.00	52.00	-
Police Sergeant	157.00	157.00	164.00	165.00	1.00
Police Officer	1,722.00	1,685.00	1,673.00	1,672.00	-1.00
Sworn Total	1,979.00	1,942.00¹	1,937.00¹	1,937.00	-

¹ Reductions in Law Enforcement Officers were 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.

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
311 Contact CTE Program Analyst	2.00	2.00	2.00	2.00	-
Administrative Assistant	-	-	3.00	2.00	-1.00
Administrative Assistant Senior	-	-	3.00	2.00	-1.00
Administrative Officer I	18.00	25.00	-	-	-
Administrative Officer II	12.00	15.00	-	-	-
Administrative Officer III	7.00	10.00	-	-	-
Administrative Officer IV	5.00	6.00	-	-	-
Administrative Officer V	1.00	2.00	-	-	-
Administrative Officer	-	-	8.00	9.00	1.00
Administrative Officer Lead	-	-	2.00	2.00	-
Administrative Officer Manager	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	2.00	4.00	2.00
Administrative Secretary I	1.00	1.00	-	-	-
Administrative Services Manager	1.00	2.00	2.00	-	-2.00
Administrative Specialist	-	-	14.00	13.00	-1.00
Animal Control Bureau Manager	1.00	1.00	1.00	1.00	-
Animal Control Officer	20.00	19.00	19.00	19.00	-
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	7.00	7.00	-	-	-
Animal Control Supervisor	-	-	6.00	7.00	1.00
Animal Health Technician	5.00	5.00	6.00	9.00	3.00
Animal Health Technician Lead	-	-	1.00	1.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Animal Services Officer	1.00	-	-	-	-
Animal Shelter Manager	1.00	1.00	1.00	1.00	-
Animal Trainer	1.00	1.00	1.00	1.00	-
Assistant Administrative Director	-	-	-	3.00	3.00
Behavioral Health Specialist	-	1.00	1.00	1.00	-
Behavioral Health Specialist Senior	-	-	1.00	1.00	-
Budget & Finance Analyst	-	-	2.00	3.00	1.00
Budget & Finance Analyst Lead	-	-	3.00	3.00	-
Budget & Finance Analyst Senior	-	-	3.00	3.00	-
Budget & Finance Manager	-	-	1.00	1.00	-
Budget & Finance Specialist	-	-	2.00	2.00	-
Business Services Manager	1.00	1.00	1.00	-	-1.00
Business Systems Specialist	1.00	-	-	-	-
Chief Criminalist	3.00	3.00	3.00	3.00	-
Civilian Crash Investigator	-	-	-	16.00	16.00
Community Relations Manager	2.00	1.00	1.00	1.00	-
Community Relations Specialist	2.00	2.00	2.00	2.00	-
Construction Contracts Admin Coordinator Lead	1.00	1.00	-	-	-
Contract Technician	1.00	1.00	1.00	1.00	-
Contracts Admin Coordinator	-	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	1.00	-
Crime Scene Technician	28.00	28.00	28.00	28.00	-
Crime Scene Technician Lead	-	6.00	6.00	6.00	-
Crime Scene Technician Senior	6.00	-	-	-	-
Criminalist DNA Analyst	4.00	5.00	5.00	5.00	-
Criminalist Drug Chemistry	3.00	3.00	3.00	3.00	-
Criminalist Firearms Toolmarks	2.00	2.00	2.00	2.00	-
Criminalist Questioned Document Specialist	1.00	-	-	-	-
Criminalist Serology	1.00	1.00	1.00	1.00	-
Customer/Revenue Service Assistant	7.00	7.00	7.00	8.00	1.00
Data Analytics Manager	1.00	1.00	1.00	1.00	-
Data Analytics Specialist	9.00	10.00	12.00	12.00	-
Data Analytics Specialist Lead	3.00	3.00	3.00	3.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Data Analytics Specialist Senior	2.00	2.00	2.00	2.00	-
Data Analytics Supervisor	1.00	1.00	1.00	1.00	-
Division Training Specialist	-	2.00	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	-
Field Operations Supervisor	1.00	1.00	2.00	2.00	-
Fleet Specification Analyst	1.00	1.00	1.00	1.00	-
Forensic Analyst	-	4.00	4.00	4.00	-
H&NS Program Coordinator	2.00	2.00	2.00	1.00	-1.00
Human Resources Generalist	-	-	4.00	4.00	-
Human Resources Generalist Senior	-	-	3.00	2.00	-1.00
Human Resources Specialist	-	-	5.00	4.00	-1.00
Human Resources Specialist Senior	-	-	3.00	5.00	2.00
Kennel Attendant	9.00	9.00	9.00	13.00	4.00
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	1.00	-
Management Analyst	8.00	8.00	8.00	9.00	1.00
Management Analyst Senior	2.00	2.00	1.00	2.00	1.00
Non-Emergency Police Services Manager	1.00	1.00	1.00	1.00	-
Office Assistant IV	10.00	11.00	-	-	-
Office Assistant V	6.00	6.00	-	-	-
Office Assistant	-	-	6.00	5.00	-1.00
Office Assistant Senior	-	-	9.50	9.50	-
Operations Supervisor	1.00	1.00	1.00	1.00	-
Police Aircraft Mechanic	1.00	1.00	1.00	1.00	-
Police Communications Manager	-	1.00	1.00	1.00	-
Police Communications Services Supervisor	1.00	2.00	2.00	2.00	-
Police Customer Service Supervisor	5.00	6.00	6.00	6.00	-
Police Equipment Technician	-	2.00	2.00	1.00	-1.00
Police Investigation Technician	44.00	45.00	45.00	45.00	-
Police Property Control Supervisor	3.00	3.00	3.00	3.00	-
Police Property Control Technician	14.00	15.00	14.00	14.00	-
Police Property Manager	1.00	1.00	1.00	1.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Police Records Supervisor	1.00	1.00	1.00	1.00	-
Police Records Support Technician	-	4.00	2.00	2.00	-
Police Records Technician	5.00	1.00	3.00	3.00	-
Police Support Technician	16.00	16.00	16.00	16.00	-
Police Telecommunicator	125.50	125.50	95.00	105.00	10.00
Police Telecommunicator Senior	-	-	30.00	33.00	3.00
Police Telecommunicator Supervisor	14.00	14.00	14.00	15.00	1.00
Polygraph Examiner	1.00	2.00	2.00	1.00	-1.00
Procurement Agent Senior	-	-	1.00	1.00	-
Procurement Officer	-	-	1.00	1.00	-
Psychologist	1.00	-	-	-	-
Public Information Specialist	-	2.00	3.00	3.00	-
Public Information Specialist Senior	2.00	2.00	3.00	3.00	-
Public Service Coordinator	1.00	1.00	2.00	2.00	-
Public Services Division Manager	1.00	1.00	-	-	-
Quality Assurance Analyst	1.00	1.00	1.00	2.00	1.00
Questioned Document Specialist	-	1.00	1.00	1.00	-
Real Time Crime Supervisor	-	1.00	1.00	1.00	-
Recreation Specialist	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Specialist	-	-	3.00	3.00	-
Special Events Coordinator	-	1.00	1.00	1.00	-
Training Specialist	2.00	3.00	3.00	3.00	-
Vendor Management Supervisor	-	-	1.00	1.00	-
Veterinarian	-	1.00	2.00	3.00	1.00
Veterinary Technician	1.00	1.00	-	-	-
Non-LEO Total FTE	476.50	514.50	521.50	561.50	40.00
Department Total FTE	2,455.50	2,456.50	2,458.50	2,498.50	40.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Construct Renovations to the Law Enforcement Center for 911 Expansion	\$7,000,000	COPs	357
Total	\$7,000,000		

Mission Statement

To protect the public health of the City of Charlotte by partnering with the community to provide safe, competitive, and efficient services that deliver environmentally friendly and equitable 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 specialized cleaning programs, including continual maintenance of the Central Business District, neighborhood clean-ups, and support of special events and transportation corridors

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Intergovernmental-state	\$673,372	\$685,166	\$615,000	\$712,000	15.8%
Licenses, fees, fines	\$27,726,710	\$31,985,209	\$35,678,207	\$39,865,431	11.7%
Miscellaneous	\$24,462	\$43,798	\$40,000	\$65,000	62.5%
Total Revenues	\$28,424,544	\$32,714,173	\$36,333,207	\$40,642,431	11.9%
Expenditures					
Personnel Services	\$23,432,611	\$26,661,334	\$29,528,728	\$31,914,779	8.1%
Operating Expenses	\$44,152,275	\$48,521,582	\$51,005,416	\$56,202,390	10.2%
Department Charges	-\$921,897	-\$1,384,554	-\$1,566,710	-\$1,730,838	-10.5%
Total Expenditures	\$66,662,989	\$73,798,362	\$78,967,434	\$86,386,331	9.4%
Net Expenditures	\$38,238,445	\$41,084,189	\$42,634,227	\$45,743,900	7.3%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	–	\$892,249
Provide funds for contractual increases in multi-family contract Technical adjustment to provide funds for contractual cost increases in the multi-family collection contract.	–	\$1,610,584
Provide funds for tipping fee increases Technical adjustment to provide funds for tipping fee increases for garbage and yard waste disposal costs.	–	\$578,912
Provide funds for inflationary increases in the curbside recycling contract Technical adjustment to provide funds for contractual cost increases in curbside recycling collection.	–	\$384,968
Add position to support Solid Waste service verification Add one Management Analyst Senior to improve operational efficiency and billing accuracy for both single-family and multi-family units.	1.00	\$110,141
Provide funds for fuel Technical adjustment to provide funds for fuel based on projected cost and utilization.	–	\$177,542
Provide funds for temporary staffing Technical adjustment to provide funds for a contractual increase in the cost of temporary staffing.	–	\$169,808
Provide funds for technology application increases Technical adjustment to provide funds for annual technology application increases. The application provides tracking services for Solid Waste vehicles, utilizing real-time information to increase efficiency of collection routes.	–	\$35,867
Update reimbursement of solid waste services provided to CATS Adjust the department charge amount for Solid Waste Services along the CATS Blue Line, Goldline, bus stops and other CATS facilities. These services are reimbursed by CATS through departmental charges, resulting in no General Fund impact.	–	-\$164,128
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 2024. 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.	–	\$1,103,661
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	–	\$280,000

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$2,239,293
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	1.00	\$7,418,897

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Great Neighborhoods				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.47	≤2	≤2
Provide equitable residential curbside services	Geographic distribution of yard waste collections and bulky item collection requests	Data being compiled and evaluated	Analyze GIS data to determine equity metric	TBD from FY24 year-end
Strategic Priority Area: Workforce and Business Development				
Facilitate upward mobility for employees	Number of employees participating in upward mobility initiatives, such as professional licensing, degree programs, continuing education courses, etc.	42%	≥33%	≥33%
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	\$163/ton (FY 2023 North Carolina Average \$326/ton)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$75/ton (FY 2023 North Carolina Average \$143/ton)	< North Carolina statewide average	< North Carolina statewide average
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	40	≥42	≥46
Provide timely trash services during normally scheduled service delivery	Percent of on-time service delivery that did not require a second truck to pick up trash at a missed collection	New Measure	New Measure	100%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Officer I	4.00	5.00	-	-	-
Administrative Officer II	2.00	2.00	-	-	-
Administrative Officer III	6.00	6.00	-	-	-
Administrative Officer IV	2.00	2.00	-	-	-
Administrative Officer V	2.00	2.00	-	-	-
Administrative Officer	-	-	2.00	2.00	-
Administrative Officer Senior	-	-	3.00	3.00	-
Administrative Specialist	-	-	1.00	-	-1.00
Budget & Finance Analyst	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	1.00	1.00	-
Budget & Finance Analyst Senior	-	-	1.00	1.00	-
Business Services Manager	-	-	1.00	1.00	-
Community Programs Coordinator	1.00	1.00	1.00	1.00	-
Community Relations Specialist	1.00	1.00	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	-	-	-
Customer/Revenue Service Specialist	-	-	2.00	2.00	-
Deputy Solid Waste Services Director	2.00	2.00	2.00	2.00	-
Dispatcher	-	-	2.00	2.00	-
Equipment Operator III	15.00	15.00	-	-	-
Field Operations Supervisor	4.00	4.00	4.00	4.00	-
Human Resources Generalist	-	-	2.00	2.00	-
Human Resources Generalist Senior	-	-	1.00	1.00	-
Human Resources Manager	-	-	1.00	-	-1.00
Human Resources Manager Senior	-	-	-	1.00	1.00
Inventory & Warehouse Assistant	-	-	-	1.00	1.00
Labor Crew Chief II	16.00	17.00	17.00	17.00	-
Management Analyst Senior	1.00	1.00	1.00	2.00	1.00
Office Assistant IV	2.00	2.00	-	-	-
Office Assistant V	3.00	2.00	-	-	-
Office Assistant	-	-	1.00	1.00	-
Operations Supervisor	3.00	3.00	3.00	3.00	-
Procurement Agent	-	-	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Specialist	-	-	2.00	2.00	-
Safety Supervisor	-	-	1.00	1.00	-
Safety Technician	-	-	5.00	5.00	-
Sanitation Equipment Operator	69.00	69.00	71.00	71.00	-
Sanitation Equipment Operator Senior	70.00	70.00	87.00	87.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Sanitation Team Leader	5.00	5.00	-	-	-
Sanitation Technician	56.00	56.00	55.00	55.00	-
Sanitation Technician Senior	29.00	35.00	36.00	36.00	-
Solid Waste Services Director	1.00	1.00	1.00	1.00	-
Solid Waste Services Operations Manager	1.00	1.00	1.00	1.00	-
Storekeeper	1.00	1.00	1.00	-	-1.00
Training Specialist	1.00	1.00	1.00	1.00	-
Vendor Management Specialist Lead	-	-	1.00	1.00	-
Vendor Management Supervisor	-	-	1.00	1.00	-
Department Total FTE	308.00	315.00	320.00	321.00	1.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Reduce Litter	\$250,000	PAYGO	329
Construct Equity Renovations at Solid Waste	\$3,000,000	COPs	402
Total	\$3,250,000		

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Overview

Special Initiatives consists of two separate offices, the Office of Sustainability and the Office of Workforce Development, as well as the Special Assistant for Mobility. Each function reports to the City Manager’s Office.

- Office of Sustainability: Coordinate administration of the Strategic Energy Action Plan across departments and lead the city’s sustainability and resilience efforts
- Office of Workforce Development: Organize and oversee implementation of the HIRE Charlotte strategic jobs framework
- Special Assistant for Mobility: Lead interdepartmental efforts to further the objectives of the Strategic Mobility Plan

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed¹	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$-	\$-	\$-	\$1,856,095	100.0%
Operating Expenses	\$-	\$-	\$-	\$389,025	100.0%
Total Expenditures	\$-	\$-	\$-	\$2,245,120	100.0%

¹ FY2025 includes the realignment of the following to offices within Special Initiatives: 4.00 FTEs and \$820,004 from General Services, 3.00 FTEs and \$354,800 from Human Resources, and 1.00 FTE and \$300,408 from the City Manager’s Office.

FY 2025 Adjustments

Budget Action	FTE	Amount
Realign Sustainability and Resilience from General Services Realign existing Sustainability and Resilience funds from General Services to an office within Special Initiatives. There is a corresponding entry in General Services.	4.00	\$820,004
Realign Workforce Development from Human Resources Realign existing Workforce Development funds from Human Resources to an office within Special Initiatives. There is a corresponding entry in Human Resources.	3.00	\$354,800
Realign Workforce Development from the City Manager's Office Realign existing Workforce Development funds from the City Manager's Office to an office within Special Initiatives. There is a corresponding entry in the City Manager's Office.	1.00	\$300,408
Add a dedicated strategic mobility executive Add a Special Assistant to the City Manager to support the collaboration and implementation of the city's mobility initiatives across boundaries and agencies.	1.00	\$274,593
Support sustainability analysis Realign funding to support the Strategic Energy Action Plan from the Pay-As-You-Go Fund to better match ongoing needs with ongoing funding sources. This funding provides for ongoing analysis and evaluation of sustainability projects. This is an accounting change that will not impact service levels.	-	\$175,000
Add one position to support sustainability efforts Add an Energy Sustainability Coordinator to support sustainability efforts in the community and at city facilities. This increase includes funding for voluntary energy efficiency studies of commercial buildings throughout the city and educational outreach.	1.00	\$114,261
Add two positions to support workforce development Add an Administrative Officer Lead and Management Analyst to support City Council's Strategic Priority of Workforce and Business Development. These positions will manage contracts and relationships with partner agencies, and analyze, measure, and evaluate workforce development programming to ensure policy goals are being advanced.	2.00	\$206,054
Net Change	12.00	\$2,245,120

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Increase infrastructure investments (water/sewer replacement, street lighting, stormwater facilities, streetscaping, etc.) in existing urbanized areas planned for significant new development that are constrained by infrastructure capacity	Portion of capital projects in Place Types, where additional infill and redevelopment are encouraged	New Measure	New Measure	Collaborate with City Council to establish ongoing goals
Strive toward 100% zero-carbon buildings and fleet by 2030 and low-carbon city by 2050	Percent of building energy use projected to be powered by zero-carbon sources by 2030	81%	≥ Previous fiscal year	≥ Previous fiscal year
	Percent of city fleet that are electric vehicles; percent that are alternative fuel vehicles	3%; 10%	≥ Previous fiscal year	≥ Previous fiscal year
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 participants placed directly from workforce development programs to a full-time City of Charlotte job.	3	≥3	≥3

Full-Time Equivalent (FTE) Position Summary

Office of Sustainability

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Chief Resilience and Sustainability Coordinator	-	-	-	1.00	1.00
Energy Sustainability Coordinator	-	-	-	2.00	2.00
Energy Sustainability Coordinator Sr	-	-	-	2.00	2.00
Department Total FTE	-	-	-	5.00¹	5.00

¹ FY 2025 includes the realignment of 4.00 FTEs from General Services and the addition of an Energy Sustainability Coordinator.

Office of Workforce Development

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Officer Lead	-	-	-	1.00	1.00
HR Generalist Senior	-	-	-	1.00	1.00
HR Program Manager	-	-	-	1.00	1.00
Human Resources Specialist	-	-	-	1.00	1.00
Management Analyst	-	-	-	1.00	1.00
Special Assistant to the City Manager	-	-	-	1.00	1.00
Department Total FTE	-	-	-	6.00¹	6.00

¹ FY 2025 includes the realignment of 3.00 FTEs from Human Resources, 1.00 FTE from the City Manager's Office, and the addition of an Administrative Officer Lead and Management Analyst.

Special Assistant for Mobility

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Special Assistant to the City Manager	-	-	-	1.00	1.00
Department Total FTE	-	-	-	1.00	1.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Advance the Strategic Energy Action Plan	\$1,000,000	PAYGO	336
Increase Building Sustainability	\$2,500,000	COPS	403
Total	\$3,500,000		

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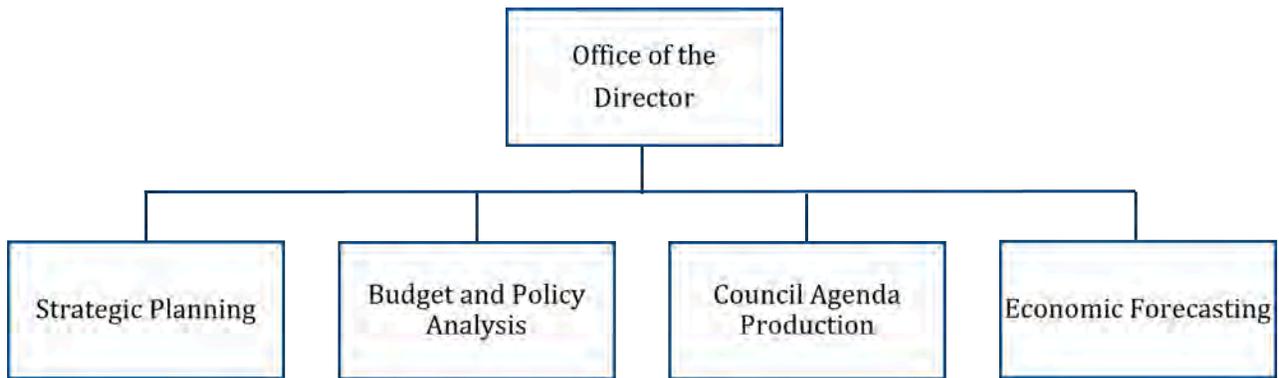
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$1,984,709	\$2,132,066	\$2,356,134	\$2,619,472	11.2%
Operating Expenses	\$133,719	\$178,920	\$191,788	\$209,081	9.0%
Department Charges	\$-	\$-	-\$74,575	-\$61,986	16.9%
Total Expenditures	\$2,118,428	\$2,310,986	\$2,473,347	\$2,766,567	11.9%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$56,576
Add a position to support capital projects Add a Strategy and Budget Analyst Associate. The position will primarily support the capital program, including improving project information sharing through the Capital Project Dashboard.	1.00	\$96,955
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 2024. 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.	-	\$120,807
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$14,000
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$4,882
Net Change	1.00	\$293,220

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Prepare high quality budget documents that follow best practices	GFOA Distinguished Budget award	Received	Receive Award	Receive Award
Promote strong financial management	Percent of variance between forecasted and actual revenue received	3.24%	≤2.5%	≤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	Number of budget listening sessions for the public in-person and virtually to provide engagement opportunities about budget priorities	Three budget listening sessions	Four budget listening sessions	Four budget listening sessions
	Gather community feedback via the city's Community Input Survey about budget priorities and services	1,026	≥1,000 surveys completed	≥1,000 surveys completed

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer II	1.00	1.00	-	-	-
Assistant Strategy & Budget Director	-	-	-	1.00	1.00
Deputy Strategy & Budget Director	1.00	1.00	1.00	1.00	-
Economist	1.00	1.00	1.00	1.00	-
Financial Process Manager	1.00	1.00	-	-	-
Strategy and Budget Analyst	2.00	3.00	5.00	4.00	-1.00
Strategy and Budget Analyst Associate	4.00	3.00	2.00	4.00	2.00
Strategy and Budget Analyst Lead	2.00	1.00	-	2.00	2.00
Strategy and Budget Analyst Senior	3.00	3.00	3.00	1.00	-2.00
Strategy and Budget Director	1.00	1.00	1.00	1.00	-
Strategy and Budget Manager	-	1.00	2.00	1.00	-1.00
Department Total FTE	16.00	16.00	16.00	17.00	1.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Support Financial Partners	\$580,000	PAYGO	328
Total	\$580,000		

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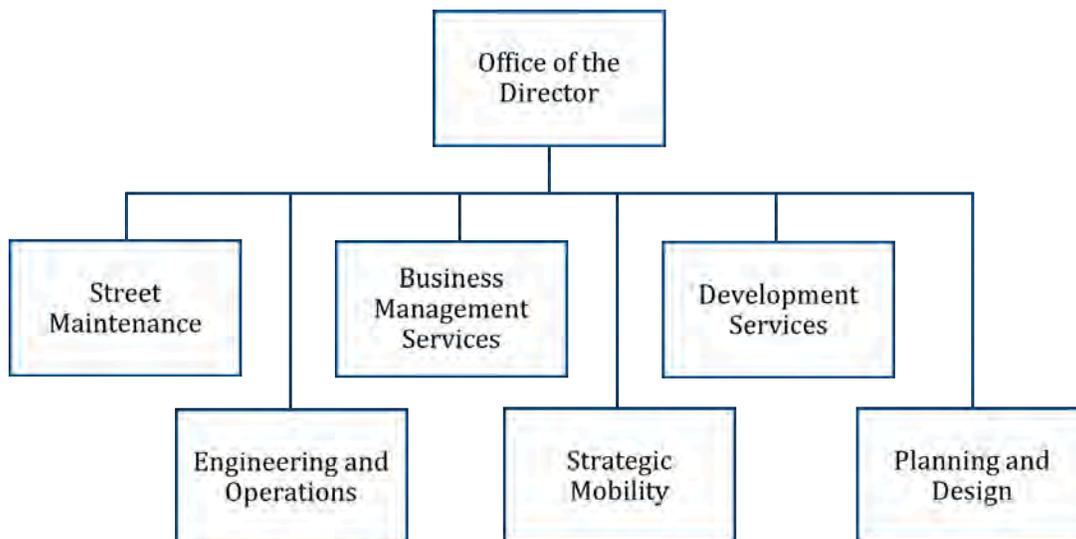
Mission Statement

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 5,500 lane miles of streets, 864 traffic signals, 2,265 miles of sidewalks, 195 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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Intergovernmental - State	\$1,008,328	\$953,192	\$900,000	\$950,000	5.6%
Licenses, Fees, Fines	\$4,706,904	\$5,556,756	\$5,751,375	\$8,089,486	40.7%
Charges for Current Services	\$2,461,726	\$2,599,850	\$2,717,175	\$2,739,030	0.8%
Miscellaneous	\$-	\$-	\$3,000	\$-	-100.0%
Other	\$360,608	\$35,066	\$727,950	\$10,600	-98.5%
Total Revenues	\$8,537,566	\$9,144,864	\$10,099,500	\$11,789,116	16.7%
Expenditures					
Personnel Services	\$31,671,235	\$33,587,483	\$38,831,510	\$40,861,274	5.2%
Operating Expenses	\$10,176,491	\$11,419,618	\$11,351,665	\$12,828,664	13.0%
Department Charges	-\$15,679,376	-\$15,582,089	-\$16,665,186	-\$16,838,700	-1.0%
Total Expenditures	\$26,168,350	\$29,425,012	\$33,517,989	\$36,851,238	9.9%
Net Expenditures	\$17,630,784	\$20,280,148	\$23,418,489	\$25,062,122	7.0%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees.	-	\$1,073,112
Modernize and expand the on-street parking system Implement recommendations from the Strategic Parking Plan and provide funds for on-street parking expansion of spaces and hours in Uptown and South End to encourage the safe and comfortable movement of people and goods. These costs will be reimbursed by user fee revenue, resulting in no General Fund impact.	-	\$658,634
Provide funds for on-street parking contractual adjustments Provide funds for on-street parking contractual increases and address the impact of the new on-street parking contract implementation. These costs will be reimbursed by user fee revenue, resulting in no General Fund impact.	-	\$618,888
Eliminate vacant Labor Crew Chief Eliminate vacant Labor Crew Chief II position. The duties of this position will be absorbed by existing staff. This action will not result in an impact to existing service levels.	-1.00	-\$78,297
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 2024. 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 elimination of a vacant position that is no longer needed.	-	\$509,675
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$351,760
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$199,477
Net Change	-1.00	\$3,333,249

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Safe Communities				
Remove physical barriers for people with disabilities in the right-of-way as per the ADA	Number of accessible ramps remediated in accordance with ADA ¹	253	≥400	≥200 ¹
Strategic Priority Area: Transportation and Planning				
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	5 corridors	≥3 corridors	≥3 corridors
	Miles of new sidewalks	9.87	≥10	≥10
	Miles of new bikeways	5.48	≥10	≥10
	Number of new pedestrian safety projects	27	≥25	≥25
	Number of new signals (city and developer funded)	16	≥10	≥10
	Number of upgraded signals (city and developer funded)	20	≥15	≥15
Maintain existing infrastructure	Percent of emergency signal service requests responded to within 1 hour during regular shift	75%	≥95%	≥95%
	Percent of signal service requests responded to within 2 hours during on-call shift	100%	≥95%	≥95%
	Annual pavement condition rating	82%	≥85%	≥85%
	Percent of pothole service requests responded to within 5 business days	95%	≥95%	≥95%
	Percent of emergency pothole service requests responded to within 4 hours	100%	100%	100%

¹ FY 2025 Target adjusted to clarify ADA standards of highlighting accessible ramp remediation. FY 2023 Actual included new ramps and remediated ramps.

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Maintain existing infrastructure	Number of transportation department service requests completed within the six Corridors of Opportunity	Beatties Ford/ Rozzelles Ferry: 264 Central/Albemarle: 665 Freedom Drive/ Wilkinson: 497 Graham Street/ North Tryon: 219 Sugar Creek/I-85: 382 West Boulevard: 161	≥600	≥600

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	2.00	2.00	-
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer I	9.00	8.00	-	-	-
Administrative Officer II	3.00	4.00	-	-	-
Administrative Officer III	4.00	5.00	-	-	-
Administrative Officer IV	3.00	3.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Administrative Officer	-	-	2.00	2.00	-
Administrative Officer Lead	-	-	2.00	2.00	-
Administrative Officer Senior	-	-	2.00	2.00	-
Administrative Specialist	-	-	2.00	2.00	-
Budget & Finance Analyst	-	-	-	1.00	1.00
Budget & Finance Analyst Lead	-	-	1.00	1.00	-
Budget & Finance Analyst Senior	-	-	2.00	2.00	-
Budget & Finance Manager	-	-	1.00	1.00	-
Budget & Finance Specialist	-	-	2.00	2.00	-
Business Services Manager	1.00	1.00	1.00	1.00	-
Business Systems Specialist	1.00	-	-	-	-
Chief Construction Inspector	1.00	1.00	1.00	1.00	-
Code Enforcement Coordinator	1.00	-	-	-	-
Community Engagement Specialist	-	-	1.00	1.00	-
Construction Inspector	8.00	7.00	7.00	7.00	-
Construction Inspector Senior	6.00	6.00	5.00	5.00	-
Construction Supervisor	2.00	2.00	3.00	3.00	-
Content Webmaster	-	1.00	1.00	1.00	-
Contract Administration Coordinator	2.00	1.00	-	-	-
Contract Estimator	2.00	2.00	2.00	1.00	-1.00
Contract Estimator Supervisor	1.00	1.00	1.00	1.00	-
Deputy Transportation Director	2.00	2.00	2.00	-	-2.00
Deputy Transportation Director II	-	-	-	2.00	2.00
Director of Transportation	1.00	1.00	1.00	1.00	-
Drafting Technician Senior	2.00	2.00	2.00	2.00	-
Electronics Technician II	1.00	-	-	-	-
Engineer Senior	7.00	5.00	5.00	3.00	-2.00
Engineering Assistant	4.00	4.00	7.00	8.00	1.00
Engineering Program Manager	6.00	8.00	8.00	8.00	-
Engineering Project Coordinator	9.00	9.00	10.00	10.00	-
Engineering Project Manager	12.00	12.00	14.00	13.00	-1.00
Engineering Project Manager Senior	10.00	13.00	15.00	17.00	2.00
Engineering Services Investigator	3.00	3.00	-	-	-
Engineering Services Supervisor	4.00	4.00	4.00	3.00	-1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Equipment Operator II	45.00	46.00	-	-	-
Equipment Operator III	25.00	24.00	-	-	-
Equipment Operator	-	-	46.00	46.00	-
Equipment Operator Senior	-	-	24.00	24.00	-
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	1.00	1.00	-
Human Resources Generalist	-	-	1.00	1.00	-
Human Resources Specialist	-	-	1.00	1.00	-
Human Resources Specialist Sr	-	-	2.00	2.00	-
Inventory & Warehouse Coordinator	-	-	-	1.00	1.00
Inventory & Warehouse Specialist	-	-	-	3.00	3.00
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	42.00	42.00	42.00	41.00	-1.00
Management Analyst	1.00	1.00	1.00	1.00	-
Mason	31.00	31.00	31.00	31.00	-
Office Assistant IV	3.00	3.00	-	-	-
Office Assistant	-	-	3.00	3.00	-
Operations Supervisor	7.00	7.00	7.00	7.00	-
Program Manager Demand Modeling	-	-	1.00	1.00	-
Public Information Specialist Senior	-	-	-	-	-
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	2.00	2.00	-
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	48.00	47.00	47.00	-
Street Maintenance Operations Manager	2.00	1.00	1.00	1.00	-
Traffic Counter II	0.75	0.75	0.75	0.75	-
Traffic Electronics Technician I	3.00	3.00	3.00	-	-3.00
Traffic Signal Electrician	7.00	7.00	7.00	7.00	-
Traffic Signal Electrician Lead	3.00	3.00	3.00	3.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Training Specialist	1.00	1.00	1.00	1.00	-
Transportation Analyst	2.00	2.00	1.00	1.00	-
Transportation Electronics Technician I	-	-	-	3.00	3.00
Transportation Electronics Technician II	5.00	6.00	6.00	6.00	-
Transportation Electronics Technician II Lead	2.00	2.00	2.00	2.00	-
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	4.00	4.00	4.00	-
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	3.00	4.00	4.00	5.00	1.00
Travel Demand Modeler	1.00	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	-	-	-
Vendor Management Coordinator	-	-	1.00	1.00	-
Department Total FTE	411.75	407.75	412.75	411.75	-1.00

FY 2025 Capital Investment Plan Projects

The table below provides a summary of all Proposed FY 2025 capital investments associated with the department. The table includes the project or program name, the FY 2025 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 2025 is a GO Bond year, the GO Bonds are listed as a funding type. Other funding types include cash from a Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation (COPS) and cash from the Municipal Debt Service Fund.

FY 2025 Capital Investment Plan Projects			
Project/Program	FY 2025 Proposed	Funding Type	Page Number
Pilot Mobility Innovation District	\$2,000,000	PAYGO	331
Complete Transportation Project Feasibility	\$500,000	PAYGO	331
Purchase Transportation Equipment	\$200,000	PAYGO	332
Support Bikeshare Program	\$200,000	PAYGO	332
Enhance Transportation Safety (Vision Zero)	\$20,000,000	GO Bonds	355
Implement Strategic Investment Areas	\$55,000,000	GO Bonds	371
Improve Sidewalks	\$50,000,000	GO Bonds	372
Resurface Streets	\$24,600,000	GO Bonds	373
Improve Eastway Drive/Shamrock Drive Intersection	\$10,500,000	GO Bonds	374
Construct Bryant Farms Road Phase II	\$10,000,000	GO Bonds	375
Mitigate Congestion	\$10,000,000	GO Bonds	376
Complete Idlewild/Monroe/Rama Intersection	\$9,100,000	GO Bonds	377
Connect Bicycle Facilities	\$8,000,000	GO Bonds	378
Construct Robinson Church Road	\$7,800,000	GO Bonds	379
Repair and Replace Bridges	\$7,300,000	GO Bonds	380
Improve Rea Road with Bonus Allocation Funding	\$6,000,000	GO Bonds	381
Upgrade Traffic Control Devices	\$5,000,000	GO Bonds	382
Complete Morris Field Bridge Replacement	\$5,000,000	GO Bonds	383
Implement City Center Transportation Improvements	\$5,000,000	GO Bonds	384
Maintain Intelligent Transportation Systems	\$4,000,000	GO Bonds	385
Complete Monroe Road Streetscape	\$1,000,000	GO Bonds	386
Complete the Cross Charlotte Trail	\$8,400,000	Other Sources	389
Total	\$249,600,000		

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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 2023 Actual	FY 2024 Budget	FY 2025 Proposed
<p>Alliance Center for Education</p> <p>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.</p>	\$90,000	\$90,000	\$90,000
<p>Support Minority and Women-Owned Business</p> <p>Realign funding from the Pay-As-You-Go Fund to support programs such as AMP Up Charlotte and NXT CLT that advance business growth and education for minority and women-owned businesses to better match ongoing needs with ongoing funding sources. This is an accounting change that will not impact service levels.</p>	\$-	\$-	\$450,000
<p>Arts and Culture Contribution</p> <p>Support arts and culture agencies and programming throughout the city. These funds will contribute to the city's vibrant, equitable, thriving arts and culture ecosystem.</p>	\$4,000,000	\$4,000,000	\$11,000,000
<p>Bengali Women's Forum</p> <p>Provide constructive programming around current affairs and social concerns affecting the Asian American community.</p>	\$10,000	\$10,000	\$10,000
<p>Cable Access Television Support</p> <p>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.</p>	\$597,593	\$614,834	\$569,990
<p>Charlotte-Mecklenburg Historic Landmarks Commission</p> <p>Contribution to the Charlotte-Mecklenburg Historic Landmarks Commission.</p>	\$84,354	\$-	\$-
<p>Charlotte Regional Business Alliance</p> <p>Supports business and economic development as well as regional marketing.</p>	\$167,322	\$168,341	\$171,809
<p>Citizens Review Board</p> <p>Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.</p>	\$18,645	\$80,000	\$80,000

COMMUNITY INVESTMENTS (continued)	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
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.	\$510,600	\$457,585	\$432,155
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.	\$1,486,030	\$3,162,279	\$3,550,167
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	\$200,000
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.	\$2,500	\$2,500	\$2,500
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.	\$50,000	\$50,000	\$50,000
Race Matters for Juvenile Justice RMJJ offers workshops designed to build the capacity of educators, health practitioners, child welfare advocates, judicial officers, elected officials, law enforcement, and other community leaders, who are interested in understanding and eliminating racial inequities, disparities, and disproportionately within the community.	\$-	\$51,468	\$51,468
Safe Alliance Provides counseling and guidance for crime victims and their families.	\$397,038	\$397,038	\$397,038

COMMUNITY INVESTMENTS (continued)	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
SAFE Charlotte Grant Supplement Previously provided local funds to complement Community Development Block Grant funding.	\$291,229	\$-	\$-
TreesCharlotte Public / private nonprofit collaboration aimed at improving tree canopy coverage throughout the city.	\$250,000	\$250,000	\$250,000
Women's Business Center of Charlotte Provides substantive training for women interested in starting businesses or managing current businesses through impactful educational training opportunities that stimulate growth.	\$50,000	\$50,000	\$50,000
Total Community Investments	\$8,255,311	\$9,634,045	\$17,405,127

INFRASTRUCTURE INVESTMENTS	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Street Resurfacing Supplement General Fund contribution to the Powell Bill Fund to support street resurfacing.	\$1,000,000	\$1,000,000	\$1,000,000
Other Transfers to Capital Funds Support the maintenance and growth of the city's infrastructure.	\$2,699,298	\$-	\$-
Refresh Computers Support the lifecycle management of personal computers and laptops used by employees in General Fund departments.	\$1,000,000	\$-	\$944,000
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$214,383	\$214,383	\$214,383
Street Lighting Represents electrical operating costs for the city's street lighting program.	\$11,150,042	\$9,992,971	\$11,333,760
Total Infrastructure Investments	\$16,063,723	\$11,207,354	\$13,492,143

ORGANIZATIONAL INVESTMENTS	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Annual Audit	\$48,497	\$67,606	\$65,328
Represents the pro rata amount charged to the General Fund for the city's annual financial audit.			
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	\$122,211	\$129,444	\$135,917
NC League of Municipalities	\$113,547	\$119,431	\$128,209
US Conference of Mayors	\$26,216	\$26,216	\$26,216
National League of Cities	\$27,450	\$28,072	\$31,091
NC Metropolitan Mayors Coalition	\$20,425	\$20,425	\$20,425
Centralina Council of Governments	\$210,407	\$210,907	\$210,907
African American Mayors Association	\$25,000	\$25,000	\$25,000
City Storm Water	\$4,615,262	\$4,539,291	\$-
Beginning in FY 2025, the General Fund will no longer contribute funds to the Storm Water enterprise fund for the public streets right-of-way. This action aligns the budget with the Code of Ordinances, which was amended by City Council in 2016 to exempt the city's public streets right-of-way from paying Storm Water fees. To phase this transition, the Pay-As-You-Go Fund will provide half the FY 2024 contribution in FY 2025.			
Citywide Attrition Rate	\$-	-\$1,100,000	-\$1,100,000
Attrition rate based on projected savings from staff turnover held centrally for all General Fund departments.			
Contributions and Grants	\$250,000	\$150,000	\$167,999
Provides a reserve for any miscellaneous grants or contributions received during the year.			
Intergovernmental Support	\$129,880	\$116,900	\$117,650
Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.			

ORGANIZATIONAL INVESTMENTS (continued)	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Municipal Equipment Beginning in FY 2025, reimbursement to the Municipal Debt Service Fund for annual capital equipment purchases, such as police cars, fire trucks, and solid waste trucks, will be realigned to the Pay-As-You-Go Fund to better match capital needs with capital funding sources. Revenue will be transferred as well, resulting in no impact to the General Fund. This is an accounting change that will not impact service levels.	\$20,665,411	\$21,665,411	\$- ¹
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$398,384	\$200,000	\$200,000
Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs.	\$-	\$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.	\$1,296,068	\$1,307,516	\$1,261,467
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.	\$2,803,666	\$3,021,795	\$3,549,277
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	\$250,991	\$311,333	\$335,401
Total Organizational Investments	\$31,003,415	\$31,839,347	\$6,174,887

¹ This action aligns the most appropriate funding sources with the most appropriate uses and will not impact service levels.

EMPLOYEE INVESTMENTS	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Employee Compensation Initiatives Funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees. This adjustment also provides funding to address compensation compression resulting from enhanced compensation initiatives.	\$1,862,093	\$662,446	\$864,178
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.	\$607,039	\$419,633	\$439,134
Health Care Premium Relief Program Funds to ensure city employees with family income below \$55,000 are able to elect the city’s basic PPO plan at their enrollment tier without spending more than 8.39 percent of their weekly salary.	\$2,522	\$10,000	\$10,000
Transit Passes for City Employees Provide all access transit passes to all city employees for an employee contribution of \$33 per employee.	\$380,094	\$385,407	\$386,826
Total Employee Investments	\$2,851,748	\$1,477,486	\$1,700,138
TOTAL NON-DEPARTMENTAL	\$58,174,197	\$54,158,232	\$38,772,295

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NONGENERAL FUNDS ENTERPRISE FUNDS

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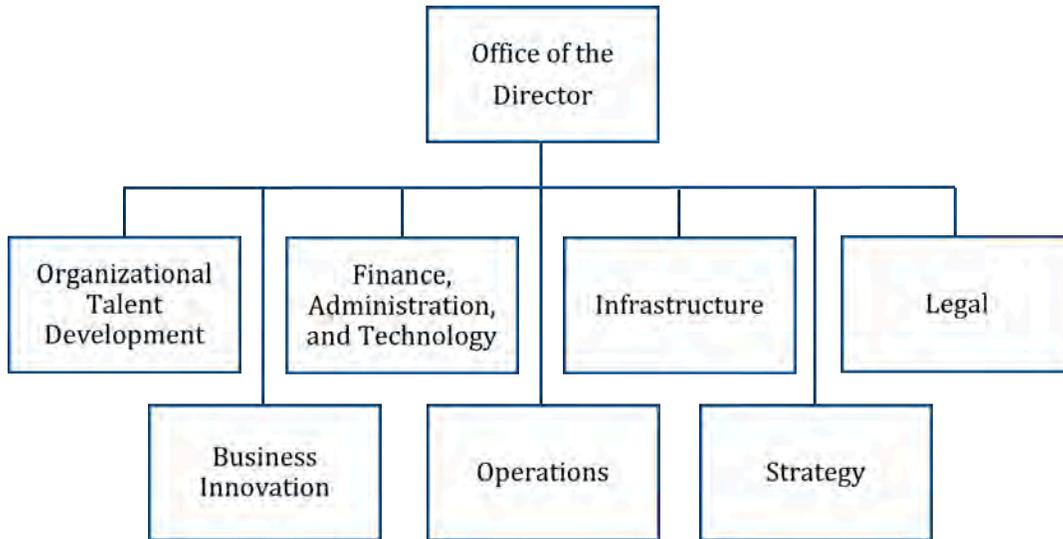
Mission Statement

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 over 700 daily departures and serving approximately 53.4 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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Terminal Area	\$73,779,189	\$89,027,815	\$93,630,252	\$146,445,718	56.4%
Airfield	\$39,830,006	\$43,166,798	\$47,247,359	\$68,078,146	44.1%
Concessions	\$57,060,424	\$67,491,902	\$63,789,226	\$69,131,555	8.4%
Rental Car	\$17,867,645	\$20,327,359	\$21,700,000	\$23,148,509	6.7%
Parking	\$81,444,663	\$94,711,067	\$97,825,217	\$120,000,000	22.7%
Fixed Base Operator	\$32,210,428	\$36,511,802	\$44,303,220	\$41,840,867	-5.6%
Other	\$16,792,147	\$22,198,321	\$22,335,740	\$21,452,156	-4.0%
Total Operating Revenues	\$318,984,502	\$373,435,064	\$390,831,014	\$490,096,951	25.4%
Passenger Facility Charge Fund	\$60,655,812	\$66,511,268	\$76,261,060	\$119,801,715	57.1%
Contract Facility Charge Fund	\$11,070,684	\$12,763,300	\$15,690,000	\$17,535,447	11.8%
Discretionary Fund	\$69,792,185	\$89,447,057	\$158,163,382	\$103,805,161	-34.4%
Total Revenues	\$460,503,183	\$542,156,689	\$640,945,456	\$731,239,274	14.1%

Budget Overview (continued)

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures					
Personnel Services	\$63,966,595	\$75,134,382	\$87,105,246	\$101,917,642	17.0%
Operating Expenses	\$101,894,123	\$118,462,216	\$148,745,651	\$173,727,579	16.8%
Capital Outlay	\$439,903	\$136,100	\$12,000	\$34,000	183.3%
Grants, Contributions, and Other	\$24,931,166	\$26,109,771	\$26,788,855	\$33,490,256	25.0%
Department Charges	-\$2,514,911	-\$4,532,152	-\$4,944,636	-\$5,256,961	-6.3%
Operating Expenditures	\$188,716,876	\$215,310,317	\$257,707,116	\$303,912,516	17.9%
Discretionary and Debt Support¹	\$176,975,991	\$202,207,672	\$291,287,281	\$365,116,443	25.3%
Reserved for Future Years	\$94,810,316	\$124,638,700	\$91,951,059	\$62,210,315	-32.3%
Total Expenditures	\$460,503,183	\$542,156,689	\$640,945,456	\$731,239,274	14.1%

¹ Passenger Facility Charge and Customer Facility Charge are included.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	-	\$2,353,297
Preserve assets through contractual services Support contractual increases in the areas of vehicle parts; landscaping; baggage handling system operations and maintenance; flooring repairs and maintenance; and mechanical and electrical infrastructure.	-	\$6,509,788
Support for additional terminal cleaning services at the airport Increase funds to support janitorial services, waste hauling and floor cleaning in response to the expanding footprint of the terminal building, and enhanced cleaning efforts.	-	\$5,309,824
Enhance airport security Provide funding for new contracts to respond to exit lane and loading dock security requirements, as well as the federally-mandated Aviation Worker Inspection Program and Safety Management System Program, which evaluates and mitigates airfield safety risks.	-	\$3,185,241
Provide additional funding for landside support Add funds to support increases to public parking staffing contracts, curbside traffic control, and credit card processing fees.	-	\$2,352,196
Provide additional funding for technology hardware and services Provide funding for reliable technology support; This includes hardware refreshes, technology service and maintenance agreements, telephone bills, and IT consulting.	-	\$2,151,339
Add funds to promote and expand customer services Expand marketing and promotional activities for customer services that generate airport revenues such as public parking, rental cars, retail vendors, and food and beverage concessions.	-	\$1,798,792
Enhance customer experience Provide funds for twenty-five positions to provide additional coverage for terminal operations, landside operations, innovation, and business intelligence.	25.00	\$1,093,914
Maintain assets through maintenance services Provide funds for twenty additional positions to provide maintenance services to the terminal building, airfield, and airport vehicle fleet.	20.00	\$1,069,506
Maintain contingency funds Provide funds to ensure continuity of operations and personnel services during emergencies and other unanticipated events.	-	\$2,482,912
Advance strategic growth Provide funds for thirteen positions to support revenue-generating activities and provide redundancy to single points of failure in the areas of technology system support; parking contract management and oversight; procurement; and real estate acquisition.	13.00	\$908,971

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Support safety and security Provide funds for seventeen positions to enhance safety, driver training, and continue staffing transitions that began before the COVID-19 pandemic.	17.00	\$834,390
Increase funding for activity-based contracts Add funds for service contracts for deicing, fixed-base operator management, and assistance with federal inspection services for passengers arriving on international flights.	-	\$681,622
Promote positive partnerships Provide funds for two positions to support commercial and community engagement with the real estate acquisition program and tenant coordination at the airport terminal.	2.00	\$128,308
Support employee success Provide funds for one position to aid in recruitment and professional development.	1.00	\$53,329
Increase contribution to Capital Investment Plan Increase 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 each budget cycle.	-	\$44,088,419
Adjust department charge-outs to the Capital Investment Plan Technical adjustment to transfer a portion of personnel costs attributable to the management of capital projects. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$312,325
Increase funding for Capital Equipment from the Airport Operating Fund Increase funding of capital equipment in the annual operating budget.	-	\$22,000
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$1,314,062
Increase funding for public safety functions and emergency response Technical adjustment to update funds needed for the critical life safety and law enforcement operations provided at the airport by the Charlotte-Mecklenburg Police Department, Charlotte Fire Department, and Medic Services.	-	\$5,174,308
Increase utility expenses Technical adjustment for the increased cost of utility services provided at the airport.	-	\$1,878,357
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 2023. 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.	-	\$5,327,755
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by 12.5 percent in FY 2024.	-	\$738,955

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$1,148,858
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	78.00	\$90,293,818

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Great Neighborhoods				
Engage with and support the community	Number of meetings with Aviation Neighborhood Committee conducted Annually	5	4	4
	Number of residents completing the Aviation Academy (8-month program)	25	≥25	≥25
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Maintain Airport's financial ratings	Debt service coverage ratio	Achieved a debt service coverage ratio of 6.0x	Generate debt service coverage ratio of ≥1.25x	Generate debt service coverage ratio of ≥2.0x
Expand tax base and revenues	Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration	\$1.45	≤\$10.65	< \$12.19
Strive toward 100% zero carbon buildings and fleet by 2030 and low-carbon city by 2050	Progress to provide fully operational electric transit fleet services	EV Buses make up 21% of CLT's Transit Fleet	Convert ≥ 25% of EV transit fleet to electric	Convert ≥ 34% of transit fleet to electric
Strategic Priority Area: Workforce and Business Development				
Provide access to job training and employment opportunities for youth and adults	Number of apprentices in Aviation's Apprenticeship Program	5	≥8	≥8
	Number of students in summer and/or year-long internship opportunities	14	≥9	≥10

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Accountant II	3.00	3.00	-	-	-
Accountant III	2.00	3.00	-	-	-
Accountant IV	1.00	1.00	-	-	-
Accountant	-	-	4.00	3.00	-1.00
Accountant Lead	-	-	1.00	1.00	-
Accountant Senior	-	-	4.00	4.00	-
Accounting Supervisor	-	-	2.00	2.00	-
Accounting Technician	3.00	2.00	1.00	1.00	-
Administrative Assistant	-	-	11.00	14.00	3.00
Administrative Assistant Sr.	-	-	1.00	-	-1.00
Administrative Officer I	11.00	12.00	-	-	-
Administrative Officer II	18.00	19.00	-	-	-
Administrative Officer III	14.00	19.00	-	-	-
Administrative Officer IV	7.00	7.00	-	-	-
Administrative Officer V	4.00	6.00	-	-	-
Administrative Officer	-	-	4.00	6.00	2.00
Administrative Officer Lead	-	-	2.00	2.00	-
Administrative Officer Manager	-	-	4.00	4.00	-
Administrative Officer Senior	-	-	8.00	11.00	3.00
Administrative Services Manager	1.00	-	-	-	-
Administrative Specialist	-	-	1.00	-	-1.00
Airfield Maintenance Crew Chief	6.00	6.00	6.00	7.00	1.00
Airfield Maintenance Technician I	11.00	11.00	11.00	10.00	-1.00
Airfield Maintenance Technician II	9.00	10.00	10.00	11.00	1.00
Airfield Maintenance Technician III	13.00	14.00	14.00	19.00	5.00
Airport Bus Maintenance Assistant	-	-	-	7.00	7.00
Airport Business Manager I	-	-	8.00	7.00	-1.00
Airport Business Manager II	-	-	10.00	10.00	-
Airport Business Revenue Manager	2.00	2.00	-	-	-
Airport Chief Maintenance Mechanic	-	-	-	28.00	28.00
Airport Development Manager	2.00	2.00	-	-	-
Airport Division Manager	1.00	3.00	-	-	-
Airport Economic Development Specialist	-	-	-	1.00	1.00
Airport Engineer	2.00	2.00	2.00	2.00	-
Airport Financial Services Manager	-	1.00	-	-	-
Airport Manager I	15.00	17.00	-	-	-
Airport Manager II	-	7.00	-	-	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Airport Manager III	1.00	4.00	-	-	-
Airport Noise Abatement Coordinator	-	-	1.00	1.00	-
Airport Operations Manager I	2.00	-	13.00	15.00	2.00
Airport Operations Manager II	8.00	-	12.00	13.00	1.00
Airport Operations Manager III	2.00	-	3.00	1.00	-2.00
Airport Operations Officer I	23.00	23.00	20.00	23.00	3.00
Airport Operations Officer II	41.00	46.00	59.00	65.00	6.00
Airport Operations Officer III	39.00	48.00	57.00	11.00	-46.00
Airport Operations Officer IV	-	-	-	54.00	54.00
Airport Operations Supervisor I	15.00	17.00	23.00	23.00	-
Airport Operations Supervisor II	18.00	20.00	22.00	21.00	-1.00
Airport Planning Manager	-	-	-	1.00	1.00
Airport Planning Program Manager	-	-	-	2.00	2.00
Airport Planning Project Coordinator	-	-	-	3.00	3.00
Airport Shuttlebus Dispatcher	7.00	6.00	-	-	-
Airport Shuttlebus Driver	103.00	104.00	108.00	122.00	14.00
Airports Services Representative	32.00	33.00	31.00	31.00	-
Application Administrator	-	-	1.00	2.00	1.00
Application Administrator Senior	2.00	4.00	5.00	5.00	-
Application Development Support Manager	-	1.00	1.00	1.00	-
Application Development Support Supervisor	1.00	-	-	-	-
Assistant Airport Director I	-	-	4.00	6.00	2.00
Assistant Airport Director II	-	-	6.00	8.00	2.00
Assistant Airport Director III	-	-	2.00	1.00	-1.00
Assistant Field Operations Supervisor	1.00	1.00	1.00	1.00	-
Assistant Maintenance Mechanic	9.00	9.00	8.00	7.00	-1.00
Aviation Director	1.00	1.00	-	-	-
Aviation Projects Controls Manager	-	-	1.00	1.00	-
Aviation Project Coordinator	-	-	2.00	6.00	4.00
Budget & Finance Analyst	-	-	2.00	2.00	-
Budget & Finance Analyst Lead	-	-	2.00	3.00	1.00
Budget & Finance Analyst Senior	-	-	1.00	1.00	-
Business Analyst	1.00	1.00	1.00	1.00	-
Business Analyst Associate	-	1.00	1.00	1.00	-
Business Inclusion Specialist	-	-	6.00	6.00	-
Business Inclusion Specialist Lead	-	-	3.00	3.00	-
Business Inclusion Supervisor	-	-	1.00	3.00	2.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Business System Specialist Associate	2.00	-	-	-	-
Business Systems Analyst	1.00	1.00	-	-	-
Business Systems Coordinator	4.00	4.00	4.00	4.00	-
Business Systems Manager	-	1.00	1.00	1.00	-
Business Systems Manager Senior	1.00	1.00	1.00	1.00	-
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	16.00	20.00	20.00	-	-20.00
Community Engagement Specialist Lead	-	-	1.00	2.00	1.00
Community Programs Coordinator	1.00	1.00	-	-	-
Construction Inspector	3.00	3.00	3.00	3.00	-
Construction Inspector Senior	1.00	1.00	3.00	3.00	-
Content Webmaster	-	-	1.00	1.00	-
Contracts Admin Coordinator	5.00	6.00	-	-	-
Contracts Admin Specialist	5.00	5.00	-	-	-
Contracts Admin Specialist Lead	1.00	2.00	-	-	-
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	10.00	10.00	10.00	-
Cyber Security Analyst Senior	-	1.00	1.00	1.00	-
Data Storage Coordinator	1.00	1.00	1.00	1.00	-
Deputy Aviation Director Business Innovation	1.00	1.00	-	-	-
Deputy Aviation Director Operations	1.00	1.00	-	-	-
Deputy Aviation Director	1.00	1.00	-	-	-
Deputy Director Airport	-	-	4.00	4.00	-
Director of Aviation	-	-	1.00	1.00	-
Dispatcher	-	-	6.00	7.00	1.00
Economic Development Specialist	-	1.00	1.00	-	-1.00
Electrician	9.00	10.00	10.00	9.00	-1.00
Electrician Lead	2.00	2.00	2.00	4.00	2.00
Electrician Senior	13.00	13.00	13.00	14.00	1.00
Energy Sustainability Coordinator	1.00	1.00	1.00	1.00	-
Engineer Planning & Design	3.00	3.00	2.00	2.00	-
Engineering Assistant	1.00	1.00	-	-	-
Engineering Program Manager	3.00	3.00	3.00	4.00	1.00
Engineering Project Coordinator	7.00	7.00	6.00	4.00	-2.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Engineering Project Manager	6.00	6.00	7.00	9.00	2.00
Engineering Project Manager Senior	-	-	3.00	3.00	-
Environmental Compliance Specialist	1.00	1.00	2.00	1.00	-1.00
Environmental Compliance Supervisor	-	-	-	1.00	1.00
Environmental Program Coordinator	1.00	1.00	1.00	-	-1.00
Equipment Operator	-	-	3.00	3.00	-
Equipment Operator I	1.00	1.00	-	-	-
Equipment Operator II	2.00	2.00	-	-	-
Equipment Parts Technician	1.00	-	-	-	-
Equipment Shop Supervisor	1.00	1.00	2.00	2.00	-
Facilities/Property Supervisor	1.00	2.00	3.00	3.00	-
Field Operations Supervisor	3.00	3.00	-	-	-
GIS Analyst	1.00	2.00	2.00	2.00	-
GIS Coordinator	1.00	1.00	1.00	1.00	-
GIS Supervisor	1.00	1.00	1.00	1.00	-
GIS Technician	3.00	1.00	1.00	2.00	1.00
Graphic Artist Senior	1.00	1.00	1.00	1.00	-
Heavy Equipment Service Technician Associate	7.00	7.00	8.00	1.00	-7.00
Heavy Equipment Service Technician Lead	2.00	2.00	2.00	3.00	1.00
Heavy Equipment Service Technician Master	2.00	2.00	2.00	2.00	-
Heavy Equipment Service Technician Senior	10.00	9.00	9.00	11.00	2.00
Human Resources Generalist	-	-	6.00	6.00	-
Human Resources Generalist Senior	-	-	1.00	2.00	1.00
Human Resources Manager	-	-	1.00	1.00	-
Human Resources Specialist	-	-	1.00	1.00	-
Human Resources Specialist Senior	-	-	4.00	4.00	-
HVAC Technician	7.00	7.00	7.00	10.00	3.00
HVAC Technician Lead	3.00	3.00	3.00	3.00	-
HVAC Technician Senior	12.00	14.00	14.00	14.00	-
Information Technology Administrator	1.00	1.00	-	-	-
Inventory & Warehouse Assistant	-	-	-	5.00	5.00
Inventory & Warehouse Coordinator	-	-	-	1.00	1.00
Inventory & Warehouse Manager	-	-	-	1.00	1.00
Inventory & Warehouse Specialist	-	-	-	3.00	3.00
IT Asset Administrator	-	-	1.00	1.00	-
IT Asset Analyst	1.00	1.00	1.00	1.00	-
IT Communications Technician	1.00	-	-	-	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
IT Data Services Administrator	-	-	1.00	1.00	-
IT Infrastructure Manager	-	-	2.00	1.00	-1.00
IT Infrastructure Supervisor	1.00	1.00	-	-	-
IT Portfolio Manager	1.00	1.00	1.00	-	-1.00
IT Program Manager	-	-	-	1.00	1.00
IT Project Manager	1.00	2.00	2.00	2.00	-
IT Project Manager Senior	-	-	-	2.00	2.00
IT Systems Architect	-	1.00	1.00	1.00	-
Labor Crew Chief I	1.00	1.00	-	-	-
Labor Crew Chief II	2.00	2.00	-	-	-
Light Equipment Service Technician	1.00	1.00	-	-	-
Locksmith	3.00	3.00	3.00	4.00	1.00
Lost & Found Coordinator	-	-	4.00	4.00	-
Management Analyst	2.00	2.00	6.00	8.00	2.00
Management Analyst Senior	1.00	2.00	4.00	5.00	1.00
Marketing Coordinator	-	-	1.00	1.00	-
Marketing Lead	-	-	-	3.00	3.00
Marketing Specialist	-	-	2.00	1.00	-1.00
Mobility and Access Manager	1.00	1.00	1.00	-	-1.00
Network Administrator	3.00	3.00	3.00	4.00	1.00
Network Engineer	1.00	1.00	1.00	1.00	-
Network Technician	1.00	1.00	1.00	1.00	-
Office Assistant III	2.00	1.00	-	-	-
Office Assistant	-	-	1.00	-	-1.00
Office Assistant IV	9.00	10.00	-	-	-
Office Assistant Senior	-	-	2.00	2.00	-
Office Assistant V	2.00	2.00	-	-	-
Operations Supervisor	6.00	6.00	5.00	3.00	-2.00
Planner	-	-	3.00	-	-3.00
Planning Division Manager	-	-	1.00	-	-1.00
Planning Program Manager	-	-	1.00	-	-1.00
Planner Associate	1.00	1.00	-	-	-
Planning Project Manager Senior	1.00	1.00	2.00	-	-2.00
Principal Planner	3.00	3.00	-	-	-
Procurement Agent	-	-	3.00	3.00	-
Procurement Agent Senior	-	-	3.00	3.00	-
Procurement Officer	-	-	4.00	2.00	-2.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Procurement Officer Senior	-	-	-	2.00	2.00
Process Improvement Manager	1.00	1.00	-	-	-
Public Information Specialist	3.00	5.00	5.00	4.00	-1.00
Public Information Specialist Senior	3.00	1.00	1.00	2.00	1.00
Public Service Coordinator	1.00	3.00	3.00	3.00	-
Real Estate Agent I	-	1.00	2.00	2.00	-
Real Estate Agent II	2.00	1.00	1.00	2.00	1.00
Real Estate Agent III	1.00	1.00	1.00	1.00	-
Safety Coordinator	1.00	1.00	2.00	2.00	-
Safety Coordinator Senior	-	-	1.00	1.00	-
Safety Supervisor	1.00	1.00	-	-	-
Server Administrator	-	1.00	1.00	1.00	-
Server Engineer	2.00	1.00	1.00	1.00	-
Service Order Specialist	1.00	1.00	1.00	1.00	-
Software Developer Associate	1.00	-	-	-	-
Storekeeper	4.00	4.00	3.00	-	-3.00
Storekeeper Senior	3.00	3.00	3.00	-	-3.00
Stores Supervisor	1.00	1.00	1.00	-	-1.00
Superintendent of Airport Facilities	1.00	1.00	-	-	-
Superintendent of Airport Operations	1.00	1.00	-	-	-
Systems Maintenance Mechanic	8.00	7.00	11.00	11.00	-
Systems Maintenance Mechanic Lead	1.00	1.00	1.00	2.00	1.00
System Maintenance Mechanic Senior	5.00	5.00	5.00	5.00	-
Technology Services Officer	1.00	1.00	1.00	1.00	-
Technology Support Specialist	4.00	5.00	5.00	5.00	-
Technology Support Supervisor	1.00	1.00	1.00	1.00	-
Tenant Services Coordinator	-	-	3.00	6.00	3.00
Tenant Services Coordinator Lead	-	-	-	4.00	4.00
Tenant Services Specialist Senior	-	-	3.00	2.00	-1.00
Training Specialist	1.00	1.00	1.00	1.00	-
Transit Maintenance Assistant	2.00	2.00	7.00	-	-7.00
Transportation Planning Division Manager	1.00	1.00	-	-	-
Web Content Administrator	1.00	1.00	-	-	-
Department Total FTE	714.00	759.00	829.00	907.00	78.00

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Contribution from Aviation Operating	\$70,320,368	\$29,373,705	\$47,102,163	\$51,727,298	9.8%
Contribution from Passenger Facility Charges	\$34,569,662	\$52,113,190	\$64,095,632	\$71,241,949	11.1%
Contribution from Rental Car Facilities	\$2,632,266	\$-	\$-	\$-	0.0%
Proceeds from Sale of Debt	\$95,104,017	\$-	\$1,235,000	\$-	-100.0%
Premium from Sale of Debt	\$10,887,253	\$-	\$-	\$-	0.0%
Interest on Investments	\$184,799	\$-	\$-	\$-	0.0%
Fund Balance	\$16,577,683	\$-	\$-	\$-	0.0%
Total Revenues	\$230,276,048	\$81,486,895	\$112,432,795	\$122,969,247	9.4%
Expenditures					
Retirement of Debt	\$65,455,000	\$21,550,000	\$38,335,000	\$42,890,000	11.9%
Interest on Debt	\$43,934,022	\$59,765,895	\$72,427,095	\$79,553,048	9.8%
Cost of Bond Sale	\$2,798,380	\$125,000	\$1,235,000	\$-	-100.0%
Fees and Other Charges	\$38,675	\$46,000	\$435,700	\$526,199	20.8%
Payment to Refunding Escrow Agent	\$115,001,816	\$-	\$-	\$-	0.0%
Transfers to Operating Fund	\$-	\$-	\$-	\$-	0.0%
Transfers to Capital Fund	\$-	\$-	\$-	\$-	0.0%
Transfers to Rental Car Facilities	\$3,048,155	\$-	\$-	\$-	0.0%
Reserved for Future Years	\$-	\$-	\$-	\$-	0.0%
Total Expenditures	\$230,276,048	\$81,486,895	\$112,432,795	\$122,969,247	9.4%

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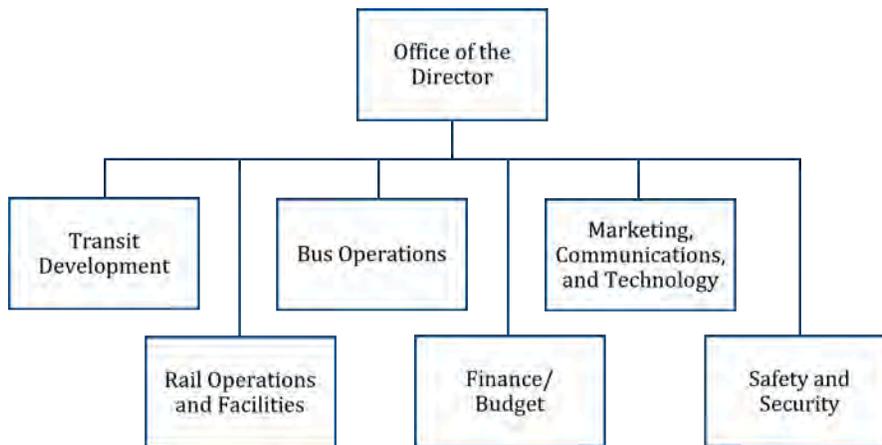
Mission Statement

To create a seamless transit experience that improves the lives of individuals, moves people forward, fuels economic growth, builds a connected region, and fosters an inclusive, innovative, responsive, and sustainable future for all.

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 battery electrics and hybrid buses, ADA equipped buses, vanpool vans, light rail cars, and streetcars
- Plan for the build-out of the 2030 Transit Corridor System Plan

Organizational Chart



NOTE: Pursuant to the interlocal agreement governing budget development for the Charlotte Area Transit System (CATS), the Metropolitan Transit Commission (MTC) shall approve a recommended capital and operating budget for CATS by April 30 of each year. As of May 6, 2024, the MTC has not yet approved CATS' recommended operating budget for City Council adoption.

Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues¹					
Article 43 Sales Tax	\$139,225,568	\$154,684,327	\$154,839,296	\$165,022,903	6.6%
Federal Grants	\$24,320,743	\$24,646,905	\$30,938,523	\$27,228,334	-12.0%
Interlocal Agreements	\$211,508	\$211,508	\$211,508	\$211,508	0.0%
State Grants	\$9,343,918	\$9,390,943	\$11,411,400	\$9,208,761	-19.3%
Advertising	\$1,465,884	\$2,742,473	\$4,000,000	\$5,000,000	25.0%
Other Charges	\$1,251,782	\$454,768	\$300,000	\$2,780,635	826.9%
Passenger Fares	\$12,287,852	\$14,058,915	\$16,843,668	\$16,242,520	-3.6%
Interest Earnings	-\$2,529,303	\$3,746,846	\$2,945,000	\$2,500,000	-15.1%
Miscellaneous Revenue	\$277,992	-\$672,983	\$1,539,685	\$258,000	-83.2%
Private Contributions	\$-	\$50,000	\$-	\$-	0.0%
Sale of Assets	\$547,567	-\$152,596	\$104,000	\$150,000	44.2%
Transit PAYGO Transfer	\$27,687,083	\$29,430,130	\$30,313,034	\$31,270,856	3.2%
Fund Balance	\$-	\$12,806,859	\$-	\$23,232,456	100.0%
Total Revenues	\$214,090,594	\$251,398,095	\$253,446,114	\$283,105,973	11.7%

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

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Expenditures¹					
Personnel Services ²	\$110,639,994	\$116,133,692	\$112,556,970	\$151,830,272	34.9%
Operating Expenses	\$55,108,393	\$78,182,519	\$107,045,301	\$103,676,313	-3.1%
City Administrative Costs	\$8,387,206	\$8,644,715	\$8,011,357	\$9,226,522	15.2%
Department Charges	-\$763,410	-\$1,469,779	\$-	-\$3,895,687	-100.0%
Transfer to Other funds	\$-	\$100,000	\$84,447	\$184,447	118.4%
Subtotal Operating	\$173,372,183	\$201,591,147	\$227,698,075	\$261,021,867	14.6%
Transfer to Debt Service	\$16,939,110	\$15,168,881	\$14,437,556	\$12,084,106	-16.3%
Transfer to Control Account	\$23,779,301	\$34,638,067	\$11,310,483	\$10,000,000	-11.6%
Total Expenditures	\$214,090,594	\$251,398,095	\$253,446,114	\$283,105,973	11.7%

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

² Personnel services includes the personnel cost of contracted bus operators, who are not directly employed by the city.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	-	\$1,568,302
Capture vacancy savings Align the personnel budget to reflect anticipated costs based on recent and anticipated utilization.	-	-\$3,266,408
Update expenditures for contracted bus operations Provide funds for contracted bus operator wages and benefits to align with anticipated expenditures.	-	\$5,334,138
Update overtime expenditures Provide funds for additional overtime of bus and rail operators based on anticipated utilization.	-	\$3,724,638
Support facility operations Provide funds to support increased costs for building maintenance and repairs such as stairways, parking decks, and roof replacements.	-	\$1,956,223
Support technology operations Provide funds for nine positions for technology and software support for bus and rail operations. The positions include an Application Development Support Supervisor, two Application Administrators Seniors, two Technology Support Coordinators, two Business Systems Analyst Seniors, and two Technology Support Specialist Seniors.	9.00	\$1,109,339
Support bus and rail operations Provide funds for five positions to support operations, planning, and safety on bus, rail, and special transportation services. The positions include a Chief Maintenance Mechanic, two HVAC Technicians, a Rail Controller Manager Senior, and a Rail Maintenance of Way Maintainer	5.00	\$634,173
Support executive leadership and administration Provide funds for additional positions to support CATS' leadership and administration. The positions include an Administrative Office Manager and a Human Resources Generalist Senior.	2.00	\$267,796
Support vanpool operations with a service management solution Provide funds for a turnkey service management solution to utilize and grow vanpool service.	-	\$155,104
Annualize benefit costs for contracted bus operations Technical adjustment to annualize costs for benefits, holiday, and vacation pay for contracted bus operators.	-	\$8,577,650
Adjust funding for bus and light rail operations safety Technical adjustment to provide funds for safety and security along bus routes, light rail lines, CityLYNX Gold Line, and the Charlotte Transportation Center. This includes contracted police security services and unarmed guard security services.	-	\$7,729,678

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Adjust funding for fuel Update funding for fuel based on anticipated utilization. CATS purchases fuel futures through a hedging program that locks in the price of diesel and provides budget stability. Fuel was purchased at \$2.50/gallon for FY 2025; FY 2024 fuel was purchased at \$2.91/gallon.	-	-\$500,000
Adjust funding for federal grant matches Update funding for federal grant expenditures based on planned utilization.	-	-\$1,000,000
Adjust funding for planning and scheduling operations Update funding for booking and strategic services for MicroTransit based on an updated phased implementation schedule.	-	-\$1,250,000
Adjust funding for bus, paratransit services, and light rail maintenance costs Update funding for maintenance of transit vehicles due to a surge in major and routine repairs made to the fleet during FY 2024.	-	-\$8,100,000
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$1,844,047
Adjust contribution to debt service program Adjust funds for debt service based on project needs within CATS' Capital Investment Plan. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$2,353,450
Adjust transfer to debt service reserve fund Technical adjustment to adjust the transfer to the Debt Service Reserve Fund. This control account is used for stabilizing revenue fluctuations and future capital needs. This is a routine action that occurs at the beginning of each budget cycle.	-	-\$1,310,483
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 2024. 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.	-	\$12,695,772
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$567,000
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$1,276,340
Net Change	16.00	\$29,659,859

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Transportation and Planning				
Maintain financial stability	Percent of total operating costs subsidized by taxpayers	89.5%	≤80%	≤80%
	Net debt service coverage ratio	6.45	≥1.15	≥1.15
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool, and STS)	14,542,045	≥11,393,862	≥16,574,449
	On-time performance (bus)	85%	≥85%	≥88%
Provide effective service	Passengers per revenue hour (bus)	13.2	≥8.9	≥14.1
	Passengers per revenue hour (light rail)	98.8	≥53.7	≥100.9
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Provide customer focused services	Overall customer satisfaction (Percent of responding customer rating service as satisfied or above)	81%	≥85%	≥88%
	Net Promoter Score (Percentage of surveyed customers who rate the service favorably)	45%	≥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	40%	≥24%	≥40%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Accountant	-	-	2.00	2.00	-
Accountant Lead	-	-	3.00	3.00	-
Accountant Senior	-	-	4.00	4.00	-
Accountant Supervisor	-	-	5.00	4.00	-1.00
Accountant II	7.00	7.00	-	-	-
Accountant III	3.00	3.00	-	-	-
Accountant IV	2.00	2.00	-	-	-
Administrative Assistant	-	-	4.00	6.00	2.00
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer	-	-	8.00	11.00	3.00
Administrative Officer Lead	-	-	2.00	5.00	3.00
Administrative Officer Manager	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	3.00	2.00	-1.00
Administrative Officer I	7.00	9.00	-	-	-
Administrative Officer II	10.00	11.00	-	-	-
Administrative Officer III	4.00	4.00	-	-	-
Administrative Officer IV	4.00	5.00	-	-	-
Administrative Officer V	3.00	4.00	-	-	-
Administrative Services Manager	1.00	1.00	-	-	-
Administrative Specialist	-	-	4.00	3.00	-1.00
Application Administrator	-	1.00	1.00	1.00	-
Application Administrator Senior	-	-	-	2.00	2.00
Application Development Support Supervisor	1.00	1.00	1.00	2.00	1.00
Asset Manager	-	-	1.00	-	-1.00
Assistant Field Operations Supervisor	1.00	1.00	1.00	9.00	8.00
Budget & Finance Analyst Lead	-	-	1.00	1.00	-
Budget & Finance Analyst Senior	-	-	6.00	6.00	-
Budget & Finance Manager	-	-	-	2.00	2.00
Building Maintenance Assistant	2.00	2.00	6.00	6.00	-
Building Maintenance Supervisor	-	-	-	1.00	1.00
Business Inclusion Specialist	-	-	1.00	1.00	-
Business Systems Analyst	-	-	1.00	1.00	-
Business Systems Analyst Senior	1.00	1.00	1.00	5.00	4.00
Business Systems Coordinator	1.00	1.00	1.00	2.00	1.00
Business Systems Manager Senior	1.00	1.00	1.00	2.00	1.00
Business Systems Program Manager	1.00	-	-	-	-
Business Systems Specialist Associate	2.00	-	-	-	-
Business Systems Specialist Intermediate	2.00	-	-	-	-
Business Systems Specialist Lead	-	-	-	-	-
Business Systems Specialist Senior	1.00	1.00	1.00	-	-1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Business Systems Supervisor	-	-	-	1.00	1.00
Chief Maintenance Mechanic	-	-	-	1.00	1.00
Chief Rail Controller	-	2.00	-	-	-
Chief Transit Development Officer	-	-	-	1.00	1.00
Chief Transit Planning Officer	-	-	-	1.00	1.00
Construction Manager	1.00	1.00	1.00	1.00	-
Content Webmaster	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	2.00	2.00	2.00	2.00	-
Customer/Revenue Service Assistant	25.00	26.00	24.00	20.00	-4.00
Customer/Revenue Service Assistant Senior	3.00	3.00	3.00	3.00	-
Customer/Revenue Service Specialist	5.00	4.00	3.00	2.00	-1.00
Deputy Director I	1.00	1.00	1.00	-	-1.00
Deputy Director II	2.00	1.00	2.00	-	-2.00
Deputy Director of Transit	-	-	-	3.00	3.00
Director of Transit	1.00	1.00	1.00	1.00	-
Dispatcher	-	-	9.00	10.00	1.00
Division Training Specialist	-	-	5.00	5.00	-
Energy Sustainability Coordinator	-	-	2.00	2.00	-
Engineer Light Rail Transit Systems	1.00	1.00	1.00	-	-1.00
Engineer Senior	5.00	4.00	5.00	5.00	-
Engineering Program Manager	-	-	1.00	1.00	-
Engineering Projects Coordinator	3.00	2.00	4.00	4.00	-
Equipment Operator I	6.00	6.00	-	-	-
Equipment Parts Manager	1.00	1.00	-	-	-
Facilities Services Coordinator	1.00	1.00	1.00	-	-1.00
Facilities/ Property Supervisor	3.00	3.00	3.00	5.00	2.00
Fare Collection Manager	1.00	-	-	-	-
Field Operations Supervisor	19.00	19.00	19.00	19.00	-
GIS Coordinator	-	1.00	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	-
Human Resources Generalist	-	-	4.00	4.00	-
Human Resources Generalist Senior	-	-	2.00	3.00	1.00
Human Resources Manager	-	-	1.00	1.00	-
Human Resources Specialist Senior	-	-	3.00	3.00	-
HVAC Technician	-	-	-	2.00	2.00
Inventory & Warehouse Assistant	-	-	-	11.00	11.00
Inventory & Warehouse Manager	-	-	-	1.00	1.00
Inventory & Warehouse Specialist	-	-	-	1.00	1.00
IT Infrastructure Supervisor	1.00	1.00	1.00	-	-1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
IT Project Manager	1.00	1.00	1.00	1.00	-
IT Project Manager Senior	-	-	-	1.00	1.00
Labor Crew Chief II	8.00	8.00	9.00	-	-9.00
Maintenance Training Supervisor	-	1.00	-	-	-
Management Analyst	3.00	5.00	3.00	2.00	-1.00
Management Analyst Senior	1.00	1.00	3.00	3.00	-
Marketing Lead	-	-	-	1.00	1.00
Marketing Representative	-	1.00	-	-	-
Marketing Specialist	-	-	1.00	1.00	-
Mobility & Access Manager	-	-	1.00	1.00	-
Network Engineer	1.00	1.00	1.00	-	-1.00
Office Assistant	-	-	4.00	4.00	-
Office Assistant Senior	-	-	3.00	1.00	-2.00
Office Assistant III	7.00	10.00	-	-	-
Office Assistant IV	6.00	6.00	-	-	-
Office Assistant V	5.00	4.00	-	-	-
Operations Supervisor	3.00	2.00	8.00	6.00	-2.00
Public & Community Relations Specialist	1.00	-	-	-	-
Public Information Specialist	2.00	4.00	6.00	5.00	-1.00
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	-	-	-
Quality Assurance Analyst	1.00	1.00	1.00	1.00	-
Rail Car Maintenance Supervisor	9.00	10.00	11.00	11.00	-
Rail Car Technician	54.00	54.00	54.00	52.00	-2.00
Rail Car Technician Lead	3.00	3.00	3.00	3.00	-
Rail Controller	11.00	14.00	14.00	14.00	-
Rail Controller Manager	-	-	-	3.00	3.00
Rail Controller Manager Senior	-	-	-	1.00	1.00
Rail Maintenance of Way Supervisor	10.00	10.00	10.00	10.00	-
Rail Mow Maintainer	26.00	25.00	25.00	25.00	-
Rail Mow Maintainer Lead	7.00	7.00	7.00	7.00	-
Rail Mow Maintainer Manager	-	-	-	1.00	1.00
Rail Operations Manager	2.00	2.00	3.00	2.00	-1.00
Rail Operator	79.00	79.00	79.00	79.00	-
Rail Track Maintainer	14.00	13.00	13.00	13.00	-
Real Estate Program Manager	-	-	1.00	1.00	-
Safety Coordinator	10.00	13.00	13.00	13.00	-
Safety Coordinator Senior	5.00	6.00	6.00	6.00	-
Safety Supervisor	3.00	4.00	3.00	3.00	-
Social Media Specialist	1.00	-	-	-	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Software Developer Lead	1.00	1.00	1.00	1.00	-
Special Transportation Dispatcher	9.00	9.00	-	-	-
Special Transportation Driver	100.75	100.75	97.75	95.75	-2.00
Special Transportation Manager	1.00	1.00	1.00	1.00	-
Special Transportation Reservationist	-	-	7.00	7.00	-
Special Transportation Supervisor	1.00	1.00	2.00	4.00	2.00
Storekeeper	5.00	5.00	11.00	-	-11.00
Storekeeper Senior	1.00	1.00	2.00	-	-2.00
Technology Services Officer	-	-	-	1.00	1.00
Technology Support Associate	-	2.00	2.00	2.00	-
Technology Support Coordinator	1.00	1.00	1.00	3.00	2.00
Technology Support Specialist	-	3.00	3.00	3.00	-
Technology Support Specialist Senior	1.00	2.00	2.00	4.00	2.00
Technology Support Supervisor	-	-	1.00	-	-1.00
Traffic Counter I	2.00	2.00	2.00	2.00	-
Traffic Counter II	1.00	1.00	1.00	1.00	-
Training Specialist	5.00	6.00	5.00	4.00	-1.00
Transit Accounting Manager	-	-	3.00	3.00	-
Transit Administration Manager	-	-	1.00	1.00	-
Transit Arts Program Manager	1.00	1.00	1.00	1.00	-
Transit Asset Program Manager	-	-	-	2.00	2.00
Transit Business Services Manager	-	-	-	-	-
Transit Corridor Asset Project Manager	2.00	2.00	2.00	2.00	-
Transit Corridor Project Manager Senior	1.00	2.00	3.00	3.00	-
Transit Development Administrator	1.00	1.00	-	-	-
Transit Development Manager	-	-	1.00	-	-1.00
Transit Energy Manager	-	1.00	1.00	1.00	-
Transit Energy Analyst	-	1.00	-	-	-
Transit Energy Coordinator	-	1.00	-	-	-
Transit Engineering Manager	-	-	1.00	1.00	-
Transit Facility Manager	-	-	-	1.00	1.00
Transit Maintenance Assistant	12.00	12.00	12.00	12.00	-
Transit Marketing Manager	-	-	1.00	1.00	-
Transit Marketing & Technology Manager	1.00	1.00	-	-	-
Transit Operations Manager	2.00	2.00	1.00	1.00	-
Transit Operations Services Manager	2.00	2.00	5.00	1.00	-4.00
Transit Operations Training Manager	-	-	1.00	3.00	2.00
Transit Operations Training Supervisor	-	3.00	4.00	4.00	-
Transit Planning Manager	1.00	2.00	2.00	-	-2.00
Transit Procure & eContracts Administrator	-	-	-	-	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Transit Project Development Manager	2.00	2.00	1.00	2.00	1.00
Transit Quality Assurance Manager	1.00	1.00	1.00	1.00	-
Transit Rail Operations Manager	1.00	1.00	1.00	1.00	-
Transit Safety & Security Manager	1.00	1.00	1.00	1.00	-
Transit Scheduling Analyst	1.00	1.00	1.00	1.00	-
Transit Scheduling Manager	2.00	2.00	2.00	2.00	-
Transit Training Manager	-	-	-	1.00	1.00
Transportation Planner I	2.00	2.00	2.00	2.00	-
Transportation Planner II	4.00	4.00	6.00	5.00	-1.00
Transportation Planner III	2.00	2.00	3.00	4.00	1.00
Department Total FTE	583.75	610.75	644.75	660.75	16.00



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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Transfers from CATS Operating	\$16,939,110	\$15,168,881	\$14,437,556	\$12,084,106	-16.3%
Transfers from CATS Capital	\$39,909,989	\$53,440	\$-	\$-	0.0%
Federal Grants	\$3,549,976	\$2,730,356	\$3,659,800	\$2,927,900	-20.0%
State Grants	\$259,657	\$-	\$-	\$-	0.0%
Interest on Investments	\$13,530	\$122	\$-	\$-	0.0%
Fund Balance	\$-	\$-	\$-	\$3,072,094	100.0%
Total Revenues	\$60,672,262	\$17,952,799	\$18,097,356	\$18,084,100	-0.1%
Expenditures					
Principal Payments	\$50,070,000	\$8,920,000	\$9,365,000	\$9,820,000	4.9%
Interest Payments	\$10,591,234	\$9,027,799	\$8,618,356	\$8,150,100	-5.4%
Other Fees	\$11,028	\$5,000	\$114,000	\$114,000	0.0%
Total Expenditures	\$60,672,262	\$17,952,799	\$18,097,356	\$18,084,100	-0.1%

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Transfer from CATS Operating	\$23,729,158	\$34,638,067	\$11,310,483	\$10,000,000	-11.6%
Interest on Investments	\$275,195	\$2,563,452	\$-	\$-	0.0%
Fund Balance	\$-	\$-	\$45,654,894	\$12,344,174	-73.0%
Total Revenues	\$24,004,353	\$37,201,519	\$56,965,377	\$22,344,174	-60.8%
Expenditures					
Transfer to CATS CIP	\$-	\$-	\$45,654,894	\$12,344,174	-73.0%
Reserved for Future Years	\$24,004,353	\$37,201,519	\$11,310,483	\$10,000,000	-11.6%
Total Expenditures	\$24,004,353	\$37,201,519	\$56,965,377	\$22,344,174	-60.8%

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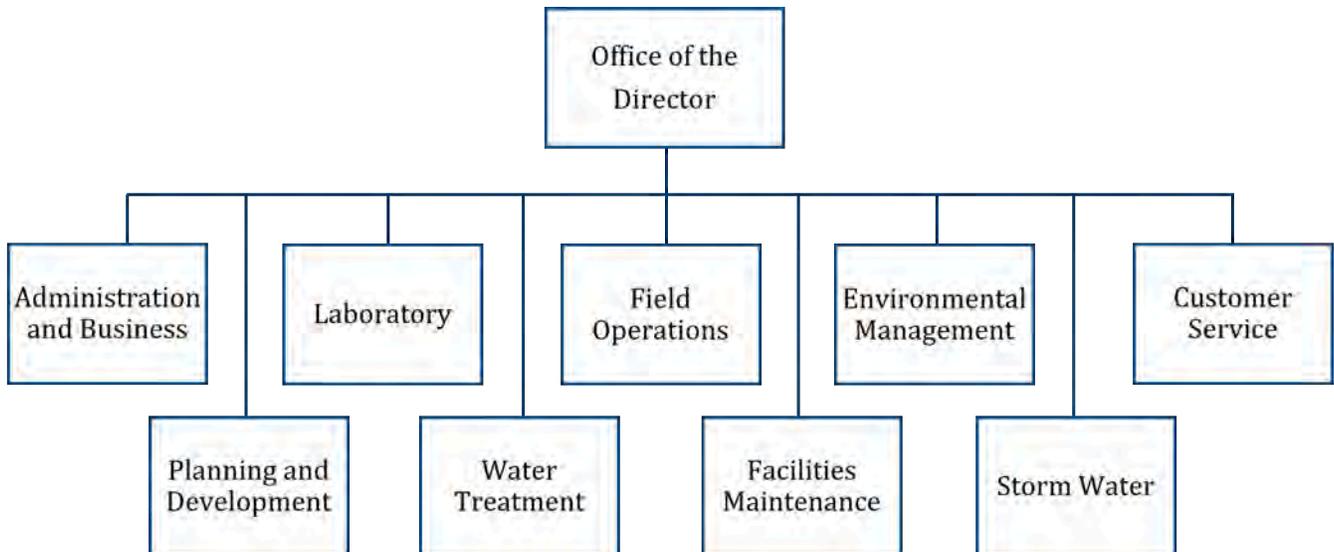
Mission Statement

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 2022 Actual	FY 2023 Actual	FY 2024 Budget ¹	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Volumetric user charges - water	\$139,434,245	\$146,430,278	\$152,586,979	\$164,944,276	8.1 %
Volumetric user charges - sewer	\$205,387,184	\$210,711,598	\$218,629,941	\$233,946,037	7.0 %
Fixed user charges - water	\$15,585,230	\$19,756,649	\$21,176,958	\$24,069,017	13.7 %
Fixed user charges - sewer	\$13,982,607	\$17,715,564	\$18,977,161	\$21,548,419	13.5 %
Availability fee - water	\$7,539,268	\$7,880,075	\$8,254,762	\$8,812,852	6.8 %
Availability fee - sewer	\$44,650,551	\$46,016,619	\$53,285,005	\$56,768,970	6.5 %
Connection fees - water	\$12,299,812	\$15,346,412	\$14,000,000	\$14,500,000	3.6 %
Connection fees - sewer	\$6,692,723	\$9,204,138	\$7,000,000	\$7,500,000	7.1 %
System development fees - water	\$18,465,157	\$22,738,660	\$17,550,000	\$18,500,000	5.4 %
System development fees - sewer	\$26,911,612	\$34,387,045	\$26,250,000	\$28,500,000	8.6 %
BOD, SS, & IW surcharges	\$5,393,512	\$5,018,780	\$5,580,000	\$7,100,000	27.2 %
Interest Earnings	-\$2,912,628	\$8,176,856	\$2,500,000	\$2,000,000	-20.0 %
Specific service charges	\$2,943,894	\$3,740,817	\$3,230,000	\$3,705,000	14.7 %
Other operating revenue	\$4,689,785	\$4,938,232	\$5,175,000	\$5,040,000	-2.6 %
Uncollectible Revenue	-\$4,916,685	-\$3,487,915	-\$4,500,000	-\$3,000,000	33.3 %
Other non-operating revenue	\$3,456,548	\$3,146,514	\$3,231,000	\$3,000,000	-7.1 %
Fund Balance	\$73,221,930	\$-	\$23,001,936	\$20,026,326	-12.9 %
Total Revenues	\$572,824,745	\$551,720,322	\$575,928,742	\$616,960,897	7.1 %
Expenditures					
Personnel Services	\$83,217,321	\$92,456,072	\$108,679,432	\$118,211,569	8.8 %
Operating Expenses	\$168,050,443	\$124,800,721	\$119,182,643	\$131,595,381	10.4 %
Capital Outlay	\$450,106	\$856,740	\$697,000	\$805,000	15.5 %
Department Charges	-\$18,868,359	-\$21,715,805	-\$25,886,202	-\$28,402,032	-9.7 %
City Administrative Support	\$20,080,772	\$17,845,743	\$23,682,010	\$27,079,331	14.3 %
Transfer to Debt Service Funds	\$135,107,713	\$140,805,663	\$169,573,859	\$167,671,648	-1.1 %
Transfer to Capital Projects Fund	\$184,786,749	\$161,799,996	\$180,000,000	\$200,000,000	11.1 %
Reserved for Future Years	\$-	\$34,871,192	\$-	\$-	0.0 %
Total Expenditures	\$572,824,745	\$551,720,322	\$575,928,742	\$616,960,897	7.1 %

¹ FY 2024 included the realignment of 9.00 FTEs and \$2,114,841 from the Finance Business System Division, within the Department of Finance, to Charlotte Water.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	–	\$2,762,844
Reduce funds for discharge permit fees Technical adjustment to update costs associated with Vest Water Treatment Plant discharge permit fees.	–	-\$1,013,621
Provide funds for leased buildings Increase funds for additional leased offices, warehouse space, and associated costs for the customer service team and meter shop. The leased spaces support the growing customer service team, which provides tailored, reliable, and responsible customer service.	–	\$2,780,000
Provide funds for repairs and paving contracts Increase funds for miscellaneous paving and repair contracts associated with water and sewer repairs to curb and street infrastructure.	–	\$2,053,000
Provide funds for operational needs Update funding for operational needs in contracted services, project management, fees for testing, and general office and plant expenses.	–	\$2,383,473
Provide funds for biosolids management Increase funds for department supplies in response to marketplace volatility with land application and disposal of biosolids products produced during wastewater treatment.	–	\$1,500,000
Provide funds for maintenance materials and supplies Increase funds to operate and maintain existing infrastructure at plants and collection and distribution systems.	–	\$1,465,044
Equipment repair and maintenance Increase funds to repair and maintain existing equipment at plants.	–	\$817,038
Provide funds for energy cost and telecommunications increases Increase funds for utility and telecommunication rate increases.	–	\$654,438
Provide funds for water/wastewater treatment chemical price increases Increase funds for department supplies in response to marketplace and supply chain volatility within treatment chemical supplier networks.	–	\$190,361
Support research and development program Provide funds to support the department's research and development program, which tests water samples for upcoming chemical processing requirements to ensure plant compliance.	–	\$40,000
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	–	\$3,397,321
Provide funds for contractual increases Technical adjustment to update costs for information technology agreements, security, maintenance services, and laboratory equipment.	–	\$381,194

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds to enhance utility operations Technical adjustment to update costs to replace and upgrade testing and operational equipment in support of utility operations.	–	\$108,000
Adjust department charge-outs to the Capital Investment Plan Technical adjustment to transfer a portion of personnel costs attributable to the management of capital projects. This is a routine action that occurs at the beginning of each budget cycle.	–	-\$2,521,254
Adjust contribution to debt service program Reduce funds for debt service based on project needs within Charlotte Water's Capital Investment Plan. This is a routine action that occurs at the beginning of each budget cycle.	–	-\$1,902,211
Increase contribution to Capital Investment Plan Increase 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.	–	\$20,000,000
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes the full annual cost of salary actions approved in FY 2024. 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.	–	\$5,677,246
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	–	\$1,092,047
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	–	\$1,167,235
Net Change	–	\$41,032,155

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Transportation and Planning				
Enhance existing water infrastructure	Feet of aging pipe rehabilitated or replaced	44,300	≥40,000	≥40,000
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Enhance customer satisfaction through responsive service	Percentage of requests for service such as turn-ons and move-ins that meet customers' desired time-frame	96.04%	≥97%	≥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
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	2.7	≤3.2	≤3.2
Strategic Priority Area: Workforce and Business Development				
Create jobs; promote upward mobility; and advance equitable employment opportunities through apprenticeship and Co-op programs.	Number of apprentices and Co-op graduates hired	11	≥25	≥25

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Account Services Supervisor	-	-	1.00	1.00	-
Accountant II	2.00	2.00	-	-	-
Accountant III	1.00	1.00	-	-	-
Accountant IV	2.00	2.00	-	-	-
Administrative Assistant	-	-	3.00	3.00	-
Administrative Assistant Senior	-	-	1.00	1.00	-
Administrative Officer	-	-	10.00	11.00	1.00
Administrative Officer Lead	-	-	4.00	3.00	-1.00
Administrative Officer Manager	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	6.00	6.00	-
Administrative Specialist	-	-	3.00	3.00	-
Administrative Officer I	14.00	14.00	-	-	-
Administrative Officer II	8.00	8.00	-	-	-
Administrative Officer III	10.00	10.00	-	-	-
Administrative Officer IV	2.00	3.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Administrative Secretary I	1.00	2.00	-	-	-
Administrative Services Manager	1.00	1.00	-	-	-
Application Administrator	1.00	-	1.00	1.00	-
Application Administrator Senior	2.00	2.00	2.00	2.00	-
Application Development Support Manager	-	-	1.00	1.00	-
Application Development/Support Supervisor	1.00	1.00	-	-	-
Budget & Finance Analyst	-	-	1.00	1.00	-
Budget & Finance Analyst Lead	-	-	1.00	3.00	2.00
Budget & Finance Analyst Senior	-	-	4.00	4.00	-
Budget & Finance Manager	-	-	2.00	2.00	-
Budget & Finance Specialist	-	-	3.00	4.00	1.00
Building Maintenance Assistant	1.00	1.00	1.00	2.00	1.00
Business Analysis Manager	-	-	1.00	-	-1.00
Business Analysis Program Manager	-	1.00	-	-	-
Business Analyst	-	-	2.00	2.00	-
Business Analyst Coordinator	3.00	3.00	5.00	2.00	-3.00
Business Analyst Senior	1.00	1.00	4.00	3.00	-1.00
Business Inclusion Specialist	-	-	1.00	1.00	-
Business Inclusion Specialist Lead	-	-	1.00	1.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Business Systems Analyst	1.00	1.00	1.00	-	-1.00
Business Systems Analyst Senior	10.00	10.00	10.00	10.00	-
Business Systems Coordinator	1.00	1.00	1.00	1.00	-
Business Systems Manager	1.00	1.00	2.00	2.00	-
Business Systems Manager Senior	1.00	1.00	-	1.00	1.00
Business Systems Program Manager	2.00	-	1.00	1.00	-
Business Systems Specialist	1.00	-	-	-	-
Business Systems Supervisor	3.00	4.00	5.00	7.00	2.00
CCTV Crew Chief	5.00	5.00	5.00	5.00	-
CCTV Technician	5.00	5.00	5.00	5.00	-
Centrifuge/Solids Operator	1.00	1.00	1.00	1.00	-
Chief Construction Inspector	6.00	7.00	7.00	7.00	-
Chief Electrical Engineer	2.00	2.00	2.00	2.00	-
Chief Engineer - Utilities	2.00	2.00	2.00	-	-2.00
Chief Utilities Engineer	-	-	-	2.00	2.00
Construction Inspector	39.00	41.00	44.00	8.00	-36.00
Construction Manager	-	2.00	2.00	-	-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	3.00	3.00	-	-	-
Contracts Admin Specialist	1.00	1.00	-	-	-
Customer/Revenue Service Assistant	17.00	17.00	18.00	7.00	-11.00
Customer/Revenue Service Assistant Senior	5.00	4.00	6.00	-	-6.00
Customer/Revenue Service Specialist	3.00	5.00	5.00	3.00	-2.00
Customer Service Supervisor	-	-	1.00	1.00	-
Cyber Security Analyst Senior	-	1.00	1.00	1.00	-
Deputy Director II	-	-	4.00	4.00	-
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	3.00	3.00	3.00	-
Electrical Engineer	1.00	1.00	1.00	-	-1.00
Electrical Engineer Senior	4.00	4.00	4.00	-	-4.00
Engineer Plan Review	4.00	4.00	8.00	8.00	-
Engineer Planning/Design	2.00	2.00	2.00	2.00	-
Engineer Senior	13.00	16.00	15.00	14.00	-1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Engineering Assistant	12.00	14.00	17.00	17.00	-
Engineering Contracts Manager	1.00	1.00	-	-	-
Engineering Division Manager	7.00	7.00	7.00	7.00	-
Engineering Program Manager	1.00	3.00	4.00	4.00	-
Engineering Project Coordinator	16.00	19.00	22.00	22.00	-
Engineering Project Manager	10.00	12.00	12.00	12.00	-
Engineering Project Manager Senior	17.00	18.00	18.00	17.00	-1.00
Engineering Services Investigator	6.00	6.00	9.00	8.00	-1.00
Engineering Services Supervisor	1.00	1.00	1.00	1.00	-
Environmental Compliance Manager	3.00	3.00	3.00	3.00	-
Environmental Compliance Specialist	6.00	6.00	6.00	6.00	-
Environmental Compliance Supervisor	3.00	3.00	3.00	3.00	-
Environmental Program Inspector	12.00	12.00	12.00	12.00	-
Equipment Operator	-	-	1.00	1.00	-
Equipment Operator Senior	-	-	13.00	-	-13.00
Equipment Operator II	1.00	1.00	-	-	-
Equipment Operator III	12.00	12.00	-	-	-
Facilities Services Coordinator	2.00	3.00	4.00	4.00	-
Facilities/ Property Supervisor	1.00	1.00	-	1.00	1.00
Field Operations Supervisor	18.00	18.00	18.00	-	-18.00
GIS Analyst	3.00	4.00	4.00	4.00	-
GIS Coordinator	1.00	2.00	2.00	2.00	-
GIS Manager	1.00	1.00	1.00	1.00	-
GIS Supervisor	-	1.00	1.00	1.00	-
GIS Technician	2.00	-	-	1.00	1.00
Human Resources Generalist	-	-	2.00	2.00	-
Human Resources Generalist Senior	-	-	1.00	1.00	-
Human Resources Manager Senior	-	-	1.00	1.00	-
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	-
Instrument Technician	6.00	6.00	6.00	-	-6.00
Instruments & Controls Supervisor	1.00	1.00	1.00	1.00	-
Inventory & Warehouse Assistant	-	-	-	4.00	4.00
Inventory & Warehouse Coordinator	-	-	-	4.00	4.00
Inventory & Warehouse Supervisor	-	-	-	1.00	1.00
IT Data Services Administrator	1.00	1.00	1.00	1.00	-
IT Data Services Analyst	1.00	1.00	-	1.00	1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
IT Program Manager	1.00	1.00	1.00	1.00	-
IT Project Coordinator	1.00	-	-	-	-
IT Project Coordinator Senior	-	1.00	1.00	-	-1.00
IT Project Manager	-	-	-	2.00	2.00
IT Systems Architect	1.00	1.00	1.00	1.00	-
Lab Quality Assurance Administrator	1.00	1.00	1.00	1.00	-
Lab Quality Assurance Analyst	1.00	1.00	2.00	2.00	-
Labor Crew Chief I	49.00	49.00	51.00	-	-51.00
Labor Crew Chief II	36.00	36.00	37.00	-	-37.00
Laboratory Analyst I	2.00	2.00	2.00	2.00	-
Laboratory Analyst II	16.00	16.00	17.00	17.00	-
Laboratory Analyst III	8.00	7.00	8.00	8.00	-
Laboratory Manager	1.00	1.00	1.00	1.00	-
Laboratory Supervisor	5.00	5.00	5.00	5.00	-
Laborer	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	4.00	2.00	-2.00
Manhole Inspector	8.00	8.00	8.00	8.00	-
Meter Services Supervisor	2.00	2.00	2.00	3.00	1.00
Network Administrator	-	1.00	1.00	1.00	-
Network Engineer	1.00	1.00	-	-	-
Office Assistant	-	-	2.00	2.00	-
Office Assistant Senior	-	-	7.00	6.00	-1.00
Office Assistant IV	3.00	3.00	-	-	-
Office Assistant V	8.00	7.00	-	-	-
Operations Supervisor	10.00	10.00	10.00	-	-10.00
Planner	1.00	-	-	-	-
Plans Reviewer	7.00	7.00	7.00	7.00	-
Procurement Agent	-	-	6.00	6.00	-
Procurement Manager	-	-	1.00	1.00	-
Procurement Officer	-	-	3.00	3.00	-
Procurement Officer Senior	-	-	1.00	-	-1.00
Public Information Specialist	-	-	-	1.00	1.00
Public Information Specialist Senior	2.00	2.00	2.00	3.00	1.00
Public Services Division Manager	1.00	1.00	1.00	1.00	-
Pump Station Technician	3.00	4.00	4.00	4.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Pumping Station Supervisor	1.00	1.00	1.00	1.00	-
Purchasing Agent	5.00	5.00	-	-	-
Revenue Collection & Credit Officer	1.00	1.00	-	-	-
Quality Assurance Analyst	-	-	1.00	1.00	-
Real Estate Agent III	-	-	1.00	1.00	-
Safety Coordinator	1.00	1.00	1.00	-	-1.00
Safety Coordinator Senior	4.00	3.00	4.00	5.00	1.00
Safety Supervisor	1.00	1.00	1.00	-	-1.00
Server Administrator	-	1.00	1.00	1.00	-
Senior Water Service Technician	19.00	18.00	19.00	19.00	-
Storekeeper	2.00	2.00	3.00	-	-3.00
Stores Supervisor	1.00	1.00	1.00	-	-1.00
Survey Party Chief	4.00	4.00	4.00	3.00	-1.00
Survey Supervisor	1.00	1.00	1.00	1.00	-
Survey Technician	25.00	25.00	30.00	30.00	-
Technical Systems Specialist	1.00	-	-	-	-
Technology Services Officer	1.00	1.00	1.00	1.00	-
Technology Support Coordinator	2.00	3.00	3.00	3.00	-
Technology Support Specialist	1.00	1.00	1.00	1.00	-
Technology Support Specialist Senior	-	2.00	2.00	1.00	-1.00
Technology Support Supervisor	1.00	1.00	1.00	1.00	-
Training Specialist	7.00	7.00	5.00	5.00	-
Treatment Operations Coordinator	1.00	2.00	2.00	2.00	-
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	8.00	8.00	-
Treatment Plant Mechanic Assistant	6.00	6.00	6.00	6.00	-
Treatment Plant Mechanic I	5.00	6.00	5.00	7.00	2.00
Treatment Plant Mechanic II	15.00	15.00	15.00	10.00	-5.00
Treatment Plant Mechanic III	6.00	8.00	9.00	10.00	1.00
Treatment Plant Mechanic IV	6.00	6.00	5.00	7.00	2.00
Utilities Budget & Finance Manager	-	-	-	1.00	1.00
Utilities Business Manager	1.00	1.00	1.00	1.00	-
Utilities Construction Inspector	-	-	-	37.00	37.00
Utilities Construction Manager	-	-	-	2.00	2.00
Utilities Construction Supervisor	-	-	-	5.00	5.00
Utilities Customer Service Assistant	-	-	-	1.00	1.00

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Utilities Customer Service Assistant Senior	-	-	-	7.00	7.00
Utilities Customer Service Specialist	-	-	-	9.00	9.00
Utilities Customer Service Supervisor	-	-	-	2.00	2.00
Utilities Electrical Engineer	-	-	-	2.00	2.00
Utilities Electrical Engineer Senior	-	-	-	5.00	5.00
Utilities Field Operations Supervisor	-	-	-	19.00	19.00
Utilities Instrument Technician	-	-	-	6.00	6.00
Utilities Labor Crew Chief I	-	-	-	50.00	50.00
Utilities Labor Crew Chief II	-	-	-	35.00	35.00
Utilities Manager	6.00	6.00	7.00	6.00	-1.00
Utilities Operations Manager	7.00	6.00	6.00	7.00	1.00
Utilities Operations Supervisor	-	-	-	10.00	10.00
Utilities Planner Scheduler	8.00	9.00	9.00	9.00	-
Utilities Procurement Manager	-	-	-	1.00	1.00
Utilities Residuals Coordinator	1.00	1.00	1.00	1.00	-
Utilities Safety & Security Manager	-	1.00	1.00	1.00	-
Utilities Services Manager	3.00	3.00	5.00	5.00	-
Utilities Services Tech	5.00	5.00	5.00	5.00	-
Utilities Technician I	58.00	60.00	80.00	74.00	-6.00
Utilities Technician II	69.00	67.00	54.00	61.00	7.00
Utilities Technician III	2.00	2.00	2.00	1.00	-1.00
Wastewater Chief Treatment Plant Operator	7.00	7.00	7.00	8.00	1.00
Wastewater Treatment Plant Operator I	3.00	3.00	6.00	9.00	3.00
Wastewater Treatment Plant Operator II	4.00	3.00	2.00	2.00	-
Wastewater Treatment Plant Operator III	6.00	5.00	5.00	-	-5.00
Wastewater Treatment Plant Operator IV	35.00	36.00	33.00	34.00	1.00
Wastewater Treatment Plant Operator IV Senior	14.00	15.00	16.00	16.00	-
Wastewater Treatment Plant Supervisor	6.00	6.00	5.00	5.00	-
Wastewater Treatment Plant Supervisor Senior	-	-	1.00	1.00	-
Water Chief Treatment Plant Operator	9.00	9.00	9.00	9.00	-
Water Equipment Operator	-	-	-	13.00	13.00
Water Meter Repair Technician	9.00	8.00	8.00	7.00	-1.00
Water Process Engineer	-	-	-	1.00	1.00
Water Quality Program Administrator	3.00	3.00	3.00	3.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Water Quality Program Specialist	6.00	6.00	8.00	8.00	-
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	51.00	52.00	50.00	50.00	-
Water Treatment Plant Operator A	19.00	22.00	21.00	15.00	-6.00
Water Treatment Plant Operator B	3.00	1.00	3.00	6.00	3.00
Water Treatment Plant Operator C	3.00	7.00	6.00	9.00	3.00
Water Treatment Plant Supervisor	2.00	2.00	2.00	2.00	-
Water Treatment Plant Supervisor	1.00	1.00	1.00	1.00	-
Department Total FTE	1,019.00	1,050.00	1,106.00 ¹	1,106.00	-

¹ FY 2024 included the realignment of 9.00 FTEs from the Finance Business Division, within the Department of Finance, to Charlotte Water.

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Operating Revenues					
Transfer from CLT Water Operating	\$135,107,713	\$140,805,663	\$169,573,859	\$167,671,648	-1.1%
Premium from Sale of Bonds	\$-	\$59,411,262	\$-	\$-	0.0%
Proceeds from Refunding	\$-	\$344,680,000	\$-	\$-	0.0%
Interest on Investments	\$410	\$5,878	\$50,000	\$-	-100.0%
Other Interest	-\$1,957	\$7,709,852	\$-	\$-	0.0%
Total Revenue	\$135,106,166	\$552,612,655	\$169,623,859	\$167,671,648	-1.2%
Operating Expenditures					
Bond Retirement	\$70,391,007	\$62,629,105	\$74,970,001	\$71,450,000	-4.7%
Interest on Bonds	\$54,816,000	\$66,842,257	\$79,536,654	\$83,064,165	4.4%
Bank Charges	\$611,598	\$194,165	\$138,000	\$143,000	3.6%
Cost of Bond Sales	\$88,975	\$15,714,495	\$50,000	\$1,000,000	1900.0%
Equipment Lease - Purchase Principal	\$6,067,000	\$8,276,023	\$8,407,093	\$5,162,915	-38.6%
Equipment Lease - Purchase Interest	\$425,063	\$370,528	\$277,743	\$796,419	186.7%
State Revolving Loan Principal	\$1,270,462	\$1,453,512	\$4,871,816	\$4,850,991	-0.4%
State Revolving Loan Interest	\$110,123	\$332,570	\$1,372,552	\$1,204,158	-12.3%
Payment to Escrow Agent	\$-	\$396,800,000	\$-	\$-	0.0%
Reserved for Future Years	\$1,325,938	\$-	\$-	\$-	0.0%
Total Expenditures	\$135,106,166	\$552,612,655	\$169,623,859	\$167,671,648	-1.2%

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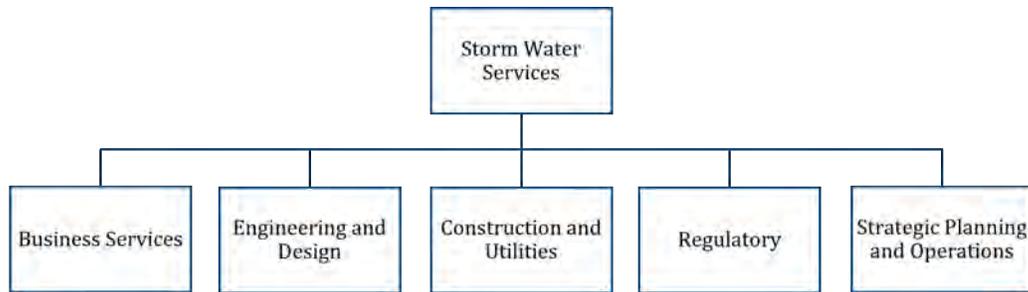
Mission Statement

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 stormwater infrastructure to reduce flood risks and protect the traveling public
- Improve and protect surface waters as required by the federal Clean Water Act
- Ensure appropriate regulatory engagement, coordination, and oversight to support development activity
- Collect fees based on property owners' impervious surface area to fund capital projects and operating expenses

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Charges for Storm Water Fees	\$75,533,293	\$78,705,655	\$81,935,750	\$84,318,012	2.9%
Investment Earnings	-\$1,008,087	\$1,108,828	\$-	\$500,000	100.0%
Regulatory Services Fees	\$3,039,999	\$3,192,364	\$3,300,000	\$3,400,000	3.0%
Expedited Plan Review	\$475,855	\$329,260	\$375,000	\$200,000	-46.7%
Other	\$68,821	\$140,493	\$-	\$-	0.0%
Fund Balance	\$1,195,865	\$-	\$-	\$5,823,677	100.0%
Total Revenues	\$79,305,746	\$83,476,600	\$85,610,750	\$94,241,689	10.1%
Expenditures					
Personnel Services	\$20,557,075	\$22,772,559	\$28,151,471	\$30,793,251	9.4%
Operating Expenses	\$7,639,903	\$8,159,305	\$13,350,364	\$13,976,290	4.7%
Department Charges	-\$11,300,814	-\$9,493,252	-\$12,339,269	-\$11,895,669	3.6%
Transfer to CIP	\$45,000,000	\$36,250,000	\$32,000,000	\$41,000,000	28.1%
Transfer to Debt Service	\$17,409,582	\$18,797,680	\$19,955,954	\$20,367,817	2.1%
Reserved for Future Years	\$-	\$6,990,308	\$4,492,230	\$-	-100.0%
Total Expenditures	\$79,305,746	\$83,476,600	\$85,610,750	\$94,241,689	10.1%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	-	\$566,150
Support project management, strategic planning and business operations Provide funds for positions that will support capital projects and help manage drainage assets and business operations. The costs of the positions are partially reimbursed by the Storm Water Capital Investment Plan.	9.00	\$786,056
Adjust funding for surface water quality Increase funds to clean silt, dirt, and debris from city-owned facilities in compliance with permitting requirements. This work improves surface water quality by reducing the amount of pollutants that enter creeks and streams.	-	\$500,000
Support regulatory compliance and reviews Add positions to comply with the requirements of the federal Clean Water Act and new National Pollutant Discharge Elimination System permit requirements and to increase capacity to review and inspect private residential and commercial development activities for stormwater regulations. Two positions are for Land Development and one position is for Surface Water Quality.	3.00	\$321,182
Add funding for project management technology Increase funds for the purchase of software to support project management of stormwater infrastructure.	-	\$250,000
Increase contribution to Capital Investment Plan Increase 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.	-	\$4,507,770
Adjust funding for department charges Technical adjustment to update department charges for staff time charged to capital projects and the cost of Charlotte Water support staff.	-	\$543,364
Adjust contribution to debt service program Increase funds for debt service based on project needs within Storm Water's Capital Investment Plan. This is a routine action that occurs at the beginning of each budget cycle.	-	\$411,863
Update costs for City Services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	-\$203,068
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 2024. 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.	-	\$934,537

FY 2025 Adjustments (continued)

Budget Action	FTE	Amount
Update healthcare expenditures	-	\$216,505
Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.		
Update allocations for Internal Service Providers (ISPs)	-	-\$203,420
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	12.00	\$8,630,939

Performance Measure Highlights

Objective	Measure	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Strategic Priority Area: Transportation and Planning				
Safely drain surface water runoff from rain	Miles of stormwater infrastructure system rehabilitated or installed	27.1 miles	≥20 miles over 3 years	≥20 miles over 3 years
Strategic Priority Area: Well-Managed Government, focused on Equity, Engagement, and the Environment				
Improve surface water quality and comply with the Clean Water Act	Number of acres treated prior to entering stream	150 acres	≥150 acres over 3 years	≥150 acres over 3 years
Complete development approvals in a timely manner	Average number of stormwater reviews to approval for commercial submittals	2.27 reviews	Average 2.5 reviews or less to approval	Average 2.5 reviews or less to approval
Ensure equitable service delivery	Number of high-priority equity initiatives accomplished per year	New Measure	New Measure	1 or more

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Officer Lead	-	-	1.00	1.00	-
Administrative Officer Senior	-	-	1.00	2.00	1.00
Administrative Specialist	-	-	1.00	1.00	-
Administrative Officer I	1.00	1.00	-	-	-
Administrative Officer III	2.00	2.00	-	-	-
Administrative Officer IV	1.00	2.00	-	-	-
Administrative Officer V	1.00	1.00	-	-	-
Application Administrator Senior	-	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	2.00	-
Budget & Finance Analyst Lead	-	-	1.00	1.00	-
Budget & Finance Analyst Senior	-	-	1.00	1.00	-
Budget & Finance Manager	-	-	1.00	1.00	-
Business Systems Analyst	-	1.00	2.00	2.00	-
Business Systems Coordinator	-	-	1.00	1.00	-
Business Systems Supervisor	-	-	1.00	1.00	-
Business System Specialist Associate	1.00	-	-	-	-
Business Systems Specialist	2.00	-	-	-	-
Business Systems Specialist Lead	1.00	-	-	-	-
CCTV Crew Chief	2.00	2.00	3.00	3.00	-
CCTV Technician	2.00	2.00	3.00	3.00	-
Chief Construction Inspector	-	-	2.00	2.00	-
Chief Utilities Engineer	-	-	1.00	1.00	-
Construction Inspector	32.00	32.00	32.00	30.00	-2.00
Construction Inspector Senior	11.00	11.00	12.00	13.00	1.00
Construction Manager	5.00	5.00	5.00	5.00	-
Construction Supervisor	7.00	9.00	10.00	10.00	-
Deputy Director II	1.00	1.00	1.00	1.00	-
Drainage Specialist	6.00	6.00	7.00	10.00	3.00
Engineer Plan Review	3.00	3.00	4.00	5.00	1.00
Engineer Senior	12.00	13.00	16.00	18.00	2.00
Engineering Assistant	5.00	6.00	6.00	6.00	-
Engineering Contracts Specialist	1.00	1.00	-	-	-
Engineering Division Manager	2.00	4.00	4.00	4.00	-
Engineering Program Manager	6.00	6.00	8.00	8.00	-
Engineering Project Coordinator	10.00	9.00	11.00	11.00	-
Engineering Project Manager	42.00	42.00	42.00	40.00	-2.00
Engineering Project Manager Senior	15.00	16.00	17.00	17.00	-

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

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Engineering Services Investigator	1.00	1.00	1.00	2.00	1.00
Environmental Program Coordinator	-	-	-	1.00	1.00
Erosion Control Coordinator	6.00	6.00	6.00	6.00	-
GIS Analyst	-	2.00	2.00	2.00	-
GIS Coordinator	1.00	-	-	1.00	1.00
GIS Supervisor	1.00	2.00	1.00	1.00	-
GIS Technician	5.00	5.00	4.00	4.00	-
Human Resources Generalist Senior	-	-	-	1.00	1.00
Labor Crew Chief I	-	-	-	1.00	1.00
Management Analyst	-	1.00	1.00	1.00	-
Manhole Inspector	-	-	-	1.00	1.00
Operations Supervisor	-	-	-	1.00	1.00
Planner	1.00	-	-	-	-
Procurement Agent	-	-	1.00	1.00	-
Public Information Specialist Senior	3.00	4.00	4.00	4.00	-
Public Service Coordinator	1.00	1.00	1.00	1.00	-
Real Estate Agent II	1.00	1.00	1.00	1.00	-
Safety Coordinator	-	-	-	1.00	1.00
Software Developer	-	1.00	-	-	-
Technology Support Specialist Senior	-	-	1.00	1.00	-
Utilities Budget & Finance Manager	-	-	-	1.00	1.00
Utilities Business Manager	-	1.00	1.00	-	-1.00
Utilities Engineering Manager	-	1.00	1.00	1.00	-
Utilities Operations Manager	-	1.00	3.00	3.00	-
Utilities Planner Scheduler	-	-	1.00	1.00	-
Water Quality Modeler	1.00	1.00	1.00	1.00	-
Water Quality Program Administrator	6.00	6.00	6.00	4.00	-2.00
Water Quality Program Administrator Senior	-	-	-	2.00	2.00
Water Quality Program Manager	1.00	1.00	1.00	1.00	-
Water Quality Program Specialist	3.00	4.00	5.00	6.00	1.00
Web Content Administrator	1.00	1.00	1.00	1.00	-
Wetland Specialist	3.00	3.00	3.00	2.00	-1.00
Department Total FTE	208.00	221.00	243.00	255.00	12.00



Storm Water Services Debt Service Fund

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

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Transfer from Storm Water Operating	\$17,409,582	\$18,797,680	\$19,955,954	\$20,367,817	2.1%
Fund Balance	\$-	\$163,527	\$-	\$-	0.0%
Total Revenues	\$17,409,582	\$18,961,207	\$19,955,954	\$20,367,817	2.1%
Expenditures					
Bond Retirement	\$9,078,338	\$9,380,722	\$9,350,631	\$9,780,586	4.6%
Interest on Bonds	\$8,284,124	\$7,841,322	\$10,548,323	\$10,180,231	-3.5%
Lease/Purchase Agreement	\$-	\$319,923	\$-	\$-	0.0%
Interest of Lease Purchase Agreement	\$-	\$1,245,921	\$-	\$-	0.0%
Cost of Bond Sale	\$5,525	\$135,769	\$-	\$350,000	100.0%
Fees	\$7,730	\$37,550	\$57,000	\$57,000	0.0%
Reserved for Future Years	\$33,865	\$-	\$-	\$-	0.0%
Total Expenditures	\$17,409,582	\$18,961,207	\$19,955,954	\$20,367,817	2.1%

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**NONGENERAL FUNDS
INTERNAL SERVICE
FUNDS**

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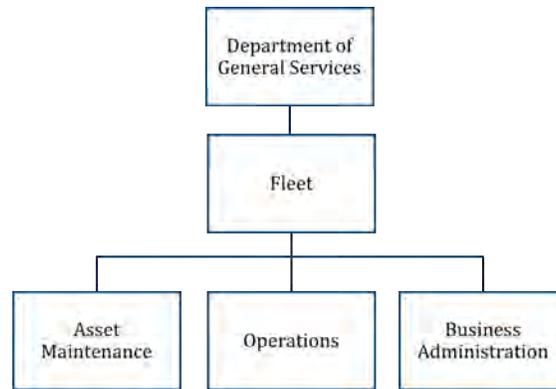
Mission Statement

Fleet provides efficient and effective centralized delivery of fleet management services for the City of Charlotte and Mecklenburg County. Through the management and maintenance of commercial vehicles and equipment, Fleet services are essential to safe, reliable, and environmentally responsible transportation and equipment in the provision of city and county services.

Fund Overview

- Perform maintenance and repair services on small engine equipment, light-, medium-, and heavy-duty vehicles, including electrical vehicles.
- Provide commissioning and decommissioning services for vehicle assets including installation of specialized equipment on new vehicles and removal of equipment from vehicles being decommissioned in preparation for disposal through public auction.

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed ¹	Percent Change FY 2024 FY 2025
Revenues					
Operating Revenues from City of Charlotte	\$-	\$-	\$-	\$30,436,253	100.0 %
Operating Revenues from Regional Partners	\$-	\$-	\$-	\$3,131,613	100.0 %
Miscellaneous Revenue	\$-	\$-	\$-	\$216,554	100.0 %
Total Revenues	\$-	\$-	\$-	\$33,784,420	100.0 %
Expenditures					
Personnel Services	\$-	\$-	\$-	\$13,467,703	100.0 %
Operating Expenditures	\$-	\$-	\$-	\$18,747,362	100.0 %
City Administrative Support	\$-	\$-	\$-	\$1,569,355	100.0 %
Total Expenditures	\$-	\$-	\$-	\$33,784,420	100.0 %

¹ FY 2025 includes the realignment of 124.00 FTEs and \$2,320,487 from the Fleet Division within General Services to the newly formed Fleet Management Fund.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	-	\$412,913
Transfer Fleet Management from General Services Transfer funds for fleet maintenance to a new Internal Service Fund. This is an accounting change that will not impact service levels. There is a corresponding entry in General Services.	124.00	\$2,320,487
Add two positions to support Fleet Management Add two Emergency Vehicle Heavy Equipment Service Technicians to enhance maintenance and repairs of city equipment, commercial motors and specialty vehicles.	2.00	\$176,570
Provide funds for inflationary operating increases of fleet maintenance services Provide funds for cost increases in fleet maintenance services resulting from inflationary impacts to services and parts.	-	\$2,273,421
Technical adjustment to convert a departmental charge to a revenue Technical adjustment to convert the accounting mechanism by which the Fleet Management division is reimbursed by City of Charlotte departments from a departmental charge to a revenue as a consequence of moving to a separate fund.	-	\$26,923,174
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	\$1,569,355
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$108,500
Net Change	126.00	\$33,784,420

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Assistant	-	-	-	1.00	1.00
Administrative Officer	-	-	-	1.00	1.00
Administrative Specialist	-	-	-	1.00	1.00
Budget & Finance Analyst Senior	-	-	-	1.00	1.00
Budget & Finance Manager	-	-	-	1.00	1.00
Equipment Parts Team Leader	-	-	-	2.00	2.00
Equipment Shop Manager	-	-	-	6.00	6.00
Equipment Shop Supervisor	-	-	-	11.00	11.00
Fleet Specification Analyst	-	-	-	3.00	3.00
General Services Division Manager	-	-	-	1.00	1.00
Heavy Equipment Service Evt	-	-	-	6.00	6.00
Heavy Equipment Service Evt Lead	-	-	-	1.00	1.00
Heavy Equipment Service Technician Associate	-	-	-	1.00	1.00
Heavy Equipment Service Technician Lead	-	-	-	6.00	6.00
Heavy Equipment Service Technician Master	-	-	-	15.00	15.00
Heavy Equipment Service Technician Senior	-	-	-	25.00	25.00
Light Equipment Service Technician Associate	-	-	-	2.00	2.00
Light Equipment Service Technician Lead	-	-	-	3.00	3.00
Light Equipment Service Technician Master	-	-	-	13.00	13.00
Light Equipment Service Technician Senior	-	-	-	12.00	12.00
Management Analyst	-	-	-	1.00	1.00
Operations Supervisor	-	-	-	1.00	1.00
Service Order Specialist	-	-	-	10.00	10.00
Technology Support Specialist	-	-	-	1.00	1.00
Technology Support Specialist Senior	-	-	-	1.00	1.00
Department Total FTE	-	-	-	126.00¹	126.00

¹ FY 2025 includes the realignment of 124.00 FTEs from the FY 2024 Adopted General Services' Fleet Division Budget to the newly formed Fleet Management Fund and the addition of 2.00 FTEs for FY 2025.

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Operating Revenues	\$115,319,185	\$123,115,381	\$151,148,354	\$164,158,854	8.6%
Fund Balance	\$14,661,439	\$13,443,937	\$7,283,638	\$1,609,238	-77.9%
Total Revenues	\$129,980,624	\$136,559,318	\$158,431,992	\$165,768,092	4.6%
Expenditures					
Operating Expenditures	\$129,980,624	\$136,559,318	\$158,431,992	\$165,768,092	4.6%
Total Expenditures	\$129,980,624	\$136,559,318	\$158,431,992	\$165,768,092	4.6%

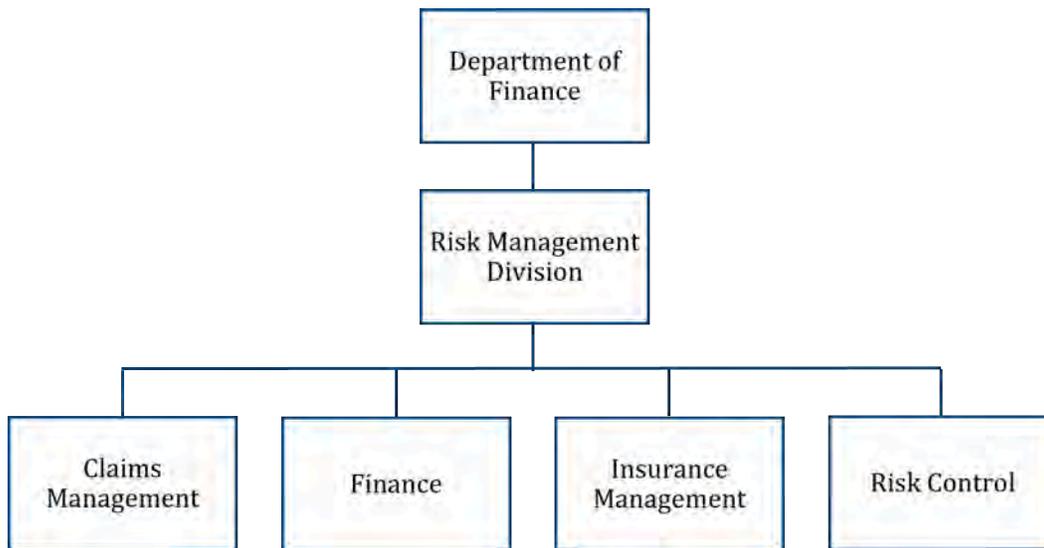
Mission Statement

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

Fund Overview

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

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Operating Revenues	\$29,974,713	\$36,582,582	\$36,884,676	\$44,252,056	20.0%
Fund Balance	\$6,459,192	\$6,386,874	\$4,035,000	\$-	-100.0%
Total Revenues	\$36,433,905	\$42,969,456	\$40,919,676	\$44,252,056	8.1%
Expenditures					
Operating Expenditures	\$36,433,905	\$42,969,456	\$40,919,676	\$44,252,056	8.1%
Total Expenditures	\$36,433,905	\$42,969,456	\$40,919,676	\$44,252,056	8.1%

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	-	\$63,504
Adjust funding for cost increases in insurance and projected loss claims Provide funds for increases in insurance premiums charged to the city by third-party insurance carriers, self-insured losses as projected by the city's actuary, and other administrative costs.	-	\$3,362,033
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	-\$175,206
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 2024. 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.	-	\$32,755
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$21,000
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$28,294
Net Change	-	\$3,332,380

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Accountant	-	-	1.00	1.00	-
Accounting Supervisor	-	-	1.00	1.00	-
Accounting Technician	1.00	1.00	-	-	-
Administrative Officer I	1.00	1.00	-	-	-
Administrative Specialist	-	-	1.00	1.00	-
Chief Risk Manager	1.00	1.00	1.00	1.00	-
Claims Assistant	4.00	5.00	5.00	5.00	-
Claims Manager	1.00	1.00	-	-	-
Claims Representative Senior	4.00	4.00	4.00	4.00	-
Claims Supervisor	-	-	1.00	1.00	-
Contracts Admin Specialist	1.00	1.00	-	-	-
Insurance & Risk Analyst	-	-	-	1.00	1.00
Insurance & Risk Coordinator	2.00	2.00	1.00	-	-1.00
Insurance & Risk Manager	-	-	2.00	2.00	-
Risk Management Financial Coordinator	1.00	1.00	-	-	-
Risk Supervisor	-	-	4.00	4.00	-
Safety Coordinator	1.00	1.00	1.00	1.00	-
Safety Coordinator Senior	1.00	1.00	1.00	1.00	-
Safety Supervisor	4.00	4.00	-	-	-
Workers' Compensation Claim Manager	1.00	1.00	1.00	1.00	-
Department Total FTE	23.00	24.00	24.00	24.00	-

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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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Property Tax	\$102,090,114	\$105,601,837	\$108,906,334	\$124,851,256	14.6%
Sales Tax	\$30,099,809	\$32,329,479	\$32,892,158	\$34,903,553	6.1%
Interest on Investments	-\$2,311,269	\$5,459,963	\$3,186,056	\$5,174,756	62.4%
Contribution from Other Funds					
General Fund - Equipment	\$19,665,411	\$20,665,411	\$21,665,411	\$-	-100.0%
Powell Bill Fund- Equipment	\$4,203,351	\$3,925,905	\$3,430,325	\$3,041,483	-11.3%
General CIP	\$1,588,545	\$-	\$-	\$-	0.0%
PAYGO Fund - Vehicles/Other	\$3,600,000	\$-	\$1,000,000	\$23,265,411	2,226.5%
Proceeds from Lease Purchases	\$-	\$-	\$750,000	\$750,000	0.0%
Proceeds from Sale of Debt	\$151,505,290	\$-	\$-	\$-	0.0%
Other	\$446,849	\$497,675	\$347,800	\$758,328	118.0%
Fund Balance	\$-	\$-	\$37,250,972	\$14,767,482	-60.4%
Total Revenues	\$310,888,101	\$168,480,270	\$209,429,056	\$207,512,269	-0.9%
Expenditures					
Bonds					
Principal	\$208,480,655	\$62,120,173	\$62,495,000	\$75,700,000	21.1%
Interest	\$26,570,565	\$29,228,457	\$43,766,403	\$45,322,666	3.6%
Certificates of Participation					
Principal	\$5,560,000	\$10,975,000	\$11,015,000	\$15,210,000	38.1%
Interest	\$6,225,256	\$7,466,150	\$9,108,850	\$1,224,082	-86.6%
Bank Charges and Other	\$2,250,137	\$9,314,370	\$3,118,241	\$3,118,241	0.0%
Contribution to:¹					
General Fund	\$122,859	\$122,859	\$122,859	\$-	-100.0%
General Equipment	\$24,261,090	\$23,811,026	\$30,999,754	\$30,985,976	0.0%
Powell Bill Equipment	\$1,764,970	\$998,100	\$1,536,200	\$1,243,591	-19.0%
Capital Projects Fund	\$16,700,000	\$7,816,800	\$46,195,738	\$33,627,148	-27.2%
Cultural Facilities Operating Fund	\$321,288	\$321,288	\$321,011	\$330,565	3.0%
Lease Purchase Cost	\$-	\$-	\$750,000	\$750,000	0.0%
Reserved for Future Years	\$18,631,281	\$16,306,047	\$-	\$-	0.0%
Total Expenditures	\$310,888,101	\$168,480,270	\$209,429,056	\$207,512,269	-0.9%

¹ The Municipal Debt Service Fund purchases vehicles and equipment. 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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Taxes					
Occupancy	\$23,640,838	\$30,135,051	\$30,285,000	\$31,193,600	3.0%
Prepared Food & Beverage Tax	\$42,646,672	\$49,595,915	\$46,931,000	\$48,338,900	3.0%
Total Taxes	\$66,287,510	\$79,730,966	\$77,216,000	\$79,532,500	3.0%
Lease of City-Funded Bank of America Stadium Improvements	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	0.0%
Interest on Investments	\$103,529	\$971,709	\$856,000	\$2,169,262	153.4%
Total Revenues and Fund Balance	\$67,391,039	\$81,702,675	\$79,072,000	\$82,701,762	4.6%
Expenditures					
Promotion and Marketing	\$11,661,787	\$10,357,524	\$11,580,457	\$11,929,900	3.0%
Business Development	\$2,408,334	\$2,480,549	\$2,554,915	\$2,631,600	3.0%
Contributions for Convention Center:					
Operating Allocation	\$11,680,715	\$12,303,501	\$10,575,500	\$12,687,987	20.0%
Capital Items	\$-	\$-	\$2,375,000	\$2,625,000	10.5%
Distribution to Towns	\$4,413,382	\$5,336,379	\$5,901,988	\$6,132,038	3.9%
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%
Transfer to Other Funds:					
Convention Center Debt Service	\$24,781,890	\$22,880,385	\$11,390,050	\$18,720,675	64.4%
Conv. Ctr. Capital Projects Fund	\$-	\$11,900,000	\$-	\$-	0.0%
General Fund-Stadium Traffic Control	\$250,000	\$250,000	\$250,000	\$250,000	0.0%
Special Events and Misc Contracts	\$226,160	\$250,000	\$1,000,000	\$1,000,000	0.0%
Reserved for Future Years	\$10,068,771	\$14,044,337	\$31,544,090	\$24,824,562	-21.3%
Total Expenditures	\$67,391,039	\$81,702,675	\$79,072,000	\$82,701,762	4.6%

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
<u>Revenues</u>					
Contribution from Convention Center Tax Fund	\$24,781,890	\$22,880,385	\$11,390,050	\$18,720,675	64.4%
Contribution from Convention Center CIP	\$2,030,012	\$-	\$-	\$-	0.0%
Fund Balance	\$50,712	\$-	\$-	\$-	0.0%
Total Revenues	\$26,862,614	\$22,880,385	\$11,390,050	\$18,720,675	64.4%
<u>Expenditures</u>					
Debt Retirement	\$20,055,000	\$16,715,000	\$5,260,000	\$5,525,000	5.0%
Interest on Debt	\$6,781,491	\$6,136,083	\$6,099,050	\$12,720,675	108.6%
Bank Charges and Other	\$26,123	\$16,000	\$31,000	\$475,000	1,432.3%
Reserved for Future Years	\$-	\$13,302	\$-	\$-	0.0%
Total Expenditures	\$26,862,614	\$22,880,385	\$11,390,050	\$18,720,675	64.4%

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
<u>Revenues</u>					
Occupancy Tax	\$19,271,981	\$24,897,840	\$24,155,700	\$25,530,292	5.7%
Rental Car Tax	\$4,564,369	\$4,848,765	\$4,560,000	\$5,425,908	19.0%
Interest on Investments	\$136,163	\$1,211,339	\$828,000	\$2,475,588	199.0%
Mint Museum Energy Repayment	\$108,333	\$58,333	\$-	\$-	0.0%
Contribution from Charlotte Hornets	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	0.0%
Contribution from Center City Partners	\$50,694	\$50,694	\$50,694	\$51,000	0.6%
Contribution from Convention Center	\$-	\$-	\$1,797,988	\$-	-100.0%
Transfers from General Capital Pay-As-You-Go ¹ Fund	\$11,127,591	\$12,286,715	\$11,994,193	\$13,399,749	11.7%
Transfers for Synthetic TIG:					
General Fund	\$1,296,068	\$1,296,068	\$1,307,516	\$1,261,467	-3.5%
Municipal Debt Service Fund	\$321,288	\$321,288	\$321,011	\$330,565	3.0%
Pay-As-You-Go Fund	\$40,339	\$34,644	\$23,473	\$59,968	155.5%
Contribution from County ²	\$2,948,040	\$2,948,040	\$2,948,040	\$2,948,040	0.0%
Miscellaneous	\$805,860	\$953,365	\$-	\$402,900	100.0%
Total Revenues	\$41,770,726	\$50,007,091	\$49,086,615	\$52,985,477	7.9%
<u>Expenditures</u>					
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	\$51,000	0.6%
Arena Maintenance Reserve	\$2,240,705	\$2,200,000	\$1,100,000	\$1,100,000	0.0%
Ovens/Bojangles Maintenance	\$2,150,000	\$4,095,000	\$2,400,000	\$3,500,000	45.8%
Cultural Facilities Maintenance	\$3,613,525	\$4,357,155	\$4,036,100	\$4,819,700	19.4%
Special Projects & Misc Expenses	\$1,106,715	\$5,316,993	\$2,250,000	\$2,464,000	9.5%
CRVA Tourism Marketing	\$4,152,692	\$6,224,864	\$7,725,855	\$8,137,792	5.3%
Contributions to Debt Service:					
Tourism Debt Service Fund	\$14,087,722	\$14,308,406	\$19,459,817	\$17,576,250	-9.7%
Cultural Facilities Debt Service Fund	\$7,648,145	\$7,609,003	\$7,650,400	\$7,657,350	0.1%
Reserved for Future Years	\$6,088,440	\$5,212,888	\$3,781,661	\$7,047,297	86.4%
Total Expenditures	\$41,770,726	\$50,007,091	\$49,086,615	\$52,985,477	7.9%

¹ Based on calculation this is equivalent to 80% of Charlotte's 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.

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
<u>Revenues</u>					
Tourism Operating Fund	\$14,087,722	\$14,308,406	\$19,459,817	\$17,576,250	-9.7%
Fund Balance	\$3,503	\$-	\$-	\$-	0.0%
Total Revenues	\$14,091,225	\$14,308,406	\$19,459,817	\$17,576,250	-9.7%
<u>Expenditures</u>					
Debt Retirement	\$9,115,000	\$9,465,000	\$9,840,000	\$7,885,000	-19.9%
Interest on Debt	\$4,446,404	\$4,408,653	\$8,678,817	\$9,041,250	4.2%
Bank Charges and Other	\$529,821	\$431,286	\$941,000	\$650,000	-30.9%
Reserved for Future Years	\$-	\$3,467	\$-	\$-	0.0%
Total Expenditures	\$14,091,225	\$14,308,406	\$19,459,817	\$17,576,250	-9.7%

Cultural Facilities Debt Service Fund

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

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
<u>Revenues</u>					
Tourism Operating Fund	\$7,648,145	\$7,609,003	\$7,650,400	\$7,657,350	0.1%
Other	\$-	\$537	\$-	\$-	0.0%
Fund Balance	\$-	\$50,360	\$-	\$-	0.0%
Total Revenues	\$7,648,145	\$7,659,900	\$7,650,400	\$7,657,350	0.1%
<u>Expenditures</u>					
Debt Retirement	\$3,235,000	\$3,400,000	\$3,565,000	\$3,745,000	5.0%
Interest on Debt	\$4,402,150	\$4,240,400	\$4,070,400	\$3,892,150	-4.4%
Bank Charges and Other	\$10,995	\$19,500	\$15,000	\$20,200	34.7%
Total Expenditures	\$7,648,145	\$7,659,900	\$7,650,400	\$7,657,350	0.1%

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
<u>Revenues</u>					
Occupancy Tax	\$15,635,070	\$20,038,102	\$20,017,000	\$21,258,314	6.2%
Interest on Investments	\$47,092	\$471,105	\$401,000	\$1,055,088	163.1%
Total Revenues	\$15,682,162	\$20,509,207	\$20,418,000	\$22,313,402	9.3%
<u>Expenditures</u>					
Transfer to Debt Service	\$8,810,084	\$8,562,434	\$9,147,847	\$9,060,067	-1.0%
Contributions:					
Maintenance & Repair Allocation	\$2,764,872	\$2,834,640	\$4,569,500	\$3,208,200	-29.8%
Maintenance & Repair Reserve Deposit	\$-	\$-	\$1,639,091	\$1,688,200	3.0%
Reserved for Future Years	\$4,107,206	\$9,112,133	\$5,061,562	\$8,356,935	65.1%
Total Expenditures	\$15,682,162	\$20,509,207	\$20,418,000	\$22,313,402	9.3%

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
<u>Revenues</u>					
Hall of Fame Tax Fund	\$8,810,084	\$8,562,434	\$9,147,878	\$9,060,067	-1.0%
Fund Balance	\$2,589	\$50,326	\$-	\$-	0.0%
Total Revenues	\$8,812,673	\$8,612,760	\$9,147,878	\$9,060,067	-1.0%
<u>Expenditures</u>					
Debt Retirement	\$3,665,000	\$3,870,000	\$4,080,000	\$4,315,000	5.8%
Interest on Debt	\$4,670,680	\$4,421,783	\$4,287,878	\$4,095,067	-4.5%
Bank Charges and Other	\$476,993	\$320,977	\$780,000	\$650,000	-16.7%
Total Expenditures	\$8,812,673	\$8,612,760	\$9,147,878	\$9,060,067	-1.0%

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Federal Grants	\$7,147,857	\$9,841,257	\$15,067,829	\$14,782,663	-1.9%
State Grants	\$871,656	\$860,140	\$1,265,141	\$661,051	-47.7%
Contributions	\$3,667,900	\$3,014,425	\$4,331,228	\$4,269,767	-1.4%
Assets Forfeiture	\$1,250,000	\$4,200,000	\$2,675,000	\$2,025,000	-24.3%
Contribution from Other Funds	\$370,088	\$498,218	\$542,032	\$701,224	29.4%
Total Revenues	\$13,307,501	\$18,414,040	\$23,881,230	\$22,439,705	-6.0%
Expenditures					
Police					
Diversion Projects	\$199,255	\$408,512	\$225,000	\$440,000	95.6%
DUI/Salaries	\$201,201	\$202,674	\$188,000	\$209,523	11.4%
Forensics and Analysis	\$-	\$-	\$250	\$-	-100.0%
Grants Salaries and Benefits	\$1,684,012	\$3,381,796	\$3,669,000	\$2,420,000	-34.0%
Federal Task Force	\$218,039	\$435,211	\$275,000	\$275,000	0.0%
Federal Initiatives	\$100,720	\$200,720	\$150,000	\$150,720	0.5%
JAG Grants	\$625,626	\$643,254	\$700,000	\$700,000	0.0%
Youth/Community Initiatives	\$1,209,446	\$906,746	\$1,065,000	\$1,245,000	16.9%
AF Equipment and Services	\$1,250,000	\$4,200,000	\$2,675,000	\$2,025,000	-24.3%
Fire					
Emergency Management	\$150,000	\$479,322	\$349,000	\$420,000	20.3%
Emergency Response	\$60,979	\$74,680	\$1,400,000	\$2,568,050	83.4%
Medical Response	\$4,233	\$2,792	\$4,500	\$4,500	0.0%
Urban Area Security Initiative	\$1,431,669	\$709,977	\$4,000,000	\$3,040,000	-24.0%
Transportation					
Unified Planning Work Program	\$3,836,003	\$4,792,093	\$5,344,504	\$5,226,692	-2.2%
Metrolina Regional Travel Demand	\$161,245	\$210,127	\$1,076,176	\$179,790	-83.3%
Signal Improvements	\$2,001,228	\$1,514,805	\$2,500,000	\$2,500,000	0.0%
Community Relations					
Fair Housing	\$70,682	\$161,700	\$179,800	\$177,500	-1.3%
Dispute Settlement	\$62,668	\$15,053	\$-	\$-	0.0%
Community Programs	\$40,495	\$74,578	\$80,000	\$80,000	0.0%
Sustainability					
Solar Energy Programs	\$-	\$-	\$-	\$777,930	100.0%
Total Expenditures	\$13,307,501	\$18,414,040	\$23,881,230	\$22,439,705	-6.0%

Consolidated Neighborhood Development 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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Housing Opportunities for Persons with AIDS (HOPWA) Grant	\$2,212,812	\$2,841,114	\$3,666,683	\$3,666,683	0.0%
Double Oaks Loan Repayment	\$2,582,754	\$-	\$-	\$-	0.0%
Emergency Solutions Grant	\$410,787	\$327,228	\$494,529	\$989,058	100.0%
Bank of America Youth Grant	\$320,911	\$373,750	\$122,700	\$142,500	16.1%
TOD Affordable Housing Fee-in- Lieu	\$-	\$-	\$4,074,751 ¹	\$2,500,000	-38.6%
Tree Mitigation and Planting Revenues	\$-	\$-	\$5,250,000 ¹	\$4,300,000	-18.1%
Miscellaneous Revenues	\$2,304,512	\$26,615,406	\$250,000	\$250,000	0.0%
Sub-Total Neighborhood Development Grants Fund	\$7,831,776	\$30,157,498	\$13,858,663	\$11,848,241	-14.5%
Federal HOME Investment Partnership Grant (HOME)	\$331,739	\$1,895,877	\$3,463,178	\$3,463,178	0.0%
HOME Program Income	\$1,214,297	\$829,334	\$600,000	\$667,475	11.2%
Sub-Total HOME Fund	\$1,546,036	\$2,725,211	\$4,063,178	\$4,130,653	1.7%
Federal Community Development Block Grant (CDBG)	\$3,867,918	\$10,466,294	\$5,618,194	\$5,618,194	0.0%
CDBG Program Income	\$264,034	\$75,539	\$300,000	\$300,000	0.0%
Sub-Total CDBG Fund	\$4,131,952	\$10,541,833	\$5,918,194	\$5,918,194	0.0%
Workforce Innovation and Opportunity Act (WIOA) Adult	\$742,724	\$-	\$-	\$-	0.0%
WIOA Administration	\$211,448	\$-	\$-	\$-	0.0%
WIOA Youth	\$785,894	\$-	\$-	\$-	0.0%
WIOA Dislocated Worker	\$384,064	\$-	\$-	\$-	0.0%
Miscellaneous Grants	\$84,700	\$-	\$-	\$-	0.0%
Sub-Total WIOA Fund	\$2,208,830²	\$-	\$-	\$-	0.0%
Total Revenues for Consolidated Neighborhood Development Grants Funds	\$15,718,594	\$43,424,542	\$23,840,035	\$21,897,088	-8.1%

¹ This technical action appropriated this revenue as part of the annual budget rather than through an annual year-end amendment to the budget. It included revenue collected year-to-date in FY 2023, as well as anticipated revenue in FY 2024.

² Beginning in FY 2023, WIOA grant revenues were distributed directly to Charlotte Works.



Consolidated Neighborhood Development Grants Funds

Expenditures	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Housing Opportunities for Persons with AIDS	\$2,434,059	\$2,841,114	\$3,666,683	\$3,666,683	0.0%
Emergency Solutions Programs	\$410,787	\$386,747	\$494,529	\$989,058	100.0%
Double Oaks Loan Repayment	\$2,957,211	\$-	\$-	\$-	0.0%
Bank of America Youth Grant	\$95,003	\$243,906	\$122,700	\$142,500	16.1%
TOD Affordable Housing	\$-	\$-	\$4,074,751 ¹	\$2,500,000	-38.6%
Tree Mitigation and Planting	\$-	\$-	\$5,250,000 ¹	\$4,300,000	-18.1%
Miscellaneous Programs	\$2,620,673	\$9,265,986	\$250,000	\$250,000	0.0%
Sub-Total Neighborhood Development Grants Fund	\$8,517,733	\$12,737,753	\$13,858,663	\$11,848,241	-14.5%
Sub-Total HOME Fund	\$1,341,593	\$4,243,904	\$4,063,178	\$4,130,653	1.7%
Sub-Total CDBG Fund	\$3,737,177	\$10,542,082	\$5,918,194	\$5,918,194	0.0%
Education and Training Courses	\$742,724	\$-	\$-	\$-	0.0%
Contribution to Workforce Development	\$211,448	\$-	\$-	\$-	0.0%
Summer and Year-Round Youth Programs	\$785,894	\$-	\$-	\$-	0.0%
Dislocated Worker Contract	\$384,064	\$-	\$-	\$-	0.0%
Miscellaneous Programs	\$84,700	\$-	\$-	\$-	0.0%
Sub-Total WIOA Fund	\$2,208,830²	\$-	\$-	\$-	0.0%
Total Expenditures for Consolidated Neighborhood Development Grants Funds	\$15,805,333	\$27,523,739	\$23,840,035	\$21,897,088	-8.1%

¹ This technical action appropriated this revenue as part of the annual budget rather than through an annual year-end amendment to the budget. It included revenue collected year-to-date in FY 2023, as well as anticipated revenue in FY 2024.

² Beginning in FY 2023, WIOA grant expenditures were 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 2022 Actuals	FY 2023 Actuals	FY 2024 Budget	FY 2025 Proposed¹	Percent Change FY 2024 FY 2025
Revenues					
NC 911 Fund Distribution	\$2,779,087	\$2,814,538	\$2,707,710	\$392,986	-85.5%
Interest Earnings	\$19,161	\$93,788	\$50,000	\$13,000	-74.0%
Fund Balance	\$175,469	\$-	\$-	\$1,969,430	100.0%
Total Revenues	\$2,973,717	\$2,908,326	\$2,757,710	\$2,375,416	-13.9%
Expenditures					
911 Line Charges and Equipment	\$1,375,085	\$1,189,751	\$1,147,710	\$1,191,943	3.9%
Software	\$687,609	\$588,847	\$580,822	\$627,727	8.1%
Hardware	\$274,333	\$444,989	\$200,000	\$105,260	-47.4%
Training	\$13,066	\$21,790	\$18,000	\$22,500	25.0%
Implementation of Projects	\$271,429	\$33,723	\$235,000	\$35,000	-85.1%
Charlotte Fire Secondary PSAP	\$52,242	\$58,855	\$68,277	\$56,490	-17.3%
County Medic Secondary PSAP	\$299,953	\$350,619	\$457,901	\$336,496	-26.5%
Reserved for Future Years	\$-	\$219,752	\$50,000	\$-	-100.0%
Total Expenditures	\$2,973,717	\$2,908,326	\$2,757,710	\$2,375,416	-13.9%

¹ Pursuant to state statute, a PSAP may not receive an annual distribution from the state 911 Fund if the PSAP's ending fund balance is greater than 20% of the average yearly amount distributed to the PSAP in the prior two years. CMPD, the regions's Primary PSAP, is projected to carry forward more than the 20% allowable carry forward amount in the fund balance ending FY 2024. The FY 2025 Proposed Budget only reflects the estimated distribution for Secondary PSAPs, Fire and MEDIC.

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 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
State Powell Bill Distribution	\$13,679,745	\$13,679,745	\$13,679,745	\$13,679,745	0.0%
Transfer from General Fund	\$-	\$1,000,000	\$1,000,000	\$1,000,000	0.0%
Transfer from PAYGO	\$-	\$2,500,000	\$2,500,000	\$1,261,000	-49.6%
Interest on Investments	\$21,288	\$63,922	\$96,000	\$82,560	-14.0%
Sale of Used Vehicles	\$322,100	\$476,350	\$219,000	\$170,200	-22.3%
Fund Balance	\$2,389,587	\$-	\$428,500	\$488,600	14.0%
Total Revenues	\$16,412,720	\$17,720,017	\$17,923,245	\$16,682,105	-6.9%
Expenditures					
Contracted Resurfacing	\$7,872,058	\$8,155,730	\$11,409,088	\$9,137,027	-19.9%
Repairs by City Forces	\$1,131,909	\$1,845,497	\$1,539,569	\$1,601,152	4.0%
Equipment Rent/Purchase	\$941,085	\$1,588,897	\$-	\$1,264,991	100.0%
Street Drainage Maintenance	\$271,301	\$160,590	\$189,977	\$84,435	-55.6%
Traffic Control Improvements	\$744,286	\$744,289	\$769,286	\$769,286	0.0%
Pavement Management System	\$-	\$360,656	\$-	\$283,731	100.0%
Snow Removal	\$111,457	\$12,991	\$85,000	\$-	-100.0%
Wheelchair Ramps	\$-	\$-	\$500,000	\$500,000	0.0%
Storm Water Program Fees	\$1,137,273	\$-	\$-	\$-	0.0%
Lease Purchase Contribution	\$4,203,351	\$3,925,905	\$3,430,325	\$3,041,483	-11.3%
Reserved for Future Years	\$-	\$925,462	\$-	\$-	0.0%
Total Expenditures	\$16,412,720	\$17,720,017	\$17,923,245	\$16,682,105	-6.9%

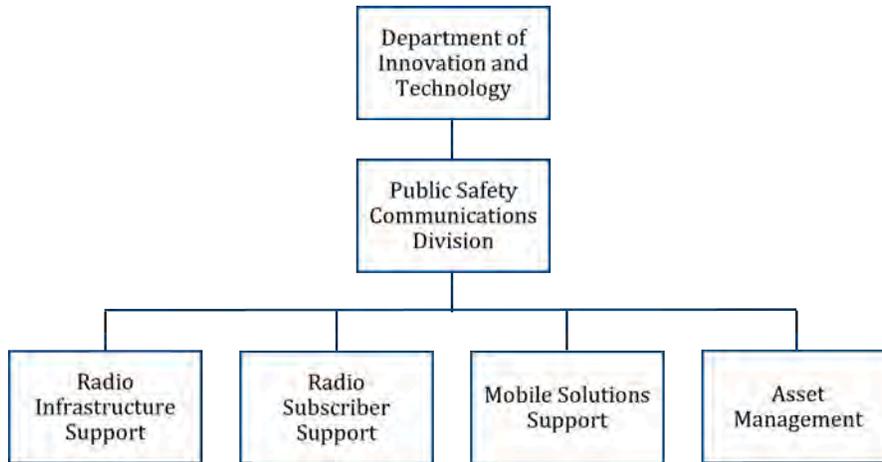
Mission Statement

To provide quality and reliable communications to public safety agencies and other regional partners

Fund Overview

- Supports radio infrastructure in six counties to provide reliable radio and mobile data communications
- Maintains portable and mobile radios, and other various equipment, for the City of Charlotte and other public safety agencies in Mecklenburg County

Organizational Chart



Budget Overview

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget ¹	FY 2025 Proposed	Percent Change FY 2024 FY 2025
Revenues					
Operating Revenue from City of Charlotte	\$-	\$-	\$4,241,759	\$4,379,931	3.3%
Operating Revenue from Regional Partners	\$-	\$-	\$4,044,163	\$4,295,108	6.2%
Interest Earnings	\$-	\$-	\$-	\$4,188	100.0%
Miscellaneous Revenue	\$-	\$-	\$-	\$4,500	100.0%
Total Revenues	\$-	\$-	\$8,285,922	\$8,683,727	4.8%
Expenditures					
Personnel Services	\$-	\$-	\$2,434,607	\$2,484,145	2.0%
Operating Expenses	\$-	\$-	\$4,393,980	\$4,594,440	4.6%
City Administrative Support	\$-	\$-	\$541,290	\$375,435	-30.6%
Transfer to Capital Projects	\$-	\$-	\$916,045	\$1,229,707	34.2%
Total Expenditures	\$-	\$-	\$8,285,922	\$8,683,727	4.8%

¹ Financial data for Public Safety Communications for FY 2022 - FY 2023 is included within the Budget Overview section in Innovation and Technology's Operating Budget. Beginning in FY 2024, Public Safety Communications will be accounted for in this new Special Revenue Fund.

FY 2025 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase Support compensation increase for general employees in FY 2025 which includes: A five percent increase for hourly employees (2.5 percent increase in both July and November) and a four percent merit pool for salaried employees. This adjustment also includes funding to provide a minimum pay increase of \$3,280 for all full-time hourly employees.	-	\$59,548
Support regional public safety radio network Provide non-personnel funds for various items to support the regional public safety radio network managed by Innovation and Technology, including the network's contract with Motorola. A portion of the costs are reimbursed by regional partners.	-	\$518,157
Update costs for General Fund services Technical adjustment to update the reimbursement for central support services provided by the General Fund.	-	-\$165,855
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 2024. 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.	-	-\$29,260
Update healthcare expenditures Increase employer contribution to the city's Employee Life and Health Fund by ten percent in FY 2025.	-	\$19,250
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 include: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$4,035
Net Change	-	\$397,805

Public Safety Communications Fund

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2022	FY 2023	FY 2024	FY 2025 Proposed	Change FY 2024 to FY 2025
Administrative Officer	-	-	1.00	1.00	-
IT Asset Analyst	-	-	1.00	1.00	-
IT Project Manager	-	-	1.00	1.00	-
Radio System Specialist	-	-	-	1.00	1.00
Radio System Specialist Senior	-	-	9.00	8.00	-1.00
Radio System Supervisor	-	-	2.00	2.00	-
Radio System Technician	-	-	4.00	4.00	-
Technology Support Specialist	-	-	3.00	3.00	-
Wireless Communications Manager	-	-	1.00	1.00	-
Department Total FTE	-	-	22.00 ¹	22.00	-

¹ FY 2024 included the realignment of 22.0 FTEs from the Public Safety Communications Division within Innovation & Technology's operating budget to the newly created Public Safety Communications Fund.

Consolidated Municipal Service Districts

The Proposed FY 2025 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 2022	FY 2023	FY 2024	FY 2025	Percent
	Actual	Actual¹	Budget	Proposed	Change
Revenues					FY 2024
					FY 2025
Property Taxes	\$7,455,429	\$9,480,798	\$9,792,284	\$10,149,886	3.7%
Total Revenues	\$7,455,429	\$9,480,798	\$9,792,284	\$10,149,886	3.7%
Expenditures					
Contractual Services	\$7,422,372	\$9,446,749	\$9,757,214	\$10,113,764	3.7%
City Services	\$33,057	\$34,049	\$35,070	\$36,122	3.0%
Total Expenditures	\$7,455,429	\$9,480,798	\$9,792,284	\$10,149,886	3.7%

¹ District 6 (SouthPark) was added in FY 2023.

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 2025 is \$14,856,281,620. The proposed budget includes an MSD tax rate of 1.28¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Revenues				
Property Taxes	\$1,823,395	\$1,862,870	\$1,863,667	\$1,884,081
Total Municipal Service District 1 Revenues	\$1,823,395	\$1,862,870	\$1,863,667	\$1,884,081
Expenditures				
Contractual Services	\$1,823,395	\$1,862,870	\$1,863,667	\$1,884,081
Total Municipal Service District 1 Expenditures	\$1,823,395	\$1,862,870	\$1,863,667	\$1,884,081

District 2 (Center City)

Assessed value for FY 2025 is \$6,065,156,387. The proposed budget includes an MSD tax rate of 2.18¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Revenues				
Property Taxes	\$1,229,081	\$1,345,174	\$1,307,590	\$1,309,309
Total Municipal Service District 2 Revenues	\$1,229,081	\$1,345,174	\$1,307,590	\$1,309,309
Expenditures				
Contractual Services	\$1,229,081	\$1,345,174	\$1,307,590	\$1,309,309
Total Municipal Service District 2 Expenditures	\$1,229,081	\$1,345,174	\$1,307,590	\$1,309,309

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2025 is \$6,139,786,418. The proposed budget includes an MSD tax rate of 3.32¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Revenues				
Property Taxes	\$1,904,786	\$1,976,378	\$2,047,288	\$2,020,237
Total Municipal Service District 3 Revenues	\$1,904,786	\$1,976,378	\$2,047,288	\$2,020,237
Expenditures				
Contractual Services	\$1,871,729	\$1,942,329	\$2,012,218	\$1,984,115
City Services	\$33,057	\$34,049	\$35,070	\$36,122
Total Municipal Service District 3 Expenditures	\$1,904,786	\$1,976,378	\$2,047,288	\$2,020,237

District 4 (South End)

Assessed value FY 2025 is \$5,895,984,658. The proposed budget includes an MSD tax rate of 2.80¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Revenues				
Property Taxes	\$1,274,098	\$1,453,356	\$1,578,200	\$1,636,882
Total Municipal Service District 4 Revenues	\$1,274,098	\$1,453,356	\$1,578,200	\$1,636,882
Expenditures				
Contractual Services	\$1,274,098	\$1,453,356	\$1,578,200	\$1,636,882
Total Municipal Service District 4 Expenditures	\$1,274,098	\$1,453,356	\$1,578,200	\$1,636,882

Municipal Service Districts

District 5 (University City)

Assessed value FY 2025 is \$5,852,628,910. The proposed budget includes an MSD tax rate of 2.62¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Revenues				
Property Taxes	\$1,224,069	\$1,295,013	\$1,380,857	\$1,516,054
Total Municipal Service District 5 Revenues	\$1,224,069	\$1,295,013	\$1,380,857	\$1,516,054
Expenditures				
Contractual Services	\$1,224,069	\$1,295,013	\$1,380,857	\$1,516,054
Total Municipal Service District 5 Expenditures	\$1,224,069	\$1,295,013	\$1,380,857	\$1,516,054

District 6 (SouthPark)

Assessed value for FY 2025 is \$4,725,256,058. The proposed budget includes an MSD tax rate of 3.81¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Proposed
Revenues				
Property Taxes	\$-	\$1,548,007	\$1,614,682	\$1,783,323
Total Municipal Service District 6 Revenues	\$-	\$1,548,007	\$1,614,682	\$1,783,323
Expenditures				
Contractual Services	\$-	\$1,548,007	\$1,614,682	\$1,783,323
Total Municipal Service District 6 Expenditures	\$-	\$1,548,007	\$1,614,682	\$1,783,323

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)

This 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 2025	FY 2026	FY 2027	FY 2028	FY 2029	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 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
Est. property tax increment	\$546,329	\$573,645	\$602,328	\$632,444	\$664,066	\$3,018,812
Est. STIG Payment	\$245,848	\$258,140	\$271,047	\$284,600	\$298,830	\$1,358,465

Ballantyne Reimagined

Located in South Charlotte, this project is the development of 454.24 acres. The redevelopment is approximately 140 acres on the east side of Highway 521 through two phases. Municipal improvements within the development will be funded through the City's Capital Investment Plan and STIG. The total private investment between Phase I and II is approximately \$1.5 billion. The Capital Investment Plan is anticipated to fund \$17.5 million from future bond referendum. The improvements include, new roadways and intersection improvements between Johnston Road and N. Community House Road; improvements to I-485 ramps. The STIG will be \$25 million, for 15-years and 45% reimbursement. The public improvements included in the STIG include development of a new east/west connector between Johnston Road and Community House Road, parallel to Ballantyne Commons Parkway and additional intersection improvements in the greater Ballantyne area.

	FY 2025	FY 2026	FY 2027	FY 2028¹	FY 2029	5-Yr. Total
Est. property tax increment	\$-	\$-	\$-	\$7,138,081	\$2,929,030	\$10,067,111
Est. STIG Payment	\$-	\$-	\$-	\$3,212,136	\$1,318,064	\$4,530,200

¹ First payment is anticipated for FY28, which will include incremental taxes from years 2021 through 2028.

Synthetic Tax Increment Grants

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. 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 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
Est. property tax increment	\$449,108	\$471,563	\$495,141	\$519,898	\$545,893	\$2,481,603
Est. STIG Payment	\$404,197	\$424,407	\$445,627	\$467,908	\$491,304	\$2,233,443

Eastland Yards Redvelopment

The City is partnering with Crosland Southeast to redevelop about 80 acres of City-owned property. As part of the development, the City will reimburse the developer for building a public parking garage and necessary public infrastructure to support the multi-use redevelopment comprised of about 155 single family units, 280 multifamily units with about 16,000 SF of ground floor commercial space, 80 senior affordable units, and 150,000 SF of commercial space. The redevelopment will also include a 4.5-acre public park constructed and operated by Mecklenburg County. The STIG will support the construction of the public parking garage and specific infrastructure improvements via 45% of the incremental taxes over 20 years. Total City & County STIG payments shall not exceed \$11 million.

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
Est. property tax increment	\$-	\$-	\$-	\$263,000	\$302,450	\$565,450
Est. STIG Payment	\$-	\$-	\$-	\$118,350	\$136,103	\$254,453

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% STIG in the form of an Infrastructure Reimbursement Agreement.

	FY 2025 ¹	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
Est. property tax increment	\$1,938,115	\$505,104	\$530,359	\$556,877	\$584,721	\$4,115,176
Est. STIG Payment	\$872,152	\$227,297	\$238,662	\$250,595	\$263,124	\$1,851,830

¹ FY 2025 is the estimated 1st payment, based on 2024 taxes. 1st payment will include "catch-up" payments from previous years.

Synthetic Tax Increment Grants

North Greenville

Supports the construction of public infrastructure located near the southwest corner of Statesville Avenue and Oaklawn Avenue. The redevelopment will be comprised of a mix of the following uses: 20,000 SF of commercial space and 92 attached residential units. A minimum of 10% of the residential units will be affordable for households earning 60 to 100% of AMI. The joint City/County \$2,214,718 STIG will be paid via 45% of the incremental property taxes over a 15 - year term. The estimated City contribution is \$798,095.

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
Est. property tax increment	\$-	\$-	\$-	\$274,394	\$95,379	\$369,773
Est. STIG Payment	\$-	\$-	\$-	\$123,477	\$42,921	\$166,398

Pearl Innovation District

Supports The Pearl Innovation District Management Company's construction of a \$1.5 billion medical school and innovation district on approximately 26 acres along McDowell Street between Brooklyn Village Avenue and Morehead Street. The project will provide over 900,000 SF in education, mixed-used, and research buildings as well as housing. The public improvements to be reimbursed include, transmission line relocation, public roadway and intersection improvements, grading and demo, storm culvert relocation, regional parking deck construction, and public water and sanitary sewer improvements. Affordable housing commitments include, Atrium Health providing 14-acre site on North Tryon (located within a corridor of opportunity) adjacent to light rail for redevelopment into affordable home ownership and rental housing (30 percent Average Median Income (AMI) to make rate) and a target of 5 percent of Phase I housing within The Pearl as workforce/affordable with the majority of these units at 50 percent AMI and below.

	FY 2025	FY 2026	FY 2027	FY 2028 ¹	FY 2029	5-Yr. Total
Est. property tax increment	\$-	\$-	\$-	\$3,334,974	\$1,379,527	\$4,714,501
Est. STIG Payment	\$-	\$-	\$-	\$3,001,477	\$1,241,574	\$4,243,051

¹ FY2028 is anticipated for the first payment, which will include years 2021 through 2028

STIG Projects Combined Total

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
Est. property tax increment	\$4,769,108	\$3,385,868	\$3,463,384	\$14,555,224	\$8,336,622	\$34,510,206
Est. TOTAL STIG Payment	\$3,174,197	\$2,561,844	\$2,607,336	\$9,110,543	\$5,443,920	\$22,897,840

Est. Total STIG Payment by Fund

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	5-Yr. Total
General Fund	\$2,423,817	\$1,956,224	\$1,990,962	\$6,956,811	\$4,156,977	\$17,484,791
Municipal Debt Service	\$635,157	\$512,625	\$521,728	\$1,823,020	\$1,089,328	\$4,581,858
Pay-As-You-Go	\$115,223	\$92,995	\$94,646	\$330,713	\$197,614	\$831,191
Total	\$3,174,197	\$2,561,844	\$2,607,336	\$9,110,544	\$5,443,919	\$22,897,840

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Strategic Energy Action Plan

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Background

In June 2018, the Sustainable and Resilient Charlotte by 2050 Resolution was unanimously passed by the City Council. It set ambitious municipal and community-wide greenhouse gas emissions reduction goals for Charlotte. Specifically, it strives to have city fleet and facilities be fueled by 100 percent zero-carbon sources by 2030. It also set a community wide goal for Charlotte to become a low-carbon city by 2050 by reducing greenhouse gas emissions to less than two tons of carbon dioxide equivalent per person, annually. Lastly, it called for a Strategic Energy Action Plan (SEAP) to determine how Charlotte would reach these two goals. The SEAP was developed in partnership with city staff and community stakeholders and was unanimously adopted by City Council in December 2018.



Charlotte will lead as a global city by continuously improving, protecting, and preserving the environment, its community, and economy, while ensuring equity and resilience - for today's and future generations.

This year, the following highlights represent progress:

- The city launched the SEAP Dashboard focusing on sharing data to spur community collaborative action. This dashboard includes community wide emissions, renewable energy, and electric vehicle infrastructure data.
- There are two city buildings that received LEED certification over the last year - The Charlotte Water Zone 4, LEED Silver, and the Charlotte Convention Center, LEED Gold.



Strategic Energy Action Plan

- City Council made a new commitment to a Duke Energy’s Green Source Advantage Bridge Program, a renewable energy program for large North Carolina customers who want to support the development of renewable resources and lower their carbon emissions. With an additional funding commitment to bring on the 80-megawatt solar farm, the city is within 20 percent of hitting the target for zero carbon buildings. Once in operation, this project is modeled to promote health across the region and reduce healthcare expenses due to the health benefits of lowering carbon emissions.
- In addition, the city’s investments in renewable energy continue to increase and bear results. To date, there are 33 onsite solar projects in operation, design, or construction, including at the government center above Council Chambers, a marquis project for the city. As more onsite renewable energy began operating, the city has seen over 90 percent increase in solar projects and a 59 percent increase in solar generation since 2022. In addition, the city’s benchmarked portfolio of buildings increased how efficiently they used energy by 8.2 percent and over 50 percent of city buildings realized a reduction compared to 2022.



- Reduction in fleet emissions continues to be a focus for the organization. With recent Council investments, over 10 percent of city fleet are powered by alternative fuel.
- The city achieved an A- score from CDP (formerly the Carbon Disclosure Project) for the second year in a row. This leadership level score indicates the city’s effective implementation of sustainability best practices while making strides towards the city’s ambitious greenhouse gas reduction goals.
- City Council also continues to move forward policy with the Earth Day adoption of the Sustainable Facilities Policy (SFP) update. This update enables building and facility operations in alignment with the city’s carbon reduction goals, supporting further reductions in energy consumption, enabling more onsite solar energy generation, enabling energy storage systems (battery storage), moving towards electrification of our buildings, and supporting mode-shift and other broader site sustainability features.

Strategic Energy Action Plan

- In the community, as part of the city's partnership with Duke Energy, the second public PoleVolt charger was installed in the Belmont neighborhood adjacent to Seigle Point Apartments.



This Year -

- This year the city is thrilled to have been named a Bloomberg Sustainable City, which will yield three staff and technical support to advance climate goals at the intersection of emissions and building Black wealth.
- The effort to update the Strategic Energy Action Plan will kick off in Spring 2024 and be completed within FY 2025. This effort will update the city's goals and build action steps to advance sustainability efforts based on the foundation created since 2018.
- A partnership between Sustainability staff, the Corridors Team, and community partners will be identifying specific climate equity and environmental justice actions by creating "GreenPrints" - effectively blueprints for addressing environmental justice in our Corridors of Opportunity. This will be a multi-year effort and produce on-the-ground implementation efforts co-created with the community and community partners to directly address climate inequity in Charlotte.
- The city has applied to the Department of Energy for an Energy Efficiency and Conservation Block Grant (EECBG). The city's application proposes to partner with community partners and solar professionals to implement a Solarize Campaign to ease the process of purchasing solar while reducing costs. The proposal seeks to reduce energy burden in low- and moderate-income (LMI) households by using the majority of the funds to install solar on LMI homes.
- Charlotte will continue to move forward analysis around electrification of existing buildings to complement the goal toward zero carbon buildings in Charlotte by 2030. While the revised Sustainable Facilities Policy establishes the electrification goals for new buildings, the city will continue to look at how to support electrification in retrofitting our existing buildings to reduce overall carbon emissions.
- The city will advance emissions reduction in city fleet by filling in the gaps in public safety departments and identifying policy solutions for take home vehicles. This year we will have 70 electric vehicles programmed for purchase.

Strategic Energy Action Plan

Strategic Energy Action Plan Investments

The following table highlights the direct SEAP related portion of investments from programmed services, initiatives, and infrastructure projects throughout the city.

Item	SEAP Investments	Funding Type	Location in FY 2025 Budget Book
Office of Sustainability	\$1,109,265	General Fund Supported	Office of Special Initiatives
Aviation Sustainability Staff	\$131,817	Enterprise Fund Supported	Aviation Operating Budget
CATS Sustainability Staff	\$252,403	Enterprise Fund Supported	CATS Operating Budget
CATS Climate Action Plan Development	\$250,000	Enterprise Fund Supported	CATS Operating Budget
Automatic Vehicle Locators	\$605,232	General and Enterprise Fund Supported	General and Enterprise Funds
Building Maintenance with Energy Efficiency Focus	\$225,000	COPs	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
Increase City-Owned Building Sustainability	\$2,500,000	COPs	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
Sustainable Features in New Fire House Construction	\$725,000	COPs	Safe Communities CIP Project Pages
CATS Electric Vehicle Charging Design, Layout, and Software	\$8,198,000	CATS CIP	Well-Managed Government, Equity, Engagement, and Environment CIP Project Pages
CATS Battery Electric Bus Expansion Master Plan	\$200,000	CATS CIP	Transportation and Planning CIP Project Pages
Aviation Battery Electric Buses	\$10,000,000	Aviation CIP	Transportation and Planning CIP Project Pages
70 Electric Vehicles	\$4,538,517	General and Enterprise Capital Equipment	CIP PAYGO and Enterprise Funds CIP
Replace Trees	\$1,250,000	PAYGO	CIP PAYGO Schedule
Bike Share Program	\$200,000	PAYGO	CIP PAYGO Schedule
Advance the Strategic Energy Action Plan	\$1,000,000	PAYGO	CIP PAYGO Schedule
Pilot Mobility Innovation District	\$2,000,000	PAYGO	CIP PAYGO Schedule
Complete the Cross Charlotte Trail (mode shift)	\$8,400,000	CIP Other Sources	Transportation and Planning CIP Project Pages
Connect Bicycle Facilities (mode shift)	\$8,000,000	GO Bond	Transportation and Planning CIP Project Pages



CAPITAL INVESTMENT PLAN

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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) 2025, 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 2025 through FY 2029. A General Obligation Bond Referendum will occur in FY 2025.

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,
 - Safe Communities,
 - Transportation and Planning,
 - Well-Managed Government, Equity, Engagement, and Environment, and
 - Workforce and Business Development.
- 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 and Initiatives, Adopted Action Plans and Master Plans, Community Area Plans, staff analysis, and resident requests. 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 also emerge through community engagement. During the spring of 2024, the public shared their capital investment priorities during three virtual Public Engagement Listening Sessions and one in-person Public Engagement Listening Session. Additionally, feedback was collected 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.

General CIP Process (continued)

City staff work with City Council through a series of Budget, Governance and Intergovernmental Relations 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. Since FY 2025 is also a bond year, voters must approve the adopted bond referendum in November before expenditure authority becomes available for the bond-funded CIP projects.

Summary of Structural Updates to the General FY 2025 – 2029 CIP

The adopted FY 2024 CIP included a planned capacity of \$210 million for future bonds, including 2024. During the February 2024 Budget Workshop, the city's Chief Financial Officer presented an updated capacity of \$228 million due to revenue growth and other factors. In order to achieve City Council's affordable housing and infrastructure goals, the Proposed FY 2025 Budget includes a 0.25¢ Property Tax increase for General Obligation Bonds; about half of which is dedicated to increasing the 2024 Housing Bond from \$50 million to \$100 million, and the other half of which adds about \$100 million of capacity to the 2024 Neighborhood and Transportation Bonds. In addition to increased capacity from this revenue, the 2024, 2026, and 2028 Bonds pull forward a portion of the capacity growth for immediate infrastructure needs. Combined, these actions allow the 2024 Transportation and Neighborhood Bonds to total \$300 million in addition to the \$100 million for affordable housing. The pulled forward capacity also allows for an increase of \$33.5 million each in the 2026 and 2028 Bonds. The Steady State will be \$220 million of capacity in the 2030 Bond and beyond.

Additionally, the Proposed FY 2025 – 2029 CIP includes a 0.05¢ Property Tax increase for construction of new city-owned facilities and capital maintenance of existing city-owned facilities. These improvements are typically funded with Certificates of Participation and include projects such as new infill Firehouse construction to meet national response time metrics, renovation of city-owned facilities for operational improvements such as the expansion of the 911 Call Centers, and capital improvements and retrofits to ensure compliance with federal regulations, such as the Americans with Disabilities Act, and with City Council priorities, such as the Strategic Energy Action Plan's goal of sourcing 100 percent of energy use in city-owned buildings from zero-carbon sources by 2030. This additional proposed funding allows for \$30 million of capacity in FY 2026 – 2029 to support facility projects designed in the Advanced Planning Program.

In total, the Proposed FY 2025 – 2029 CIP includes a 0.3¢ Property Tax increase to support City Council capital priorities.

Additionally, the Proposed FY 2025 Budget includes a realignment of resources among the General Fund, Pay-As-You-Go Fund (PAYGO), and the Municipal Debt Service Fund to better align capital expenditures in the CIP and simplify the process for making large investments in vehicles and technology.

First, \$4.175 million in programmatic investments that are operating in nature will be moved from PAYGO to the General Fund. Over the years, to address or pilot concepts in response to City Council priorities, funds have been initially programmed in PAYGO including funds for Alternatives to Violence, community area planning, Neighborhood Matching Grants, Innovative Housing, sustainability analysis, and Minority, Women, Business Enterprise capacity-building. The Proposed FY 2025 Budget moves the budget for these initiatives from PAYGO to the General Fund to embed these investments on an ongoing basis in the city's day-to-day operational budget. The budgets for these initiatives (\$4.175 million) is included in the General Fund department pages, with a description that verifies that this is an accounting change, and not a change in service level.

Summary of Structural Updates to the General FY 2025 – 2029 CIP (continued)

Second, \$21.665 million for General Fund vehicles will be moved from the General Fund to PAYGO. For the past 10 years the city has purchased vehicles from the Municipal Debt Service Fund, and then the General Fund has repaid the Municipal Debt Service Fund over the following five years. This means that capital costs for city vehicles, primarily firetrucks, solid waste trucks, and police cars, have been accounted for in the city's General Fund rather than in the General CIP. Beginning in FY 2025, the reimbursement of these vehicles will be paid from PAYGO rather than the General Fund to more appropriately categorize these investments within the General CIP.

To facilitate the net transfer of \$17.5 million (\$21.665-\$4.175) in expenditures from the General Fund to the PAYGO fund, 0.78¢ of the property tax rate will be realigned from the General Fund to the PAYGO Fund.

Finally, the Municipal Debt Service Fund has also been used in recent years to make large one-time technology and equipment investments, such as the replacement of the city's Enterprise Resource Planning (ERP) system and the Planned FY 2025 replacement of self-contained breathing apparatuses for Charlotte Fire. These types of investments have ultimately been made by the PAYGO Fund, as PAYGO subsequently repays the Municipal Debt Service Fund over the next five years. To simplify this process, instead of an expenditure repayment over five years, 0.15¢ of the property tax rate will be realigned from the PAYGO Fund to the Municipal Debt Service Fund. This action is calculated to be cost neutral to the CIP when determining future debt affordability.

Highlights of the General FY 2025 – 2029 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 \$91,549,182 in the FY 2025 Proposed Budget. Projects include:

- Continuing the multi-year \$107 million program to construct and renovate Fire facilities with a \$14.5 million allocation in FY 2025,
- Expanding the 911 Call Center at CMPD Headquarters and the Police and Fire Training Academy with \$7 million in FY 2025 and another \$2 million planned in FY 2026,
- Supporting the Strategic Energy Action Plan with \$2.5 million from Certificates of Participation for the installation of sustainable infrastructure in city-owned facilities, in addition to \$1 million in PAYGO funding,
- Advance equity renovations for ADA compliance and women's locker rooms in Fire and Solid Waste Services facilities for a total of \$4.5 million,
- Providing \$12.5 million to acquire land for future city projects, including a replacement helicopter hanger, a Solid Waste Transfer Station, and the Asset Recovery and Disposal/Commissioning and Decommissioning Facility,
- Continuing to implement the Americans with Disabilities Act Transition Plan in priority city-owned facilities with \$3.0 million in addition to \$1.0 million in PAYGO funding,
- Providing \$4.5 million to ensure well-maintained and efficient city-owned facilities, including roof replacement, window, and door replacements, and
- Continuing to advance the Cross Charlotte Trail with \$8.4 million in FY 2025.

A complete listing of projects funded with other sources in the Proposed FY 2025 – 2029 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.

The Proposed FY 2025 – 2029 CIP includes three planned bonds; one in FY 2025, FY 2027, and FY 2029. The Planned 2024 Bond totals \$400 million between three components:

- \$100 million for Housing,
- \$61.7 million for Neighborhood Improvements, and
- \$238.3 million for Transportation.

Highlights of the General FY 2025 – 2029 CIP (continued)

A complete listing of projects in the Planned 2024 Bond can be found on the General Obligation Bond Summary page and subsequent project pages. The approved budget document may include technical changes made after the City Manager’s presentation of the Proposed Budget. Highlights of the Planned 2024 Bond include:

- Doubling the previous affordable housing investment with a \$100 million allocation to create and preserve affordable housing,
- Initiating a new, data-driven approach to project identification with \$55 million for Strategic Investment Areas,
- Investing \$25 million for infrastructure improvements in the Corridors of Opportunity, in addition to \$5 million in PAYGO,
- Increasing sidewalks from the planned \$20 million to \$50 million, matching largest in program history,
- Increasing Vision Zero from the planned \$4 million to \$20 million, largest in program history,
- Supporting economic development partnerships with \$36.7 million including infrastructure reimbursement for Atrium’s Innovation District, Ballantyne Reimagined, and the construction of Garrison Road North in the River District,
- Supplementing the state’s Powell Bill allocation to maintain and resurface streets with \$24.6 million in General Obligation Bonds, an additional \$1.261 million in PAYGO in FY 2025, and \$1 million from the General Fund in FY 2025, and
- Advancing named road improvement projects with continued funding of \$10.5 million for the Eastway/Shamrock intersection, \$10 million of initial funding for Bryant Farms Road Phase II and \$7.8 million for Robnson Church Road.

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 2025, use of existing Advanced Planning and Design funding is allocated to explore two new potential projects: a Solid Waste Transfer Station and potential projects in Strategic Investment Areas. Additional information is available in the Advanced Planning and Design Program section.

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).

Funding the CIP (continued)

- **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 27.54¢ property tax rate, 1.00¢ is dedicated to the PAYGO program.
- **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, and General Fund surplus.

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 2027.

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.

FY 2025 – 2029 CIP Project Index

FY 2025 - 2029 Capital Investment Plan

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

Project Title	Fund	Page	FY 2025
Great Neighborhoods			
Invest in Corridors of Opportunity	General	327	\$5,000,000
Support Innovative Housing	General	327	\$1,575,000
Support Public-Private Partnerships to End and Prevent Homelessness	General	327	\$1,000,000
Support Financial Partners	General	328	\$580,000
Enhance Placemaking	General	328	\$500,000
Renovate Median Landscapes	General	328	\$250,000
Reduce Litter	General	329	\$250,000
Provide HOME Grant Match	General	329	\$-
Safe Communities			
Reduce Juvenile Crime	General	330	\$3,500,000
Trim and Remove Trees	General	330	\$2,125,000
Replace Radios	General	330	\$1,500,000
Offer In Rem Remedy	General	330	\$250,000
Transportation and Planning			
Pilot Mobility Innovation District	General	331	\$2,000,000
Resurface Streets	General	331	\$1,261,000
Complete Transportation Project Feasibility	General	331	\$500,000
Support Alignment Rezoning	General	332	\$350,000
Purchase Transportation Equipment	General	332	\$200,000
Support Bikeshare Program	General	332	\$200,000
Transfer Maintenance of Effort (MOE) to CATS	General	333	\$26,234,000
Contribute to CityLYNX Gold Line Operating Costs	General	333	\$5,036,856
Allocate U-Drive-It Tax to County/Towns	General	333	\$1,213,269
Reserved for Future Years	General	-	\$1,517,345

FY 2025 – 2029 CIP Project Index

FY 2025 - 2029 Capital Investment Plan			
General Pay-As-You-Go (PAYGO) and Transit PAYGO (continued)			
Project Title	Fund	Page	FY 2025
Well-Managed Government, Equity, Engagement, and Environment			
Purchase Vehicles for City Operations	General	334	\$23,265,411
Maintain City-Owned Facilities	General	334	\$5,319,706
Phase Out General Fund Stormwater Contribution	General	334	\$2,269,646
Enhance Innovation and Technology Assets	General	335	\$1,600,000
Replace Trees	General	335	\$1,250,000
Support Americans with Disabilities Act Program	General	335	\$1,000,000
Support Environmental Services Program	General	336	\$1,000,000
Advance the Strategic Energy Action Plan	General	336	\$1,000,000
Repair City-Owned Parking Lots/Decks	General	336	\$600,000
Support Employee Financial Stability	General	337	\$500,000
Maintain Government Center Parking Deck	General	337	\$200,000
Workforce and Business Development			
Improve Cultural Facilities	General	338	\$13,399,749
Revitalize Business Corridors	General	338	\$500,000
Complete STIG Developer Payments	General	338	\$75,255
Fund Cultural Facility STIGs	General	339	\$59,968
Sub-Total General PAYGO and Transit PAYGO			\$107,082,205

FY 2025 - 2029 Capital Investment Plan			
General and Nongeneral Capital Projects			
Project Title	Fund	Page	FY 2025
Great Neighborhoods			
Create and Preserve Affordable Housing	General	351	\$100,000,000
Invest in Corridors of Opportunity	General	352	\$25,000,000
Sub-Total Great Neighborhoods			\$125,000,000
Safe Communities			
Enhance Transportation Safety (Vision Zero)	General	355	\$20,000,000
Construct Fire Facilities	General	356	\$14,500,000
Construct Renovations to the Law Enforcement Center for 911 Expansion	General	357	\$7,000,000
Upgrade Self-Contained Breathing Equipment for Fire	General	358	\$13,200,000
Rehabilitate and Improve Wastewater Infrastructure	Charlotte Water	359	\$96,140,241
Rehabilitate and Improve Water Infrastructure	Charlotte Water	360	\$44,300,000
Construct Stowe Regional Water Resource Recovery Facility	Charlotte Water	361	\$142,210,621
Improve McAlpine Creek Wastewater Treatment Plant	Charlotte Water	362	\$11,000,000
Expand Wastewater Treatment Plants	Charlotte Water	363	\$26,400,000
Improve Wastewater Treatment Plants	Charlotte Water	364	\$13,925,000
Upgrade Water Treatment Plants	Charlotte Water	365	\$14,025,000
Improve Franklin Water Treatment Plant	Charlotte Water	366	\$14,500,000
Upgrade McDowell Creek Wastewater Treatment Plant	Charlotte Water	367	\$-
Support Lead and Copper Program	Charlotte Water	368	\$1,000,000
Sub-Total Safe Communities			\$418,200,862
Transportation and Planning			
Implement Strategic Investment Areas	General	371	\$55,000,000
Improve Sidewalks	General	372	\$50,000,000
Resurface Streets	General	373	\$24,600,000
Improve Eastway Drive/Shamrock Drive Intersection	General	374	\$10,500,000
Construct Bryant Farms Road Extension (Phase II)	General	375	\$10,000,000
Mitigate Congestion	General	376	\$10,000,000
Complete Idlewild/Monroe/Rama Intersection	General	377	\$9,100,000
Connect Bicycle Facilities	General	378	\$8,000,000
Construct Robinson Church Road	General	379	\$7,800,000
Repair and Replace Bridges	General	380	\$7,300,000
Improve Rea Road with Bonus Allocation Funding	General	381	\$6,000,000
Upgrade Traffic Control Devices	General	382	\$5,000,000
Complete Morris Field Bridge Replacement	General	383	\$5,000,000

FY 2025 – 2029 CIP Project Index

FY 2025 - 2029 Capital Investment Plan			
General and Nongeneral Capital Projects (continued)			
Transportation and Planning (continued)			
Project Title	Fund	Page	FY 2025
Implement City Center Transportation Improvements	General	384	\$5,000,000
Maintain Intelligent Transportation Systems	General	385	\$4,000,000
Complete Monroe Road Streetscape	General	386	\$1,000,000
Reserve for Future Mobility Initiatives	General	387	\$-
Construct Ashley- Tuckaseegee-Freedom Intersection	General	388	\$-
Complete the Cross Charlotte Trail	General	389	\$8,400,000
Develop Transit Systems	CATS	390	\$18,460,365
Purchase New Transit Support Systems & Equipment	CATS	391	\$7,113,650
Enhance Safety and Security on Transit	CATS	392	\$2,228,600
Purchase Support Vehicles for CATS	CATS	393	\$336,000
Relocate Water and Wastewater Infrastructure	Charlotte Water	394	\$15,261,870
Replace and Upgrade Field and Administrative Facilities	Charlotte Water	395	\$1,400,000
Improve Drainage for Storm Water	Storm Water	396	\$64,887,500
Sub-Total Transportation and Planning			\$336,387,985
Well-Managed Government, Equity, Engagement, and Environment			
Acquire Land	General	399	\$12,500,000
Construct Capital Building Improvements	General	400	\$6,699,182
Implement ADA Transition Plan in Facilities	General	401	\$3,000,000
Complete Solid Waste Equity Facilities	General	402	\$3,000,000
Increase Building Sustainability	General	403	\$2,500,000
Complete Fire Equity Facilities	General	404	\$1,500,000
Reserve for Projects from Advanced Planning Program	General	405	\$-
Upgrade Business System Software Project	General	406	\$19,250,000
Purchase and Maintain Transit Vehicles	CATS	407	\$8,198,000
Purchase and Maintain Rail Vehicles	CATS	408	\$14,677,914
Maintain Transit Facilities	CATS	409	\$6,402,048
Recover Resources and Biosolids	Charlotte Water	410	\$20,342,183
Enhance Security and Technology	Charlotte Water	411	\$8,236,272
Improve Surface Water Quality	Storm Water	412	\$1,112,500
Mitigate Impacts to Streams and Wetlands	Storm Water	413	\$13,000,000
Sub-Total Well-Managed Government, Equity, Engagement, and Environment			\$120,418,099

FY 2025 – 2029 CIP Project Index

FY 2025 - 2029 Capital Investment Plan

Workforce and Business Development

Project Title	Fund	Page	FY 2025
Promote Public/Private Partnerships	General	417	\$15,000,000
Reimburse Innovation District Infrastructure (Atrium)	General	418	\$10,000,000
Support Ballantyne Reimagined Infrastructure	General	419	\$8,700,000
Reimburse Garrison Road North Infrastructure (River District)	General	420	\$3,000,000
Renovate Airport Terminal	Aviation	421	\$131,788,409
Enhance Airfield Capacity	Aviation	422	\$610,616,272
Enhance Airport Services Facilities	Aviation	423	\$19,082,964
Expand Ground Transportation Capacity	Aviation	424	\$13,500,000
Improve Private Aircraft Area	Aviation	425	\$-
Install and Expand New Water and Sewer Service	Charlotte Water	426	\$41,258,813
Sub-Total Workforce and Business Development			\$852,946,458

FY 2025 - 2029 Capital Investment Plan

Summary of Projects by Fund

Fund	FY 2025
General	\$598,631,387
Transfers/Direct Payments from PAYGO	-\$72,815,154
Reserved for Future Use of PAYGO Transit	-\$1,517,345
Sub-Total General	\$524,298,888
Aviation	\$774,987,645
Charlotte Area Transit System (CATS)	\$57,416,577
Charlotte Water	\$450,000,000
Storm Water Services	\$79,000,000
TOTAL Capital Investment Plan	\$1,885,703,110

Funding Sources and Uses Summary

FUNDING SOURCES

	<i>Proposed</i>		<i>Planned</i>			TOTAL
	2024 Bond FY 2025	FY 2026	2026 Bond FY 2027	FY 2028	2028 Bond FY 2029	
GO Bonds	\$400,000,000	\$-	\$243,500,000	\$-	\$243,500,000	\$887,000,000
Other Sources	\$91,549,182	\$45,500,000	\$38,000,000	\$15,000,000	\$15,000,000	\$205,049,182
General PAYGO	\$32,749,706	\$12,438,312	\$12,194,146	\$11,771,374	\$11,775,985	\$80,929,523
Sources Total	\$524,298,888	\$57,938,312	\$293,694,146	\$26,771,374	\$270,275,985	\$1,172,978,705

FUNDING USES

	<i>Proposed</i>		<i>Planned</i>			TOTAL
	2024 Bond FY 2025	FY 2026	2026 Bond FY 2027	FY 2028	2028 Bond FY 2029	
Neighborhoods	\$61,700,000	\$-	\$26,300,000	\$-	\$14,000,000	\$102,000,000
Housing	\$100,000,000	\$-	\$50,000,000	\$-	\$50,000,000	\$200,000,000
Transportation	\$238,300,000	\$-	\$167,200,000	\$-	\$179,500,000	\$585,000,000
GO Bonds Sub-Total	\$400,000,000	\$-	\$243,500,000	\$-	\$243,500,000	\$887,000,000
Facilities	\$48,500,000	\$39,000,000	\$37,000,000	\$15,000,000	\$15,000,000	\$154,500,000
Cash-Funded Projects	\$75,798,888	\$18,938,312	\$13,194,146	\$11,771,374	\$11,775,985	\$131,478,705
Uses Total	\$524,298,888	\$57,938,312	\$293,694,146	\$26,771,374	\$270,275,985	\$1,172,978,705

Funding Sources and Uses Summary

FUNDING SOURCES

	<i>Proposed</i>		<i>Planned</i>			
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
AVIATION						
Revenue Bonds	\$422,081,750	\$119,150,093	\$209,207,186	\$161,990,162	\$66,883,692	\$979,312,883
Aviation PAYGO	\$63,266,187	\$43,245,422	\$29,132,325	\$35,393,495	\$37,090,954	\$208,128,383
Passenger Facility Charges	\$85,464,753	\$125,631,375	\$67,942,051	\$25,023,738	\$9,285,695	\$313,347,612
Federal Grants	\$158,674,955	\$62,169,172	\$39,703,979	\$26,500,000	\$26,500,000	\$313,548,106
State Grants	\$38,500,000	\$38,500,000	\$-	\$-	\$-	\$77,000,000
Customer Facility Charges	\$7,000,000	\$-	\$-	\$-	\$-	\$7,000,000
Aviation Sub-Total	\$774,987,645	\$388,696,062	\$345,985,541	\$248,907,395	\$139,760,341	\$1,898,336,984
CATS						
Transfer from Control Account	\$12,344,174	\$58,712,554	\$27,737,208	\$99,798,910	\$67,672,348	\$266,265,194
Federal Grants	\$34,675,400	\$29,965,157	\$21,701,656	\$10,434,495	\$10,747,530	\$107,524,238
State Grants	\$10,397,003	\$2,200,000	\$2,200,000	\$2,200,000	\$3,621,318	\$20,618,321
CATS Sub-Total	\$57,416,577	\$90,877,711	\$51,638,864	\$112,433,405	\$82,041,196	\$394,407,753
CHARLOTTE WATER						
Water Revenue Bonds	\$21,500,000	\$24,170,000	\$58,407,500	\$111,797,500	\$85,145,000	\$301,020,000
Sewer Revenue Bonds	\$228,500,000	\$247,437,047	\$163,915,675	\$95,051,775	\$108,298,025	\$843,202,522
Charlotte Water PAYGO	\$200,000,000	\$208,244,988	\$240,743,736	\$229,773,291	\$226,888,206	\$1,105,650,221
Charlotte Water Sub-Total	\$450,000,000	\$479,852,035	\$463,066,911	\$436,622,566	\$420,331,231	\$2,249,872,743
STORM WATER						
Storm Water PAYGO	\$41,000,000	\$39,000,000	\$41,000,000	\$46,000,000	\$43,000,000	\$210,000,000
Revenue Bonds	\$25,000,000	\$40,000,000	\$40,000,000	\$45,000,000	\$55,000,000	\$205,000,000
Program Income	\$13,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$21,000,000
Storm Water Sub-Total	\$79,000,000	\$81,000,000	\$83,000,000	\$93,000,000	\$100,000,000	\$436,000,000
Sources Total	\$1,361,404,222	\$1,040,425,808	\$943,691,316	\$890,963,366	\$742,132,768	\$4,978,617,480

Funding Sources and Uses Summary (continued)

FUNDING USES

	<i>Proposed</i>		<i>Planned</i>			TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
AVIATION						
Renovate Airport Terminal	\$131,788,409	\$67,317,529	\$124,129,909	\$117,307,280	\$52,108,410	\$492,651,537
Enhance Airfield Capacity	\$610,616,272	\$277,692,107	\$205,926,132	\$115,461,139	\$71,293,008	\$1,280,988,658
Enhance Airport Services Facilities	\$19,082,964	\$35,696,426	\$7,860,750	\$7,987,538	\$8,120,664	\$78,748,342
Expand Ground Transportation Capacity	\$13,500,000	\$6,415,000	\$6,415,000	\$6,415,000	\$6,415,000	\$39,160,000
Improve Private Aircraft Area	\$-	\$1,575,000	\$1,653,750	\$1,736,438	\$1,823,259	\$6,788,447
Aviation Sub-Total	\$774,987,645	\$388,696,062	\$345,985,541	\$248,907,395	\$139,760,341	\$1,898,336,984
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Develop Transit Systems	\$18,460,365	\$25,395,094	\$2,433,053	\$7,009,144	\$13,660,679	\$66,958,335
Purchase New Transit Support Systems & Equipment	\$7,113,650	\$5,035,375	\$895,000	\$1,285,000	\$11,050,000	\$25,379,025
Enhance Safety and Security on Transit	\$2,228,600	\$1,146,000	\$921,000	\$1,868,500	\$1,486,350	\$7,650,450
Purchase Support Vehicles for CATS	\$336,000	\$1,524,162	\$1,576,433	\$2,329,000	\$1,910,000	\$7,675,595
Purchase and Maintain Transit Vehicles	\$8,198,000	\$29,534,335	\$25,439,800	\$39,824,974	\$25,792,380	\$128,789,489
Purchase and Maintain Rail Vehicles	\$14,677,914	\$20,129,645	\$15,021,078	\$60,116,787	\$27,641,787	\$137,587,211
Maintain Transit Facilities	\$6,402,048	\$8,113,100	\$5,352,500	\$-	\$500,000	\$20,367,648
CATS Sub-Total	\$57,416,577	\$90,877,711	\$51,638,864	\$112,433,405	\$82,041,196	\$394,407,753
CHARLOTTE WATER						
Install and Expand New Water and Sewer Service	\$41,258,813	\$45,873,047	\$49,431,795	\$48,750,000	\$48,875,000	\$234,188,655
Rehabilitate and Improve Wastewater Infrastructure	\$96,140,241	\$101,872,047	\$77,470,675	\$80,201,709	\$88,886,794	\$444,571,466
Rehabilitate and Improve Water Infrastructure	\$44,300,000	\$47,100,000	\$67,022,500	\$61,972,500	\$69,195,000	\$289,590,000
Construct Stowe Regional Water Resource Recovery	\$142,210,621	\$94,696,941	\$54,696,941	\$2,121,157	\$-	\$293,725,660
Improve McAlpine Creek Wastewater Treatment Plant	\$11,000,000	\$13,875,000	\$13,840,000	\$11,965,000	\$10,760,000	\$61,440,000
Expand WWTPs	\$26,400,000	\$26,400,000	\$25,300,000	\$13,000,000	\$17,000,000	\$108,100,000
Improve WWTPs	\$13,925,000	\$13,625,000	\$11,625,000	\$20,675,000	\$15,375,000	\$75,225,000
Upgrade Water Treatment Plants	\$14,025,000	\$16,225,000	\$18,975,000	\$10,375,000	\$7,625,000	\$67,225,000
Improve Franklin WTP	\$14,500,000	\$16,970,000	\$27,360,000	\$15,250,000	\$20,250,000	\$94,330,000

FY 2025 – 2029 Nongeneral CIP Sources and Uses

FUNDING USES

	<i>Proposed</i>		<i>Planned</i>			TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
CHARLOTTE WATER (continued)						
Upgrade and Maintain McDowell Creek WWTP	\$-	\$-	\$1,800,000	\$7,400,000	\$34,800,000	\$44,000,000
Recover Resources and Biosolids	\$20,342,183	\$71,690,000	\$46,320,000	\$54,367,200	\$49,605,437	\$242,324,820
Relocate Water and Wastewater Infrastructure	\$15,261,870	\$8,500,000	\$24,000,000	\$75,000,000	\$25,000,000	\$147,761,870
Replace and Upgrade Field and Administrative Facilities	\$1,400,000	\$2,400,000	\$1,500,000	\$1,500,000	\$1,500,000	\$8,300,000
Lead and Copper Program	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$21,000,000
Enhance Security and Technology	\$8,236,272	\$15,625,000	\$38,725,000	\$29,045,000	\$26,459,000	\$118,090,272
Charlotte Water Sub-Total	\$450,000,000	\$479,852,035	\$463,066,911	\$436,622,566	\$420,331,231	\$2,249,872,743
STORM WATER SERVICES						
Improve Drainage for Storm Water	\$64,887,500	\$75,725,000	\$77,670,000	\$87,936,250	\$94,232,500	\$400,451,250
Improve Surface Water Quality	\$1,112,500	\$3,275,000	\$3,330,000	\$3,063,750	\$3,767,500	\$14,548,750
Mitigate Impacts to Streams and Wetlands	\$13,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$21,000,000
Storm Water Services Total	\$79,000,000	\$81,000,000	\$83,000,000	\$93,000,000	\$100,000,000	\$436,000,000
Uses Total	\$1,361,404,222	\$1,040,425,808	\$943,691,316	\$890,963,366	\$742,132,768	\$4,978,617,480

General CIP PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

REVENUES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Property Tax (1.00¢)	\$22,496,310	\$23,056,769	\$23,631,239	\$24,220,072	\$24,823,625	\$118,228,015
Sales Tax	\$25,455,983	\$26,601,502	\$27,798,570	\$29,049,505	\$30,356,733	\$139,262,293
PAYGO Fund - Interest Income	\$2,461,188	\$2,461,188	\$2,461,188	\$2,461,188	\$2,461,188	\$12,305,940
Program Income (Housing and Energy)	\$560,000	\$660,000	\$660,000	\$660,000	\$660,000	\$3,200,000
Capital Reserve from FY 2023	\$15,735,319	\$-	\$-	\$-	\$-	\$15,735,319
Reappropriation of Prior Authorization	\$125,000	\$-	\$-	\$-	\$-	\$125,000
PAYGO Available Cash Balance	\$6,246,935	\$-	\$-	\$-	\$-	\$6,246,935
TOTAL REVENUES PAYGO	\$73,080,735	\$52,779,459	\$54,550,997	\$56,390,765	\$58,301,546	\$295,103,502
EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Great Neighborhoods						
Invest in Corridors of Opportunity	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Support Innovative Housing	\$1,575,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$6,575,000
Support Public-Private Partnerships to End and Prevent Homelessness	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Support Financial Partners	\$580,000	\$-	\$-	\$-	\$-	\$580,000
Enhance Placemaking	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Renovate Median Landscapes	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Reduce Litter	\$250,000	\$-	\$-	\$-	\$-	\$250,000
Provide HOME Grant Match	\$-	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Safe Communities						
Reduce Juvenile Crime	\$3,500,000	\$-	\$-	\$-	\$-	\$3,500,000
Trim and Remove Trees	\$2,125,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$9,125,000
Replace Radios	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
Offer In Rem Remedy	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Transportation and Planning						
Pilot Mobility Innovation District	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Resurface Streets	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Complete Transportation Project Feasibility	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
Support Alignment Rezoning	\$350,000	\$-	\$-	\$-	\$-	\$350,000
Purchase Transportation Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Support Bikeshare Program	\$200,000	\$-	\$-	\$-	\$-	\$200,000
Well-Managed Government, Equity, Engagement, and Environment						
Purchase Vehicles for City Operations	\$23,265,411	\$24,865,411	\$26,465,411	\$28,065,411	\$29,665,411	\$132,327,055
Maintain City-Owned Facilities	\$5,319,706	\$4,888,312	\$4,644,146	\$4,221,374	\$4,225,985	\$23,299,523
Phase Out General Fund Stormwater Contribution	\$2,269,646	\$-	\$-	\$-	\$-	\$2,269,646
Enhance Innovation and Technology Assets	\$1,600,000	\$-	\$-	\$-	\$-	\$1,600,000
Replace Trees	\$1,250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,250,000
Support Americans with Disabilities Act Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Support Environmental Services Program	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Advance the Strategic Energy Action Plan	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Repair City-Owned Parking Lots/Decks	\$600,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,200,000
Support Employee Financial Stability	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Maintain Government Center Parking Deck	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Workforce and Business Development						
Improve Cultural Facilities ¹	\$13,399,749	\$13,801,741	\$14,215,794	\$14,642,267	\$15,081,535	\$71,141,086
Revitalize Business Corridors	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant Payments	\$75,255	\$53,027	\$54,678	\$290,745	\$157,647	\$631,352
Fund Cultural Facility STIGs	\$59,968	\$59,968	\$59,968	\$59,968	\$59,968	\$299,840
TOTAL EXPENDITURES PAYGO	\$73,080,735	\$52,779,459	\$54,550,997	\$56,390,765	\$58,301,546	\$295,103,502

General CIP PAYGO Summary Schedule

PAYGO Summary (continued)

USE CATEGORIES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Direct Payments	\$75,255	\$53,027	\$54,678	\$290,745	\$157,647	\$631,352
Transfer to HOME	\$-	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Transfer to Debt Service Fund	\$23,265,411	\$24,865,411	\$26,465,411	\$28,065,411	\$29,665,411	\$132,327,055
Transfer to Tourism Funds	\$13,459,717	\$13,861,709	\$14,275,762	\$14,702,235	\$15,141,503	\$71,440,926
Transfer to Powell Bill Fund	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Transfer to Storm Water Operating Fund	\$2,269,646	\$-	\$-	\$-	\$-	\$2,269,646
Transfer to CIP	\$32,749,706	\$12,438,312	\$12,194,146	\$11,771,374	\$11,775,985	\$80,929,523
TOTAL USES PAYGO	\$73,080,735	\$52,779,459	\$54,550,997	\$56,390,765	\$58,301,546	\$295,103,502

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

General CIP Transit PAYGO Summary Schedule

Transit PAYGO Summary

REVENUES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Vehicle Rental Tax (U-Drive-It)	\$17,962,955	\$18,501,843	\$19,056,899	\$19,628,606	\$20,217,464	\$95,367,767
Motor Vehicle License	\$16,038,515	\$16,359,285	\$16,686,471	\$17,020,200	\$17,360,604	\$83,465,075
TOTAL REVENUE TRANSIT PAYGO	\$34,001,470	\$34,861,128	\$35,743,370	\$36,648,806	\$37,578,068	\$178,832,842
EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Transfer Maintenance of Effort (MOE) to CATS	\$26,234,000	\$27,021,020	\$27,831,650	\$28,666,600	\$29,526,598	\$139,279,868
Contribute to CityLYNX Gold Line Operating Costs	\$5,036,856	\$5,238,331	\$5,447,864	\$5,665,778	\$5,892,409	\$27,281,238
Allocate U-Drive-It Tax to County/Towns	\$1,213,269	\$1,249,667	\$1,287,157	\$1,325,771	\$1,365,545	\$6,441,409
Reserved for Future Years	\$1,517,345	\$1,352,110	\$1,176,699	\$990,657	\$793,516	\$5,830,327
TOTAL EXPENDITURES TRANSIT PAYGO	\$34,001,470	\$34,861,128	\$35,743,370	\$36,648,806	\$37,578,068	\$178,832,842
USE CATEGORIES						
Direct Payments	\$1,213,269	\$1,249,667	\$1,287,157	\$1,325,771	\$1,365,545	\$6,441,409
Transfer to CATS	\$31,270,856	\$32,259,351	\$33,279,514	\$34,332,378	\$35,419,007	\$166,561,106
Reserved for Future Years	\$1,517,345	\$1,352,110	\$1,176,699	\$990,657	\$793,516	\$5,830,327
TOTAL USES TRANSIT PAYGO	\$34,001,470	\$34,861,128	\$35,743,370	\$36,648,806	\$37,578,068	\$178,832,842



General CIP General Obligation Bond Summary of Changes

Summary of Changes from FY 2024 to FY 2025

PROJECT/PROGRAM	FY 2024 Planned	FY 2025 Proposed	Change in Funding
Create and Preserve Affordable Housing	\$50,000,000	\$100,000,000	\$50,000,000
Invest in Corridors of Opportunity	\$10,000,000	\$25,000,000	\$15,000,000
Enhance Transportation Safety (Vision Zero)	\$4,000,000	\$20,000,000	\$16,000,000
Implement Strategic Investment Areas	\$-	\$55,000,000	\$55,000,000
Improve Sidewalks	\$20,000,000	\$50,000,000	\$30,000,000
Resurface Streets	\$8,000,000	\$24,600,000	\$16,600,000
Complete Idlewild/Monroe/Rama Intersection ¹	\$-	\$9,100,000	\$9,100,000
Repair and Replace Bridges	\$6,000,000	\$7,300,000	\$1,300,000
Complete Morris Field Bridge Replacement ¹	\$-	\$5,000,000	\$5,000,000
Implement Center City Transportation Improvements	\$-	\$5,000,000	\$5,000,000
Complete Monroe Road Streetscape ¹	\$-	\$1,000,000	\$1,000,000
Promote Public/Private Partnerships	\$16,000,000	\$15,000,000	-\$1,000,000
Reimburse Garrison Road North Infrastructure (River District)	\$-	\$3,000,000	\$3,000,000
Planned FY 2024 Undesignated Balance ¹	\$22,000,000	\$-	-\$22,000,000
TOTAL OTHER SOURCES CHANGES	\$136,000,000	\$326,000,000	\$190,000,000

¹The Proposed 2024 budget utilizes \$21,100,000 in undesignated balance from the Planned 2024 Bond in last year's budget. This capacity was not programmed in the FY 2024 Budget because it was set aside for these inflationary impacts for existing projects.

General CIP

General Obligation Bond Summary

The FY 2025 - 2029 Capital Investment Plan includes three bond referendums: one in FY 2025 (November 2024), one in FY 2027 (November 2026), and one in FY 2029 (November 2028). 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 2025, FY 2027, and FY 2029 Annual Budget processes.

	2024 Bond FY 2025	2026 Bond FY 2027	2028 Bond FY 2029	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Require Voter Approval)				
Great Neighborhoods				
Create and Preserve Affordable Housing	\$100,000,000	\$50,000,000	\$50,000,000	\$200,000,000
Invest in Corridors of Opportunity	\$25,000,000	\$-	\$-	\$25,000,000
Safe Communities				
Enhance Transportation Safety (Vision Zero)	\$20,000,000	\$4,000,000	\$4,000,000	\$28,000,000
Transportation and Planning				
Implement Strategic Investment Areas	\$55,000,000	\$-	\$-	\$55,000,000
Improve Sidewalks	\$50,000,000	\$20,000,000	\$20,000,000	\$90,000,000
Resurface Streets	\$24,600,000	\$15,000,000	\$15,000,000	\$54,600,000
Improve Eastway Drive/Shamrock Drive Intersection	\$10,500,000	\$10,000,000	\$10,500,000	\$31,000,000
Construct Bryant Farms Road Phase II	\$10,000,000	\$43,000,000	\$11,000,000	\$64,000,000
Mitigate Congestion	\$10,000,000	\$5,000,000	\$5,000,000	\$20,000,000
Complete Idlewild/Monroe/Rama Intersection	\$9,100,000	\$-	\$-	\$9,100,000
Connect Bicycle Facilities	\$8,000,000	\$8,000,000	\$8,000,000	\$24,000,000
Construct Robinson Church Road	\$7,800,000	\$18,500,000	\$46,200,000	\$72,500,000
Repair and Replace Bridges	\$7,300,000	\$6,000,000	\$6,000,000	\$19,300,000
Improve Rea Road with Bonus Allocation Funding	\$6,000,000	\$-	\$-	\$6,000,000
Upgrade Traffic Control Devices	\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
Complete Morris Field Bridge Replacement	\$5,000,000	\$-	\$-	\$5,000,000
Implement City Center Transportation Improvements	\$5,000,000	\$-	\$-	\$5,000,000
Maintain Intelligent Transportation Systems	\$4,000,000	\$4,000,000	\$4,000,000	\$12,000,000
Complete Monroe Road Streetscape	\$1,000,000	\$-	\$-	\$1,000,000
Reserve for Future Mobility Initiatives	\$-	\$23,500,000	\$23,500,000	\$47,000,000
Construct Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	\$-	\$5,200,000	\$9,800,000	\$15,000,000
Workforce and Business Development				
Promote Public/Private Partnerships	\$15,000,000	\$8,300,000	\$8,000,000	\$31,300,000
Reimburse Innovation District Infrastructure (Atrium)	\$10,000,000	\$-	\$-	\$10,000,000
Support Ballantyne Reimagined Infrastructure	\$8,700,000	\$-	\$-	\$8,700,000
Reimburse Garrison Road North Infrastructure (River District)	\$3,000,000	\$18,000,000	\$6,000,000	\$27,000,000
Additional Future Capacity	\$-	\$-	\$11,500,000	\$11,500,000
Total General Obligation Bonds	\$400,000,000	\$243,500,000	\$243,500,000	\$887,000,000

General CIP

Other Sources Summary of Changes

Summary of Other Sources Changes from Planned FY 2025 (in FY24) to Proposed FY2025

PROJECT/PROGRAM	FY 2024 Planned	FY 2025 Proposed	Change in Funding
Construct Fire Facilities ¹	\$28,000,000	\$14,500,000	-\$13,500,000
Construct Renovations to the Law Enforcement Center for 911	\$-	\$7,000,000	\$7,000,000
Acquire Land	\$-	\$12,500,000	\$12,500,000
Construct Equity Renovations at Solid Waste	\$-	\$3,000,000	\$3,000,000
Increase Building Sustainability	\$2,000,000	\$2,500,000	\$500,000
Complete Fire Equity Studies	\$-	\$2,500,000	\$2,500,000
Acquire Land	\$-	\$12,500,000	\$12,500,000
Upgrade Fire Breathing Equipment	\$-	\$13,200,000	\$13,200,000
Upgrade Business System Software	\$19,000,000	\$19,250,000	\$250,000
TOTAL OTHER SOURCES CHANGES	\$32,500,000	\$59,000,000	\$26,500,000

¹Due to construction timelines and anticipated cash flow, proposed funding in FY 2025 decreased and planned funding in FY 2026 and FY 2027 increased.

General CIP

Other Sources Summary Schedule

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
OTHER SOURCES (Do Not Require Voter Approval)						
Certificates of Participation (COPs)	\$48,500,000	\$39,000,000	\$37,000,000	\$15,000,000	\$15,000,000	\$154,500,000
Municipal Debt Service Fund Cash (MDS)	\$33,627,148	\$4,061,115	\$624,786	\$-	\$-	\$38,313,049
Mecklenburg County Reimbursement	\$2,199,182	\$-	\$-	\$-	\$-	\$2,199,182
Transfers from Non-General Funds (For ERP)						
Aviation	\$1,401,810	\$473,338	\$72,821	\$-	\$-	\$1,947,969
CATS	\$1,520,898	\$513,550	\$79,008	\$-	\$-	\$2,113,456
Charlotte Water	\$3,296,283	\$1,113,031	\$171,236	\$-	\$-	\$4,580,550
Storm Water	\$770,243	\$260,082	\$40,013	\$-	\$-	\$1,070,338
Risk Management	\$233,618	\$78,884	\$12,136	\$-	\$-	\$324,638
TOTAL OTHER SOURCES REVENUES	\$91,549,182	\$45,500,000	\$38,000,000	\$15,000,000	\$15,000,000	\$205,049,182

PROJECTS FUNDED WITH COPs	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Safe Communities						
Construct Fire Facilities	\$14,500,000	\$22,000,000	\$22,000,000	\$-	\$-	\$58,500,000
Construct Renovations to the Law Enforcement Center for 911 Expansion	\$7,000,000	\$2,000,000	\$-	\$-	\$-	\$9,000,000
Well-Managed Government, Equity, Engagement, and Environment						
Acquire Land	\$12,500,000	\$-	\$-	\$-	\$-	\$12,500,000
Construct Capital Building Improvements	\$4,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,500,000
Implement ADA Transition Plan in Facilities	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Construct Equity Renovations at Solid Waste	\$3,000,000	\$-	\$-	\$-	\$-	\$3,000,000
Increase Building Sustainability	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,500,000
Complete Fire Equity Facilities	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
Reserve for Projects from Advanced Planning Program	\$-	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$30,000,000
Sub-Total COPs	\$48,500,000	\$39,000,000	\$37,000,000	\$15,000,000	\$15,000,000	\$154,500,000

PROJECTS FUNDED WITH MDS	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Safe Communities						
Upgrade Self-Contained Breathing Equipment for Fire	\$13,200,000	\$-	\$-	\$-	\$-	\$13,200,000
Transportation and Planning						
Complete the Cross Charlotte Trail	\$8,400,000	\$-	\$-	\$-	\$-	\$8,400,000
Well-Managed Government, Equity, Engagement, and Environment						
Upgrade Business System Software	\$19,250,000	\$6,500,000	\$1,000,000	\$-	\$-	\$26,750,000
Sub-Total MDS	\$40,850,000	\$6,500,000	\$1,000,000	\$-	\$-	\$48,350,000

PROJECTS FUNDED WITH REIMBURSEMENT	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Well-Managed Government, Equity, Engagement, and Environment						
Construct Capital Building Improvements	\$2,199,182	\$-	\$-	\$-	\$-	\$2,199,182
Sub-Total Reimbursements	\$2,199,182	\$-	\$-	\$-	\$-	\$2,199,182

TOTAL OTHER SOURCES EXPENDITURES	\$91,549,182	\$45,500,000	\$38,000,000	\$15,000,000	\$15,000,000	\$205,049,182
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General CIP Operating Impact Summary

Annual Operating Impacts of FY 2025 Capital Expenditures

	FY25 Budget	Total Project Cost to City	Classification ¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Safe Communities						
Construct Fire Facilities	\$14,500,000	\$107,000,000	Increased Expenditures	This program is anticipated to construct at least five Fire Stations: three new infill stations and the replacements of two existing stations. 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.	\$3,268,544	FY 2025
Construct Renovations to the Law Enforcement Center for 911 Expansion	\$7,000,000	\$9,000,000	Increased Expenditures	This program will renovate the 911 Call Centers at Charlotte-Mecklenburg Police Headquarters and the Charlotte Police and Fire Training Academy. The renovations will increase 911 telecommunicator capacity to meet increasing call volumes of the growing region and reduce abandoned calls.	\$6,750	FY 2027
Transportation and Planning						
Sidewalk Safety	\$50,000,000	\$90,000,000	Increased Expenditures	Costs will be covered within existing capital maintenance budgets.	\$37,500	FY 2025
Transportation Safety (Vision Zero)	\$20,000,000	\$28,000,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$15,000	FY 2025
Complete the Cross Charlotte Trail	\$8,400,000	\$124,100,000	Increased Expenditures	Annual maintenance costs for the City of Charlotte's segments are anticipated to include periodic infrastructure maintenance, debris removal, or maintenance of security cameras. Costs are anticipated to be covered by existing Transportation maintenance funding. An increase in personnel costs related to ensuring safety along the Trail has not been included.	\$6,300	FY 2027
Mitigate Congestion	\$10,000,000	\$20,000,000	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, GO Bonds, the General Fund, and PAYGO cash.	\$7,500	FY 2025
Connect Bicycle Facilities	\$8,000,000	\$24,000,000	Increased Expenditures	Periodic maintenance of bicycle lanes. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue, GO Bonds, the General Fund, and PAYGO cash.	\$6,000	FY 2025

General CIP Operating Impact Summary

	FY25 Budget	Total Project Cost to City	Classification¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Transportation and Planning (continued)						
Resurface Streets	\$24,600,000	\$54,600,000	Increased Expenditures	Periodic repaving. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue, GO Bonds, the General Fund, and PAYGO cash.	\$18,450	FY 2025
Bridge Program	\$7,300,000	\$19,300,000	Increased Expenditures	Costs will be covered within the existing bridge program budget.	\$5,475	FY 2025
Traffic Signal System Coordination	\$4,000,000	\$12,000,000	Increased Expenditures	Costs will be covered within the existing traffic system maintenance budget.	\$3,000	FY 2025
Traffic Control Devices	\$5,000,000	\$15,000,000	Increased Expenditures	Costs will be covered within the existing traffic control devices budget.	\$3,750	FY 2025
Eastway Drive/Shamrock	\$10,500,000	\$23,200,000	Increased Expenditures	Costs will be covered within the existing capital maintenance budgets.	\$7,875	FY 2025
Bryant Farms Road Phase II	\$10,000,000	\$64,000,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$7,500	FY 2025
Robinson Church Road	\$7,800,000	\$72,500,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$5,850	FY 2025
Idlewild/Monroe/Rama Intersection	\$9,100,000	\$28,884,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$6,825	FY 2025
Monroe Road	\$1,000,000	\$15,275,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$750	FY 2025
Rea Road	\$6,000,000	\$20,000,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$10,875	FY 2025
Morris Field Bridge	\$5,000,000	\$13,500,000	Increased Expenditures	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$10,875	FY 2025



General CIP Operating Impact Summary

	FY25 Budget	Total Project Cost to City	Classification ¹	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Well-Managed Government, Equity, Engagement, and Environment						
Increase Building Sustainability	\$2,500,000	\$10,500,000	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.	\$1,875	FY 2025
Construct Equity Renovations at Solid Waste and Fire Facilities	\$3,000,000	\$3,000,000	Increased Expenditures	Costs will be covered within the existing capital maintenance budgets.	\$2,250	FY 2027
Construct Capital Building Improvements	\$6,699,182	\$14,500,000	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 2025
TOTAL OPERATING IMPACT FROM MAJOR CIP PROJECTS					\$3,332,944	

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.

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 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
PUBLIC ART REVENUES						
General Obligation (GO) Bonds	\$285,700	\$-	\$38,000	\$-	\$-	\$323,700
Other Sources	\$87,000	\$132,000	\$132,000	\$-	\$38,000	\$389,000
TOTAL PUBLIC ART REVENUES	\$372,700	\$132,000	\$170,000	\$-	\$38,000	\$712,700
PUBLIC ART EXPENDITURES						
Construct Fire Facilities	\$87,000	\$132,000	\$132,000	\$-	\$-	\$351,000
Invest in Corridors of Opportunity	\$150,000	\$-	\$-	\$-	\$-	\$150,000
Enhance Transportation Safety (Vision Zero)	\$20,000	\$-	\$4,000	\$-	\$4,000	\$28,000
Complete the Cross Charlotte Trail	\$50,400	\$-	\$-	\$-	\$-	\$50,400
Improve Sidewalks	\$50,000	\$-	\$20,000	\$-	\$20,000	\$90,000
Connect Bicycle Facilities	\$8,000	\$-	\$8,000	\$-	\$8,000	\$24,000
Repair and Replace Bridges	\$7,300	\$-	\$6,000	\$-	\$6,000	\$19,300
TOTAL PUBLIC ART EXPENDITURES	\$372,700	\$132,000	\$170,000	\$-	\$38,000	\$712,700

The Aviation public art allocation for FY 2025 is \$234,585.

Nongeneral Funds Project Summary Schedules

Aviation Summary

AVIATION REVENUES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Revenue Bonds	\$422,081,750	\$119,150,093	\$209,207,186	\$161,990,162	\$66,883,692	\$979,312,883
Aviation Pay-As-You-Go	\$63,266,187	\$43,245,422	\$29,132,325	\$35,393,495	\$37,090,954	\$208,128,383
Passenger Facility Charges	\$85,464,753	\$125,631,375	\$67,942,051	\$25,023,738	\$9,285,695	\$313,347,612
Federal Grants	\$158,674,955	\$62,169,172	\$39,703,979	\$26,500,000	\$26,500,000	\$313,548,106
State Grants	\$38,500,000	\$38,500,000	\$-	\$-	\$-	\$77,000,000
Customer Facility Charges	\$7,000,000	\$-	\$-	\$-	\$-	\$7,000,000
TOTAL AVIATION REVENUES	\$774,987,645	\$388,696,062	\$345,985,541	\$248,907,395	\$139,760,341	\$1,898,336,984

AVIATION EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Renovate Airport Terminal						
Terminal Lobby Expansion	\$7,000,000	\$-	\$-	\$-	\$-	\$7,000,000
Concourse A Expansion Ph II	\$3,500,000	\$-	\$-	\$-	\$-	\$3,500,000
Concourse D-E Connector	\$8,235,901	\$40,335,831	\$55,913,782	\$33,507,438	\$6,953,603	\$144,946,555
Concourse E Renovation	\$20,000,000	\$10,500,000	\$-	\$-	\$-	\$30,500,000
Concourse D Renovation	\$40,000,000	\$-	\$-	\$-	\$-	\$40,000,000
FIS Renovation	\$9,270,533	\$10,051,421	\$37,903,728	\$50,161,095	\$31,229,459	\$138,616,236
Airport Art Program	\$234,585	\$1,176,976	\$678,339	\$254,499	\$20,729	\$2,365,128
Operating Capital - Building Maintenance	\$5,700,000	\$3,990,000	\$4,189,500	\$4,398,975	\$4,618,924	\$22,897,399
Passenger Boarding Bridge Pepl Program	\$27,000,000	\$-	\$25,007,184	\$25,023,738	\$9,285,695	\$86,316,617
Concourse D Roof Repl	\$3,800,000	\$-	\$-	\$-	\$-	\$3,800,000
AED Retrofit and Upgrade	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
Air Handler Replacement	\$3,363,386	\$-	\$-	\$-	\$-	\$3,363,386
Loading Dock Renovations	\$2,184,004	\$1,263,301	\$-	\$-	\$-	\$3,447,305
Central Energy Plan Chilled Water System Exp	\$-	\$-	\$437,376	\$3,961,535	\$-	\$4,398,911
Sub-Total Airport Terminal	\$131,788,409	\$67,317,529	\$124,129,909	\$117,307,280	\$52,108,410	\$492,651,537
Enhance Airfield Capacity						
Fourth Parallel Runway	\$428,919,000	\$78,500,000	\$69,434,867	\$26,500,000	\$26,500,000	\$629,853,867
South Ramp Expansion Ph 1	\$51,630,449	\$98,806,179	\$115,389,676	\$78,321,629	\$28,700,630	\$372,848,563
North End Around Taxiway	\$18,277,907	\$20,326,269	\$-	\$-	\$-	\$38,604,176
South Crossfield Taxiway	\$36,492,915	\$33,645,732	\$-	\$-	\$-	\$70,138,647
West Ramp Dual Taxilanes	\$18,250,000	\$19,750,000	\$-	\$-	\$-	\$38,000,000
Decommission Runway 5/23	\$15,355,000	\$-	\$-	\$-	\$-	\$15,355,000
Ramp Pavement Management Plan	\$8,500,000	\$11,358,000	\$13,203,979	\$4,796,021	\$10,000,000	\$47,858,000
Part 139 Signage and Marking Remediation	\$3,193,077	\$-	\$-	\$-	\$-	\$3,193,077
EMAS Replacement Program	\$6,789,753	\$5,535,208	\$-	\$-	\$-	\$12,324,961
GA Hanger Site Prep	\$15,000,000	\$1,500,000	\$-	\$-	\$-	\$16,500,000
AARF Apparatus Acquisition	\$855,860	\$1,711,719	\$855,860	\$865,701	\$865,701	\$5,154,841
Snow Fleet Acquisition	\$3,052,311	\$2,044,000	\$2,301,000	\$-	\$-	\$7,397,311
Operating Capital - Airfield Maintenance	\$4,300,000	\$4,515,000	\$4,740,750	\$4,977,788	\$5,226,677	\$23,760,215
Sub-Total Airfield Capacity	\$610,616,272	\$277,692,107	\$205,926,132	\$115,461,139	\$71,293,008	\$1,280,988,658
Enhance Airport Services Facilities						
Perimeter Fence Upgrade - Ph 2	\$-	\$-	\$-	\$-	\$-	\$-
FAA Tower Demolition	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Valet Parking Upfit	\$1,707,445	\$-	\$-	\$-	\$-	\$1,707,445
MS Critical Infrastructure Project	\$3,994,093	\$-	\$-	\$-	\$-	\$3,994,093
South Campus Building Demo	\$300,000	\$-	\$-	\$-	\$-	\$300,000
Joint Operations Center	\$-	\$26,500,000	\$-	\$-	\$-	\$26,500,000
eBuilder Enterprise Applications	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
ERP System	\$1,456,426	\$1,456,426	\$-	\$-	\$-	\$2,912,852
Future Land Acquisition	\$7,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$27,000,000
Operating Capital - Innovation & Experience	\$200,000	\$210,000	\$220,500	\$231,525	\$243,101	\$1,105,126

Nongeneral Funds Project Summary Schedules

Aviation Summary (continued)

AVIATION EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Enhance Airport Services Facilities (continued)						
Operating Capital - Operations	\$600,000	\$630,000	\$661,500	\$694,575	\$729,304	\$3,315,379
Operating Capital - Technology	\$1,500,000	\$1,575,000	\$1,653,750	\$1,736,438	\$1,823,259	\$8,288,447
Sub-Total Airport Services Facilities	\$19,082,964	\$35,696,426	\$7,860,750	\$7,987,538	\$8,120,664	\$78,748,342
Expand Ground Transportation Capacity						
Electric Buses	\$10,000,000	\$4,925,000	\$4,925,000	\$4,925,000	\$4,925,000	\$29,700,000
Operating Capital - Fleet	\$3,500,000	\$1,490,000	\$1,490,000	\$1,490,000	\$1,490,000	\$9,460,000
Sub-Total Ground Transportation Capacity	\$13,500,000	\$6,415,000	\$6,415,000	\$6,415,000	\$6,415,000	\$39,160,000
Improve Private Aircraft Area						
Operating Capital - Excluded	\$-	\$1,575,000	\$1,653,750	\$1,736,438	\$1,823,259	\$6,788,447
Sub-Total Private Aircraft Area	\$-	\$1,575,000	\$1,653,750	\$1,736,438	\$1,823,259	\$6,788,447
TOTAL AVIATION EXPENDITURES	\$774,987,645	\$388,696,062	\$345,985,541	\$248,907,395	\$139,760,341	\$1,898,336,984

Nongeneral Funds Project Summary Schedules

Charlotte Area Transit System (CATS) Summary

CATS REVENUES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Transfer from Control Account	\$12,344,174	\$58,712,554	\$27,737,208	\$99,798,910	\$67,672,348	\$266,265,194
Federal Grants	\$34,675,400	\$29,965,157	\$21,701,656	\$10,434,495	\$10,747,530	\$107,524,238
State Grants	\$10,397,003	\$2,200,000	\$2,200,000	\$2,200,000	\$3,621,318	\$20,618,321
TOTAL CATS REVENUES	\$57,416,577	\$90,877,711	\$51,638,864	\$112,433,405	\$82,041,196	\$394,407,753
CATS EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Develop Transit Systems						
CTC Temporary Facility	\$2,900,000	\$10,300,732	\$330,000	\$440,000	\$7,020,000	\$20,990,732
Bus Shelters	\$500,000	\$500,000	\$-	\$500,000	\$500,000	\$2,000,000
Drainage Improvements	\$551,000	\$579,000	\$-	\$638,000	\$-	\$1,768,000
Americans with Disabilities Act Improvements	\$201,191	\$-	\$-	\$-	\$-	\$201,191
Americans with Disabilities Act Transition Plan	\$580,000	\$1,430,000	\$-	\$670,000	\$1,270,000	\$3,950,000
Silverline Light Rail System Design & Consultant	\$1,500,000	\$1,500,000	\$-	\$-	\$-	\$3,000,000
Land Acquisitions	\$5,500,000	\$500,000	\$-	\$500,000	\$500,000	\$7,000,000
Bus Facilities BEB & Expansion Master Plan	\$200,000	\$-	\$-	\$-	\$-	\$200,000
Light Rail Platform Extensions	\$-	\$7,280,000	\$-	\$-	\$-	\$7,280,000
Mobility Hub Implementation Plan	\$-	\$-	\$-	\$1,610,000	\$1,670,000	\$3,280,000
Parking Deck Repair	\$2,780,000	\$-	\$-	\$-	\$-	\$2,780,000
North Yard Storage	\$290,000	\$-	\$-	\$-	\$-	\$290,000
Bridge Repairs	\$500,000	\$500,000	\$-	\$500,000	\$500,000	\$2,000,000
Community Transit Center Renovations	\$230,000	\$750,000	\$-	\$-	\$-	\$980,000
Automatic Passenger Counter Software	\$120,000	\$-	\$-	\$-	\$-	\$120,000
CATS' Staff Charges for Development Projects	\$2,608,174	\$2,055,362	\$2,103,053	\$2,151,144	\$2,200,679	\$11,118,412
Sub-Total Transit Systems	\$18,460,365	\$25,395,094	\$2,433,053	\$7,009,144	\$13,660,679	\$66,958,335
Purchase New Transit Support Systems & Equipment						
Server Refresh	\$504,000	\$138,000	\$100,000	\$80,000	\$300,000	\$1,122,000
Davidson Network Refresh	\$24,000	\$-	\$-	\$-	\$-	\$24,000
Network Refresh	\$100,000	\$-	\$-	\$125,000	\$450,000	\$675,000
Upgrade Business System Software	\$1,580,154	\$-	\$-	\$-	\$-	\$1,580,154
Bill Counting Machine	\$36,306	\$-	\$-	\$-	\$-	\$36,306
Contingency for IT Projects	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
EAM Professional Services	\$700,000	\$-	\$-	\$-	\$-	\$700,000
Eventide Audio Recording System	\$114,190	\$-	\$-	\$-	\$-	\$114,190
Veeder Rood Fuel Tank	\$100,000	\$-	\$-	\$-	\$-	\$100,000
IVR SMS Stops	\$90,000	\$-	\$-	\$-	\$-	\$90,000
BLE Network and Systems Refresh	\$950,000	\$1,000,000	\$-	\$-	\$280,000	\$2,230,000
eBuilder / WorkSmart Integration	\$-	\$150,000	\$-	\$-	\$-	\$150,000
WalkMe Training Software	\$-	\$100,000	\$-	\$-	\$-	\$100,000
Mobile Radio Refresh	\$-	\$-	\$-	\$-	\$3,000,000	\$3,000,000
UPS Refresh	\$240,000	\$-	\$-	\$-	\$100,000	\$340,000
Bus Maintenance Equipment	\$-	\$551,035	\$-	\$-	\$-	\$551,035
Radio Dispatch Console Refresh	\$450,000	\$-	\$-	\$-	\$-	\$450,000
Bus Facilities Fuel Management System Upgrade	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Bus Facilities VMF Yard Management Software	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Bus Lift Replacement	\$-	\$-	\$-	\$-	\$5,250,000	\$5,250,000
Friction Modifiers	\$-	\$146,340	\$-	\$-	\$-	\$146,340
AVL System	\$-	\$1,800,000	\$-	\$-	\$-	\$1,800,000
BLE Network Refresh	\$-	\$-	\$500,000	\$200,000	\$300,000	\$1,000,000
Park & Ride Network Refresh	\$-	\$-	\$195,000	\$-	\$200,000	\$395,000
Climate Controlled Containers	\$125,000	\$-	\$-	\$-	\$-	\$125,000
Portable Charger	\$-	\$-	\$-	\$-	\$250,000	\$250,000
In-Vehicle Modem Refresh Phase 1 of 3	\$-	\$-	\$-	\$180,000	\$152,000	\$332,000
Fare Collection Hardware Upgrades P 1 of 4	\$-	\$-	\$-	\$600,000	\$500,000	\$1,100,000
Electronic Pre/Post Trip Inspection	\$-	\$800,000	\$-	\$-	\$-	\$800,000

Nongeneral Funds Project Summary Schedules

CATS Summary (continued)

CATS EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Purchase New Transit Support Systems & Equipment (continued)						
BOCC Upgrade	\$-	\$250,000	\$-	\$-	\$-	\$250,000
Forklift	\$-	\$-	\$-	\$-	\$150,000	\$150,000
Walkie Staker	\$-	\$-	\$-	\$-	\$18,000	\$18,000
Sub-Total Transit Support Systems	\$7,113,650	\$5,035,375	\$895,000	\$1,285,000	\$11,050,000	\$25,379,025
Enhance Safety and Security on Transit						
Mobile Video Replacements	\$634,600	\$396,000	\$396,000	\$1,343,500	\$961,350	\$3,731,450
Fixed Camera Upgrade	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Portable Radios	\$350,000	\$350,000	\$125,000	\$125,000	\$125,000	\$1,075,000
Access Control Replacements	\$10,000	\$-	\$-	\$-	\$-	\$10,000
Access Control System Upgrade	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Safety Management Software	\$300,000	\$-	\$-	\$-	\$-	\$300,000
Golf Cart	\$28,000	\$-	\$-	\$-	\$-	\$28,000
CONEX Box	\$6,000	\$-	\$-	\$-	\$-	\$6,000
Sub-Total Safety and Security on Transit	\$2,228,600	\$1,146,000	\$921,000	\$1,868,500	\$1,486,350	\$7,650,450
Purchase Support Vehicles for CATS						
Bus Operations Replacements	\$-	\$64,162	\$33,433	\$300,000	\$513,000	\$910,595
Special Transportation Service Replacements	\$-	\$-	\$240,000	\$-	\$-	\$240,000
Facility Maintenance Replacements	\$-	\$300,000	\$320,000	\$-	\$165,000	\$785,000
Safety and Security Replacements & Expansion	\$336,000	\$540,000	\$300,000	\$349,000	\$104,000	\$1,629,000
Training	\$-	\$285,000	\$-	\$-	\$47,000	\$332,000
Technology Maintenance Replacements	\$-	\$195,000	\$-	\$-	\$-	\$195,000
Rail Replacements	\$-	\$140,000	\$603,000	\$1,680,000	\$1,034,000	\$3,457,000
Development & Planning Replacements	\$-	\$-	\$80,000	\$-	\$47,000	\$127,000
Sub-Total Vehicles for CATS	\$336,000	\$1,524,162	\$1,576,433	\$2,329,000	\$1,910,000	\$7,675,595
Purchase and Maintain Transit Vehicles						
Bus Replacements	\$-	\$22,000,000	\$22,000,000	\$36,212,484	\$22,000,000	\$102,212,484
Paratransit Replacements	\$-	\$3,276,000	\$3,439,800	\$3,612,490	\$3,792,380	\$14,120,670
Electrification Equipment and Software	\$8,198,000	\$4,258,335	\$-	\$-	\$-	\$12,456,335
Sub-Total Maintain Transit Vehicles	\$8,198,000	\$29,534,335	\$25,439,800	\$39,824,974	\$25,792,380	\$128,789,489
Purchase and Maintain Rail Vehicles						
Light Rail Vehicle Replacements	\$-	\$-	\$1,450,000	\$49,500,000	\$17,025,000	\$67,975,000
Light Rail Systems Overhaul	\$14,677,914	\$20,129,645	\$13,571,078	\$10,616,787	\$10,616,787	\$69,612,211
Sub-Total Maintain Rail Vehicles	\$14,677,914	\$20,129,645	\$15,021,078	\$60,116,787	\$27,641,787	\$137,587,211
Maintain Transit Facilities						
Archdale Elevator Repair Project	\$1,200,000	\$-	\$-	\$-	\$-	\$1,200,000
Retrocommissioning Study	\$-	\$200,000	\$-	\$-	\$-	\$200,000
ADA Audit Compliance Improvements	\$-	\$200,000	\$-	\$-	\$-	\$200,000
Blue Line Signage Replacement	\$-	\$75,000	\$-	\$-	\$-	\$75,000
Blue Line Parking Deck Recaulking	\$-	\$400,000	\$-	\$-	\$-	\$400,000
Blue Line Metal Handrail	\$-	\$500,000	\$-	\$-	\$-	\$500,000
Carpet Replacement Project	\$-	\$400,000	\$-	\$-	\$-	\$400,000
Charging Station Generator	\$-	\$3,282,500	\$3,282,500	\$-	\$-	\$6,565,000
Rail Facility Boiler Replacements	\$-	\$-	\$450,000	\$-	\$-	\$450,000
N. Davidson AC Replacement	\$-	\$-	\$120,000	\$-	\$-	\$120,000
Solar Panel Additions	\$-	\$-	\$500,000	\$-	\$-	\$500,000
Davidson STS Operations Center	\$-	\$-	\$-	\$-	\$300,000	\$300,000
Maintenance Bay Rehabilitation	\$-	\$-	\$-	\$-	\$200,000	\$200,000
MOW BL Substation Refresh	\$5,202,048	\$1,555,600	\$-	\$-	\$-	\$6,757,648
MOW BL Signal House Refresh	\$-	\$1,500,000	\$1,000,000	\$-	\$-	\$2,500,000
Sub-Total Maintain Transit Facilities	\$6,402,048	\$8,113,100	\$5,352,500	\$-	\$500,000	\$20,367,648
TOTAL CATS EXPENDITURES	\$57,416,577	\$90,877,711	\$51,638,864	\$112,433,405	\$82,041,196	\$394,407,753

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary

CHARLOTTE WATER REVENUES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Water Revenue Bonds	\$21,500,000	\$24,170,000	\$58,407,500	\$111,797,500	\$85,145,000	\$301,020,000
Sewer Revenue Bonds	\$228,500,000	\$247,437,047	\$163,915,675	\$95,051,775	\$108,298,025	\$843,202,522
Pay-As-You-Go	\$200,000,000	\$208,244,988	\$240,743,736	\$229,773,291	\$226,888,206	\$1,105,650,221
TOTAL CHARLOTTE WATER REVENUES	\$450,000,000	\$479,852,035	\$463,066,911	\$436,622,566	\$420,331,231	\$2,249,872,743
CHARLOTTE WATER EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Install and Expand New Water and Sewer Service						
Developer Constructed Sewer Reimbursable	\$258,813	\$1,748,047	\$1,181,795	\$800,000	\$800,000	\$4,788,655
New Service Installations - Sewer	\$10,000,000	\$11,500,000	\$13,000,000	\$13,000,000	\$13,000,000	\$60,500,000
New Service Installations - Water	\$17,500,000	\$19,000,000	\$21,500,000	\$21,500,000	\$21,500,000	\$101,000,000
Street Main Extension - Sewer	\$6,800,000	\$7,225,000	\$7,225,000	\$7,225,000	\$7,225,000	\$35,700,000
Street Main Extension - Water	\$3,400,000	\$3,400,000	\$3,825,000	\$3,825,000	\$4,250,000	\$18,700,000
Water Meter Program	\$3,300,000	\$3,000,000	\$2,700,000	\$2,400,000	\$2,100,000	\$13,500,000
Sub-Total New Water and Sewer Service	\$41,258,813	\$45,873,047	\$49,431,795	\$48,750,000	\$48,875,000	\$234,188,655
Rehabilitate and Improve Wastewater Infrastructure						
Clarke Creek Basin PS and FM	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Large Diameter Sanitary Sewer Rehabilitation	\$6,400,000	\$9,000,000	\$9,000,000	\$9,000,000	\$10,000,000	\$43,400,000
Lift Station Improvements	\$2,000,000	\$3,750,000	\$3,750,000	\$3,500,000	\$3,500,000	\$16,500,000
Little Hope Creek Sanitary Sewer Improvements	\$15,940,241	\$-	\$-	\$-	\$-	\$15,940,241
Mallard Creek Basin Sanitary Sewer	\$25,000,000	\$20,000,000	\$8,800,000	\$10,000,000	\$26,000,000	\$89,800,000
Paw Creek Pump Station Force Main to Stowe Regional Water Resource Recovery Facility	\$-	\$-	\$-	\$-	\$2,400,000	\$2,400,000
Sani-Sewer Capacity Assurance	\$-	\$1,772,047	\$2,820,675	\$2,901,709	\$2,986,794	\$10,481,225
Sanitary Sewer Rehabilitation	\$9,500,000	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000	\$93,500,000
Sewer Capacity Improvements	\$5,000,000	\$10,600,000	\$7,000,000	\$7,700,000	\$7,700,000	\$38,000,000
SS Condition Based Needs Assessment	\$-	\$250,000	\$1,600,000	\$1,700,000	\$1,800,000	\$5,350,000
Toby Creek Basin Sewer Improvements	\$-	\$12,000,000	\$5,000,000	\$3,000,000	\$-	\$20,000,000
Trunk Sewer Stream Bank Repairs	\$2,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$16,500,000
Upper Little Sugar Creek Trunk Sewer	\$6,000,000	\$-	\$-	\$5,000,000	\$10,000,000	\$21,000,000
WSACC RRRWWTP Expansion Program	\$21,800,000	\$20,000,000	\$15,000,000	\$12,900,000	\$-	\$69,700,000
Sub-Total Wastewater Infrastructure	\$96,140,241	\$101,872,047	\$77,470,675	\$80,201,709	\$88,886,794	\$444,571,466
Rehabilitate and Improve Water Infrastructure						
Elevated Water Storage Tank Rehabilitation	\$200,000	\$1,000,000	\$800,000	\$750,000	\$750,000	\$3,500,000
Idlewild Booster Pump Station Supply Main	\$1,800,000	\$-	\$-	\$-	\$-	\$1,800,000
Major Water Main Replacement & Rehabilitation	\$13,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$133,000,000
North Hoskins Water Transmission to Strarita	\$4,000,000	\$2,300,000	\$15,222,500	\$15,222,500	\$30,445,000	\$67,190,000
Valve Rehabilitation and Replacement	\$-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Water Distribution Design & Reliability	\$3,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,500,000
Water Distribution Elevated Storage Tanks	\$8,000,000	\$-	\$8,000,000	\$8,000,000	\$-	\$24,000,000
Water Quality Sampling Stations	\$800,000	\$800,000	\$-	\$-	\$-	\$1,600,000
Water Transmission Improvement	\$13,000,000	\$10,000,000	\$10,000,000	\$5,000,000	\$5,000,000	\$43,000,000
Sub-Total Water Infrastructure	\$44,300,000	\$47,100,000	\$67,022,500	\$61,972,500	\$69,195,000	\$289,590,000
Construct Stowe Regional Water Resource Recovery Facility						
Belmont Lift Station and Forcemain	\$6,517,004	\$12,696,941	\$12,696,941	\$2,121,157	\$-	\$34,032,043
Mount Holly Lift Station & Forcemain	\$1,693,617	\$-	\$-	\$-	\$-	\$1,693,617
Stowe Regional WRRF	\$134,000,000	\$82,000,000	\$42,000,000	\$-	\$-	\$258,000,000
Sub-Total Stowe Regional WRRF	\$142,210,621	\$94,696,941	\$54,696,941	\$2,121,157	\$-	\$293,725,660
Improve McAlpine Creek Wastewater Treatment Plant (WWTP)						
McAlpine WWTP Biosolids Treatment Facilities Reliability	\$7,000,000	\$7,000,000	\$5,000,000	\$2,000,000	\$500,000	\$21,500,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Improve McAlpine Creek WWTP (continued)						
McAlpine WWTP Preliminary and Primary Treatment Facilities Improvements	\$4,000,000	\$6,875,000	\$8,840,000	\$9,965,000	\$10,260,000	\$39,940,000
Sub-Total McAlpine Creek WWTP	\$11,000,000	\$13,875,000	\$13,840,000	\$11,965,000	\$10,760,000	\$61,440,000
Expand WWTPs						
Mallard Creek WWTP Expansion &	\$26,400,000	\$26,400,000	\$25,300,000	\$13,000,000	\$17,000,000	\$108,100,000
Sub-Total Mallard Creek WWTP	\$26,400,000	\$26,400,000	\$25,300,000	\$13,000,000	\$17,000,000	\$108,100,000
Improve WWTPs						
Ashe Plantation Phase II	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Sugar Creek Pump Station/Preliminary	\$500,000	\$4,000,000	\$1,500,000	\$6,250,000	\$6,250,000	\$18,500,000
Vacuum Truck Debris Receiving Station	\$-	\$-	\$-	\$400,000	\$2,000,000	\$2,400,000
Wastewater Roofing Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
WWTP Rehabilitation & Upgrades	\$7,000,000	\$9,500,000	\$10,000,000	\$8,500,000	\$7,000,000	\$42,000,000
WWTP UV Disinfection System Improvements	\$4,300,000	\$-	\$-	\$5,400,000	\$-	\$9,700,000
Sub-Total WWTPs	\$13,925,000	\$13,625,000	\$11,625,000	\$20,675,000	\$15,375,000	\$75,225,000
Upgrade Water Treatment Plants (WTPs)						
Lee S. Dukes WTP Expansion	\$-	\$-	\$-	\$-	\$-	\$-
Water Roofing Replacement Program Phase II	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Water Treatment BPS Improvements	\$1,500,000	\$4,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$10,000,000
WTP Rehabilitation & Upgrades	\$7,500,000	\$6,500,000	\$6,000,000	\$6,000,000	\$6,000,000	\$32,000,000
WTP Residuals	\$4,900,000	\$5,600,000	\$11,350,000	\$2,750,000	\$-	\$24,600,000
Sub-Total WTPs	\$14,025,000	\$16,225,000	\$18,975,000	\$10,375,000	\$7,625,000	\$67,225,000
Improve Franklin WTP						
Franklin WTP Electrical Upgrades	\$-	\$970,000	\$4,360,000	\$8,250,000	\$8,250,000	\$21,830,000
Franklin WTP Main Building Renovation	\$500,000	\$2,000,000	\$2,000,000	\$-	\$-	\$4,500,000
Franklin WTP Reliability Improvements Project	\$-	\$4,000,000	\$4,000,000	\$7,000,000	\$12,000,000	\$27,000,000
Franklin WTP Water Quality Improvement	\$14,000,000	\$10,000,000	\$17,000,000	\$-	\$-	\$41,000,000
Sub-Total Franklin WTP	\$14,500,000	\$16,970,000	\$27,360,000	\$15,250,000	\$20,250,000	\$94,330,000
Upgrade and Maintain McDowell Creek WWTP						
McDowell WWTP - Capacity Enhancement and Rehabilitation	\$-	\$-	\$1,800,000	\$7,400,000	\$34,800,000	\$44,000,000
Sub-Total McDowell Creek WWTP	\$-	\$-	\$1,800,000	\$7,400,000	\$34,800,000	\$44,000,000
Recover Resources and Biosolids						
Biosolids Program	\$10,232,183	\$59,580,000	\$46,320,000	\$54,367,200	\$49,605,437	\$220,104,820
Nutrient Harvesting at McAlpine WWTP	\$10,110,000	\$12,110,000	\$-	\$-	\$-	\$22,220,000
Sub-Total Reuse	\$20,342,183	\$71,690,000	\$46,320,000	\$54,367,200	\$49,605,437	\$242,324,820
Relocate Water and Wastewater Infrastructure						
NCDOT Widening-Sewer	\$5,761,870	\$-	\$3,000,000	\$13,000,000	\$-	\$21,761,870
NCDOT Widening-Water	\$9,500,000	\$7,500,000	\$13,000,000	\$54,000,000	\$17,000,000	\$101,000,000
Sewer in Streets to be Widened	\$-	\$-	\$3,000,000	\$3,000,000	\$3,000,000	\$9,000,000
Water Lines for Street Improvement	\$-	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$16,000,000
Sub-Total Water and Wastewater Infrastructure	\$15,261,870	\$8,500,000	\$24,000,000	\$75,000,000	\$25,000,000	\$147,761,870
Replace and Upgrade Field and Administrative Facilities						
ADA Improvements	\$200,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,200,000
Building and Facility Support	\$-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Fleet Maintenance Facility at Zone 1	\$1,000,000	\$500,000	\$-	\$-	\$-	\$1,500,000
Paving/Patching at CLTWater Facilities	\$-	\$-	\$200,000	\$200,000	\$200,000	\$600,000
Primary Building Capital Improvements	\$200,000	\$1,000,000	\$400,000	\$400,000	\$400,000	\$2,400,000
Sub-Total Field and Administrative Facilities	\$1,400,000	\$2,400,000	\$1,500,000	\$1,500,000	\$1,500,000	\$8,300,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

CHARLOTTE WATER EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Lead and Copper Program						
Lead and Copper Rule Revision	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$21,000,000
Sub-Total Lead and Copper Program	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$21,000,000
Enhance Security and Technology						
AMR Replacement Program	\$-	\$8,000,000	\$8,000,000	\$16,500,000	\$19,200,000	\$51,700,000
Charlotte Water Electrification Program	\$-	\$-	\$1,000,000	\$2,000,000	\$2,000,000	\$5,000,000
Control System Enhancements	\$-	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
e-Builder Capital Program	\$-	\$-	\$100,000	\$100,000	\$200,000	\$400,000
GIS Facilities Mapping	\$2,261,272	\$1,800,000	\$1,850,000	\$1,920,000	\$1,984,000	\$9,815,272
LIMS Replacement	\$-	\$100,000	\$50,000	\$-	\$50,000	\$200,000
Real Estate & Asset Management	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Security Improvements	\$300,000	\$1,000,000	\$300,000	\$300,000	\$300,000	\$2,200,000
Technology Improvements	\$1,300,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,300,000
Utility Management System	\$3,500,000	\$2,300,000	\$25,000,000	\$5,800,000	\$300,000	\$36,900,000
Water and Wastewater WIMS Program	\$-	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Work and Asset Management System	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Sub-Total Security and Technology	\$8,236,272	\$15,625,000	\$38,725,000	\$29,045,000	\$26,459,000	\$118,090,272
TOTAL CHARLOTTE WATER EXPENDITURES	\$450,000,000	\$479,852,035	\$463,066,911	\$436,622,566	\$420,331,231	\$2,249,872,743

Nongeneral Funds Project Summary Schedules

Storm Water Services Summary

STORM WATER SERVICES REVENUES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Storm Water Pay-As-You-Go	\$41,000,000	\$39,000,000	\$41,000,000	\$46,000,000	\$43,000,000	\$210,000,000
Revenue Bonds	\$25,000,000	\$40,000,000	\$40,000,000	\$45,000,000	\$55,000,000	\$205,000,000
Program Income	\$13,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$21,000,000
TOTAL STORM WATER SERVICES REVENUES	\$79,000,000	\$81,000,000	\$83,000,000	\$93,000,000	\$100,000,000	\$436,000,000
STORM WATER SERVICES EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Improve Drainage for Storm Water						
Minor Storm Water Projects	\$22,150,000	\$25,225,000	\$26,500,000	\$27,500,000	\$37,775,000	\$139,150,000
Major Storm Water Projects	\$18,087,500	\$10,250,000	\$4,745,000	\$8,011,250	\$10,982,500	\$52,076,250
Comprehensive Neighborhood Improvement Program Projects	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Area Improvements						
6th & Graham SDIP	\$450,000	\$2,500,000	\$3,500,000	\$4,000,000	\$5,525,000	\$15,975,000
Altondale SDIP	\$350,000	\$250,000	\$300,000	\$200,000	\$2,000,000	\$3,100,000
Barrington SDIP	\$125,000	\$1,000,000	\$600,000	\$-	\$-	\$1,725,000
Bayswater SDIP (Valleyview)	\$300,000	\$750,000	\$300,000	\$1,500,000	\$3,500,000	\$6,350,000
Beckwith Meadow SDIP Ph 1	\$4,000,000	\$3,000,000	\$2,000,000	\$-	\$-	\$9,000,000
Bonlyn SDIP	\$1,000,000	\$950,000	\$-	\$-	\$-	\$1,950,000
Bonnybrook Lane SDIP	\$400,000	\$250,000	\$550,000	\$450,000	\$1,500,000	\$3,150,000
Camp Greene/Freedom Drive SDIP	\$100,000	\$200,000	\$500,000	\$1,000,000	\$-	\$1,800,000
Chatham SDIP	\$150,000	\$2,500,000	\$3,000,000	\$3,500,000	\$2,300,000	\$11,450,000
Craighead/Tryon SDIP	\$500,000	\$1,000,000	\$-	\$-	\$-	\$1,500,000
Crestmont Dr 4724 SDIP	\$2,000,000	\$1,000,000	\$-	\$-	\$-	\$3,000,000
Cricketeer SDIP	\$250,000	\$750,000	\$750,000	\$-	\$-	\$1,750,000
Dobson 832 SDIP	\$3,000,000	\$2,000,000	\$-	\$-	\$-	\$5,000,000
East 35th SDIP	\$50,000	\$100,000	\$1,350,000	\$1,150,000	\$-	\$2,650,000
East 4th St SDIP	\$-	\$500,000	\$2,000,000	\$4,000,000	\$4,000,000	\$10,500,000
Eastway SDIP	\$200,000	\$1,000,000	\$1,000,000	\$-	\$-	\$2,200,000
Edgewater/Rosecrest SDIP	\$1,000,000	\$1,750,000	\$2,000,000	\$3,000,000	\$2,750,000	\$10,500,000
Elvis Drive SDIP	\$200,000	\$1,500,000	\$1,000,000	\$-	\$-	\$2,700,000
Farmer Street/Romare Bearden SDIP	\$1,000,000	\$1,000,000	\$1,000,000	\$-	\$-	\$3,000,000
Foxrun/Burtonwood SDIP	\$200,000	\$100,000	\$1,500,000	\$2,200,000	\$1,000,000	\$5,000,000
Hidden Valley SDIP	\$-	\$150,000	\$650,000	\$1,500,000	\$2,500,000	\$4,800,000
Lanier Avenue SDIP	\$-	\$500,000	\$250,000	\$1,000,000	\$1,500,000	\$3,250,000
Laurel SDIP	\$50,000	\$800,000	\$1,000,000	\$1,500,000	\$1,800,000	\$5,150,000
Lorna/Laburnum SDIP	\$100,000	\$300,000	\$150,000	\$700,000	\$1,700,000	\$2,950,000
Magnolia/Winthrop SDIP	\$175,000	\$500,000	\$1,000,000	\$1,025,000	\$-	\$2,700,000
Manor SDIP	\$250,000	\$350,000	\$1,000,000	\$-	\$-	\$1,600,000
Marlowe SDIP	\$500,000	\$400,000	\$900,000	\$750,000	\$2,500,000	\$5,050,000
Perth/Milton SDIP	\$200,000	\$1,500,000	\$2,000,000	\$2,500,000	\$1,800,000	\$8,000,000
Princeton/Hastings SDIP	\$400,000	\$500,000	\$1,500,000	\$2,500,000	\$1,900,000	\$6,800,000
Queens SDIP	\$250,000	\$750,000	\$1,250,000	\$2,000,000	\$-	\$4,250,000
Queens/Westfield SDIP	\$250,000	\$450,000	\$1,500,000	\$3,200,000	\$2,700,000	\$8,100,000
Raleigh SDIP	\$450,000	\$1,500,000	\$2,500,000	\$2,500,000	\$1,000,000	\$7,950,000
Reece SDIP	\$200,000	\$100,000	\$1,500,000	\$2,000,000	\$-	\$3,800,000
Riverbend SDIP	\$75,000	\$1,200,000	\$1,500,000	\$500,000	\$-	\$3,275,000
Severn (Sunnyvale) SDIP	\$200,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,200,000
Shamrock Drive SDIP	\$1,500,000	\$2,000,000	\$1,500,000	\$1,000,000	\$-	\$6,000,000
Shamrock Gardens SDIP	\$2,500,000	\$1,500,000	\$-	\$-	\$-	\$4,000,000
Sunview/Telfair SDIP	\$150,000	\$200,000	\$125,000	\$1,500,000	\$1,500,000	\$3,475,000
Tennessee Avenue SDIP	\$-	\$400,000	\$1,000,000	\$2,500,000	\$-	\$3,900,000
Toomey Avenue SDIP	\$175,000	\$1,500,000	\$1,500,000	\$2,000,000	\$500,000	\$5,675,000
Valleybrook SDIP	\$200,000	\$700,000	\$1,400,000	\$-	\$-	\$2,300,000
Westbourne SDIP	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000

Nongeneral Funds Project Summary Schedules

Storm Water Services Summary (continued)

STORM WATER SERVICES EXPENDITURES	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Area Improvements (continued)						
Worthington Avenue SDIP	\$250,000	\$350,000	\$350,000	\$250,000	\$1,000,000	\$2,200,000
Sub-Total Drainage	\$64,887,500	\$75,725,000	\$77,670,000	\$87,936,250	\$94,232,500	\$400,451,250
Improve Surface Water Quality						
Stream Restoration/Mitigation	\$100,000	\$575,000	\$780,000	\$1,295,000	\$1,300,000	\$4,050,000
Storm Water Pollution Control	\$262,500	\$250,000	\$400,000	\$1,268,750	\$2,467,500	\$4,648,750
Reedy Watershed Study Area	\$250,000	\$500,000	\$600,000	\$-	\$-	\$1,350,000
Coulwood Branch Stream Restoration	\$150,000	\$500,000	\$750,000	\$500,000	\$-	\$1,900,000
Colonial Pond	\$200,000	\$750,000	\$300,000	\$-	\$-	\$1,250,000
Robert L. Smith Park / Little Rock Pond	\$150,000	\$700,000	\$500,000	\$-	\$-	\$1,350,000
Sub-Total Mitigation Programs	\$1,112,500	\$3,275,000	\$3,330,000	\$3,063,750	\$3,767,500	\$14,548,750
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	\$12,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$16,000,000
Sub-Total Streams and Wetlands	\$13,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$21,000,000
TOTAL STORM WATER SERVICES EXPENDITURES	\$79,000,000	\$81,000,000	\$83,000,000	\$93,000,000	\$100,000,000	\$436,000,000



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

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Invest in Corridors of Opportunity

The Corridors of Opportunity program approaches investment and revitalization holistically by using cross-department collaboration to serve each 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 have been identified for investment: Albemarle/Central, Beatties Ford/Rozzelles Ferry, Freedom/Wilkinson, West Sugar Creek, North Graham/North Tryon, and West Boulevard.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Total	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000

Support Innovative Housing

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

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,575,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$6,575,000
Total	\$1,575,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$6,575,000

Support Public-Private Partnerships to End and Prevent Homelessness

This funding will support Council-directed efforts to address homelessness.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Total	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000

Support Financial Partners

The city contracts with partner agencies to provide specific services that support key initiatives to advance Council priorities and contribute to community enrichment. In FY 2025, Charlotte Metro Reds, For the Struggle, Inc., Housing Collaborative, The Males Place, and The United Way of Greater Charlotte are receiving PAYGO funding to support these partnerships.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$580,000	\$-	\$-	\$-	\$-	\$580,000
Total	\$580,000	\$-	\$-	\$-	\$-	\$580,000

Enhance Placemaking

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, traffic signal cabinet wraps, bus stop amenities, or new pocket parks.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Total	\$500,000	\$-	\$-	\$-	\$-	\$500,000

Renovate Median Landscapes

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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

Reduce Litter

This funding supports the expansion of a contract with the Center for Employment Opportunities to reduce litter in Charlotte. This partnership helps previously incarcerated individuals build work experience.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$250,000	\$-	\$-	\$-	\$-	\$250,000
Total	\$250,000	\$-	\$-	\$-	\$-	\$250,000

Provide HOME Grant Match

Provides the required local support to the HOME program. Due to existing available balances, additional support is not needed in FY 2025.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		FY 2025	FY 2026	FY 2027	FY 2028	
PAYGO	\$-	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Total	\$-	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000

Reduce Juvenile Crime

This funding will support Council-directed efforts associated with evidence-based juvenile programs aimed at reducing crime.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$3,500,000	\$-	\$-	\$-	\$-	\$3,500,000
Total	\$3,500,000	\$-	\$-	\$-	\$-	\$3,500,000

Trim and Remove Trees

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$2,125,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$9,125,000
Total	\$2,125,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$9,125,000

Replace Radios

This funding is provided to replace radios necessary for Charlotte Fire and Charlotte-Mecklenburg Police Department operations.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
Total	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000

Offer In Rem Remedy

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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

Pilot Mobility Innovation District

Test innovative mobility strategies in Regional Activity Centers, such as SouthPark. The goal of this funding is to expand safe and equitable travel choices for all by piloting microtransit, mobility hubs, vehicle-to-infrastructure (V2I) communications to expand data analytics and enhance safety and capacity, and Transportation Demand Management strategies to reduce single-occupancy vehicle travel. Results of the pilot will inform future application in activity centers and Strategic Investment Areas throughout the city.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Total	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000

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 more than 5,500 lane miles of streets. Streets are prioritized for resurfacing based on condition and schedule of prior paving.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Total	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000

Complete Transportation Project Feasibility

This funding supports the exploration of potential future mobility projects. The program helps identify project candidates for advanced planning and grant application opportunities.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
Total	\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000

Support Alignment Rezoning

The goal of the Alignment Rezoning project is to put development standards into place to achieve the vision of the Charlotte Future 2040 Comprehensive Plan and associated 2040 Policy Map. This additional process of alignment rezoning is needed to specifically review how future zoning changes may be proposed to better align to the community's vision.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$350,000	\$-	\$-	\$-	\$-	\$350,000
Total	\$350,000	\$-	\$-	\$-	\$-	\$350,000

Purchase Transportation Equipment

This program funding allows for the purchase and modernization of transportation-related equipment, including parking meters, signage, handheld printers and automated license plate readers.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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 Bikeshare Program

This funding supports continuity of operations of the Joy Rides docked bike share program through December 31, 2024. Beginning in FY 2025, the city will support a dockless bike share program by integrating e-assist bikes from private operators and implementing right-of-way management strategies similar to transitions seen in other cities.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$200,000	\$-	\$-	\$-	\$-	\$200,000
Total	\$200,000	\$-	\$-	\$-	\$-	\$200,000

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.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$26,234,000	\$27,021,020	\$27,831,650	\$28,666,600	\$29,526,598	\$139,279,868
Total	\$26,234,000	\$27,021,020	\$27,831,650	\$28,666,600	\$29,526,598	\$139,279,868

Contribute to CityLYNX Gold Line Operating Costs

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$5,036,856	\$5,238,331	\$5,447,864	\$5,665,778	\$5,892,409	\$27,281,238
Total	\$5,036,856	\$5,238,331	\$5,447,864	\$5,665,778	\$5,892,409	\$27,281,238

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

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,213,269	\$1,249,667	\$1,287,157	\$1,325,771	\$1,365,545	\$6,441,409
Total	\$1,213,269	\$1,249,667	\$1,287,157	\$1,325,771	\$1,365,545	\$6,441,409

Well-Managed Government, Equity, Engagement, and Environment

Purchase Vehicles for City Operations

Beginning in FY 2025, reimbursement to the Municipal Debt Service Fund for annual capital equipment purchases, such as police cars, fire trucks, and solid waste trucks, is being realigned to the PAYGO Fund to better match capital needs with capital funding sources. To accommodate this realignment, 0.78¢ of the property tax rate is being shifted from the General Fund to the PAYGO Fund. This is an accounting change that will not impact service levels.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$23,265,411	\$24,865,411	\$26,465,411	\$28,065,411	\$29,665,411	\$132,327,055
Total	\$23,265,411	\$24,865,411	\$26,465,411	\$28,065,411	\$29,665,411	\$132,327,055

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.

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$5,319,706	\$4,888,312	\$4,644,146	\$4,221,374	\$4,225,985	\$23,299,523
Total	\$5,319,706	\$4,888,312	\$4,644,146	\$4,221,374	\$4,225,985	\$23,299,523

Phase Out General Fund Storm Water Contribution

Beginning in FY 2025, the General Fund will no longer contribute funds to the Storm Water enterprise fund for the public streets right-of-way and the PAYGO Fund will instead provide half the FY 2024 contribution in FY 2025. This action aligns the budget with the Code of Ordinances, which was amended by City Council in 2016 to exempt the city's public streets right-of-way from paying Storm Water fees.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$2,269,646	\$-	\$-	\$-	\$-	\$2,269,646
Total	\$2,269,646	\$-	\$-	\$-	\$-	\$2,269,646

Well-Managed Government, Equity, Engagement, and Environment

Enhance Innovation and Technology Assets

This funding will ensure the city’s technology network remains secure, hardware is replaced at the end of its useful life, and the city’s backup systems are replaced with higher-performing and more secure solutions to ensure business continuity.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,600,000	\$-	\$-	\$-	\$-	\$1,600,000
Total	\$1,600,000	\$-	\$-	\$-	\$-	\$1,600,000

Replace Trees

This funding replaces trees along public streets and in public areas to support policy objectives in the City Council-adopted Charlotte Future 2040 Comprehensive Plan and 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 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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

Support Americans with Disabilities Act Program

This program remediates identified barriers to the Federal Americans with Disabilities Act (ADA) in city-owned facilities. These funds are provided for improvements that are not eligible for debt funding; an additional \$3.0 million is provided in Other Sources funding to support improvements that are eligible for debt funding.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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

Well-Managed Government, Equity, Engagement, and Environment

Support Environmental Services Program

This program supports environmental expenses incurred by the city as an owner 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 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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

Advance the Strategic Energy Action Plan

This funding supports consulting services to update the Council-adopted Strategic Energy Action Plan (SEAP), initially adopted in 2018, and to begin associated implementation efforts. The SEAP strives to have city fleet and facilities be fueled by 100 percent zero-carbon sources by 2030. It also sets a community-wide goal for Charlotte to become a low carbon city by 2050 by reducing greenhouse gas emissions to below two tons of CO2 equivalent per person annually.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Total	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000

Repair City-Owned Parking Lots and Parking Decks

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$600,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,200,000
Total	\$600,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,200,000

Well-Managed Government, Equity, Engagement, and Environment

Support Employee Financial Stability

As the city continues to recognize the importance of financial wellness, FY 2025 includes new resources to enhance employee access to internal and external benefits, improve understanding of budgeting and the importance of financial planning, and provide support to manage through short-term hardships.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
PAYGO	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Total	\$500,000	\$-	\$-	\$-	\$-	\$500,000

Maintain Government Center Parking Deck

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</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

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 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$13,399,749	\$13,801,741	\$14,215,794	\$14,642,267	\$15,081,535	\$71,141,086
Total	\$13,399,749	\$13,801,741	\$14,215,794	\$14,642,267	\$15,081,535	\$71,141,086

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 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Total	\$500,000	\$-	\$-	\$-	\$-	\$500,000

Complete Synthetic Tax Increment Grant (STIG) and Business Investment Grant (BIG)

Payments

This funding represents payments to various developers with whom the city has previously entered into STIG and 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 2025	FY 2026	FY 2027	FY 2028	FY 2029	
PAYGO	\$75,255	\$53,027	\$54,678	\$290,745	\$157,647	\$631,352
Total	\$75,255	\$53,027	\$54,678	\$290,745	\$157,647	\$631,352

Fund Cultural Facility STIGs

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
PAYGO	\$59,968	\$59,968	\$59,968	\$59,968	\$59,968	\$299,840
Total	\$59,968	\$59,968	\$59,968	\$59,968	\$59,968	\$299,840

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CAPITAL INVESTMENT PLAN ADVANCED PLANNING AND DESIGN PROGRAM

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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, no additional allocations are anticipated in FY 2025.

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 Strategic Mobility Plan, Charlotte Streets Manual, and Charlotte Streets Map.
- Potential projects are evaluated and scored on safe and equitable mobility criteria.

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. Each facility receives a Facility Condition Index (FCI) rating, an industry standard measure that describes the condition of each building General Services maintains, and an estimated of deferred maintenance dollars.

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
Upgrade Existing Animal Care and Control Facility or Build New Facility	District 3	FY 2020	<p>Funding was appropriated in FY 2022 to complete Phase Two facility upgrades, which are anticipated to be complete in FY 2025.</p> <p>Phase Three programming and conceptual design to expand the Byrum Drive location is complete and estimated around \$200 million. Due to the significant project estimate, an alternative concept is currently being explored. This alternative would build a satellite shelter on city-owned property at 2700 Toomey Avenue; the scope would include removing existing buildings and building a public facing adoption center. Alternative design is anticipated to be complete by the first FY 2026 Budget Workshop.</p>
Gateway Station Development	District 2	FY 2022	<p>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 in the early planning phase. By maintaining the primary development in the Advanced Planning 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.</p>
Relocate the Asset Recovery and Disposal (ARD)/ Commissioning and Decommissioning (CDC) Facility	TBD	FY 2022	<p>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 Program allows for planning and design work to begin as soon as an appropriate property is identified. Funding for ARD/CDC land is available through FY 2025 land acquisition funds.</p>

Status of Existing Projects (continued)

Project Name	Council District	Year Added	Status
The Loop	District 6	FY 2022	<p>The SouthPark Comprehensive Neighborhood Improvement Program funded the completion of a Framework Plan and cost estimate. This project is intended to be a public/private partnership; maintaining this project in the Advanced Planning Program allows for design to immediately begin, if necessary, on any connector sections of The Loop that the city will need to construct between segments constructed by private investment.</p> <p>Cameron Valley Road (Fairview Road to Carnegie Boulevard) began Advanced Planning in FY 2024.</p>
Charlotte Multimodal Transit Hub	District 1	FY 2023	<p>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 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. Continuing CMTH in the Advanced Planning Program ensures that funding is available to advance the design of the project to 30 percent engineering through a design reimbursement approved by City Council in 2022.</p>
Helicopter Hangar	District 3	FY 2024	<p>The Charlotte-Mecklenburg Police Department (CMPD) Helicopter Hangar is currently located on CLT Airport property. The existing CMPD Hangar site is in conflict with future airfield development plans. A new building, helipad, and land will be considered as part of the relocation. Rezoning efforts are currently underway for land located at 801 Woodridge Center Drive, in District 3. The city intends to utilize a Design-Build delivery method. Staff is in the process of soliciting necessary consultants to begin design. Funding for helicopter hangar land is available through the Acquire Land program in FY 2025.</p>

FY 2025 Additions

In FY 2025, two new projects are included in the Advanced Planning and Design Program. The projects are outlined below and contain a description and justification. During planning and design, the scopes will be finalized prior to appropriating funding.

Solid Waste Transfer Station

The city currently provides weekly garbage collection to more than 230,000 curbside residences and 150,000 multifamily residences. With the increasing population and development in the city, the number of hours to complete collection routes has increased the potential for risk at both the personnel and operations level. Current challenges include having more households to collect per route, necessitating more frequent trips to the landfill, increased congestion, especially when Solid Waste Services crews are collecting in areas further from the landfill, and weather conditions impacting the landfill.

A transfer station would have a significant impact on current Solid Waste Services' operations and mitigate the obstacles listed above. Several benefits would be recognized, including: less wear and tear on vehicles - transfer stations are completely paved and remove the need for trucks to traverse gravel and dirt roads, Quicker return to routes for collection, and the ability to provide collection services to additional infill growth. Additionally, a transfer station would reduce greenhouse gas emissions and reduce fuel consumption.



Example image of a Transfer Station in King County, WA.

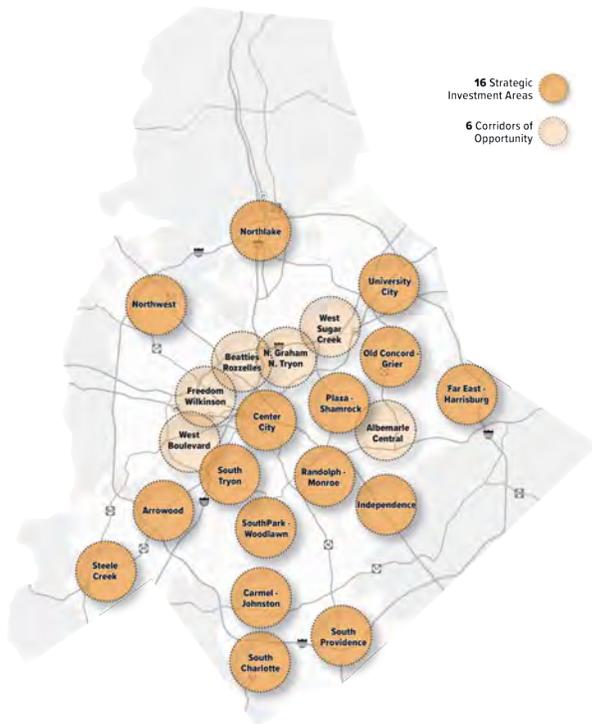
Council District: TBD

FY 2025 Additions (continued)

Strategic Investment Areas

Strategic Investment Areas are the result of a new, data-driven approach to project identification that aligns mobility funding with the greatest mobility needs. The foundation of this new approach is guided by the holistic vision of the Charlotte Future 2040 Comprehensive Plan and refined by the Strategic Mobility Plan’s goals of expanding travel choices that are safe and equitable.

This funding will implement scalable projects across a range of project types, including projects that focus on pedestrians, cyclists, and cars. The investments will be targeted geographically in Strategic Investment Areas to maximize impact. The 2024 Bond funding is the first allocation to test these new strategies in several Strategic Investment Areas. Including the Strategic Investment Areas in the Advanced Planning and Design program will provide funding for consultants to expedite project delivery.



Council District: TBD



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



Budget Overview

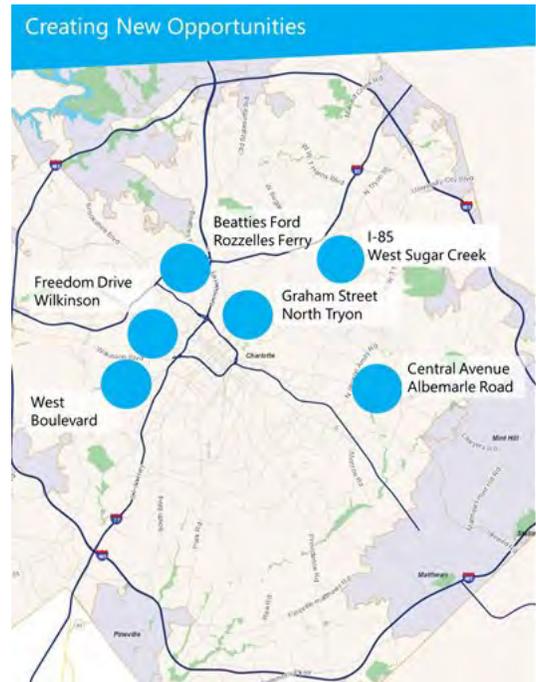
<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Affordable Housing Payments	\$100,000,000	\$-	\$50,000,000	\$-	\$50,000,000	\$200,000,000
Total	\$100,000,000	\$-	\$50,000,000	\$-	\$50,000,000	\$200,000,000
Five-Year Prior Project Appropriation						\$100,000,000
Grand Total						\$300,000,000

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 has 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. Funds may be used for local match requirements for the RAISE grant.

This funding is supplemented with \$5.0 million PAYGO funding in FY 2025 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, and 5

Priority Area Great Neighborhoods

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Construction	\$19,850,000	\$-	\$-	\$-	\$-	\$19,850,000
Public Art	\$150,000	\$-	\$-	\$-	\$-	\$150,000
Total	\$25,000,000	\$-	\$-	\$-	\$-	\$25,000,000
Five-Year Prior Program Appropriations¹						\$24,500,000
Grand Total						\$49,500,000

¹Bond Funding Only



CAPITAL INVESTMENT PLAN SAFE COMMUNITIES

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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 the Strategic Mobility Plan’s goal of safe and equitable mobility, which supports 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. This funding also supports the installation of new street lighting, as well as and the enhancement of existing street lighting by converting existing lights to LED, which increases visibility and improves safety, in addition to providing environmental sustainability benefits.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$2,000,000	\$-	\$400,000	\$-	\$400,000	\$2,800,000
Construction	\$17,980,000	\$-	\$3,596,000	\$-	\$3,596,000	\$25,172,000
Public Art	\$20,000	\$-	\$4,000	\$-	\$4,000	\$28,000
Total	\$20,000,000	\$-	\$4,000,000	\$-	\$4,000,000	\$28,000,000
Five-Year Prior Program Appropriations						\$23,600,000
Grand Total						\$51,600,000

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 a replacement of Firehouse 11; an all-electric replacement of Firehouse 30; a new infill Firehouse 45 in the Hidden Valley neighborhood; a new infill Firehouse 46 on Miranda Road; and temporary and permanent firehouses in the River District area off Dixie River Road. Sleeping quarter expansions to Firehouse 20 are included in this program to accommodate a new ladder company being added in FY 2025. This program also funds costs associated with the new fire trucks necessary to expand service areas.

Department Fire

Location
 Firehouse 11 Replacement, located at 620 W 28th Street
 Firehouse 30 Replacement, located at 3019 Beam Road
 Firehouse 20 Expansion, located at 9400 Nations Ford Road
 New Infill Firehouse 45, located at 5800 North Tryon Street
 New Infill Firehouse 46, located at 4032 Miranda Road
 New temporary and permanent Infill Firehouses in the River District off Dixie River Road

Council District 1, 3, 4, adjacent to Districts 2, 3, and 4

Priority Area Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$4,350,000	\$6,600,000	\$6,600,000	\$-	\$-	\$17,550,000
Construction	\$10,063,000	\$15,268,000	\$15,268,000	\$-	\$-	\$40,599,000
Public Art	\$87,000	\$132,000	\$132,000	\$-	\$-	\$351,000
Total	\$14,500,000	\$22,000,000	\$22,000,000	\$-	\$-	\$58,500,000
Five-Year Prior Program Appropriations						\$48,500,000
Grand Total						\$107,000,000



Construct Renovations to the Law Enforcement Center for 911 Expansion

Project Description

This funding will renovate the 911 Call Centers at Charlotte-Mecklenburg Police Headquarters and the Charlotte Police and Fire Training Academy. The renovations will increase 911 telecommunicator capacity to meet increasing call volumes of the growing region and reduce abandoned calls.

- Department** Charlotte-Mecklenburg Police
- Location** 601 E Trade Street and 1770 Shopton Road
- Council District** 1 and 3
- Priority Area** Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$2,100,000	\$600,000	\$-	\$-	\$-	\$2,700,000
Construction	\$4,900,000	\$1,400,000	\$-	\$-	\$-	\$6,300,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$7,000,000	\$2,000,000	\$-	\$-	\$-	\$9,000,000
Five-Year Prior Program Appropriations						\$-
Grand Total						\$9,000,000

Upgrade Self-Contained Breathing Equipment for Fire

Project Description

This funding is provided to replace all Self-Contained Breathing Apparatus (SCBA), which are critical components of firefighters’ personal protective equipment, to comply with new 2024 National Fire Protection Association standards and reduce maintenance costs of current units. The new SCBA will incorporate the latest technology, have a lifetime warranty, and continue to protect firefighters’ health.

Department	Fire
Location	N/A
Council District	N/A
Priority Area	Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>		
Equipment	\$13,200,000	\$-	\$-	\$-	\$-	\$13,200,000	
Total	\$13,200,000	\$-	\$-	\$-	\$-	\$13,200,000	
Five-Year Prior Program Appropriations						\$-	
Grand Total						\$13,200,000	

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$19,228,048	\$20,374,409	\$15,494,135	\$16,040,342	\$17,777,359	\$88,914,293
Construction	\$76,912,193	\$81,497,638	\$61,976,540	\$64,161,367	\$71,109,435	\$355,657,173
Total	\$96,140,241	\$101,872,047	\$77,470,675	\$80,201,709	\$88,886,794	\$444,571,466
Five-Year Prior Program Appropriations						\$563,643,424
Grand Total						\$1,008,214,890

Rehabilitate and Improve Water Infrastructure

Project Description

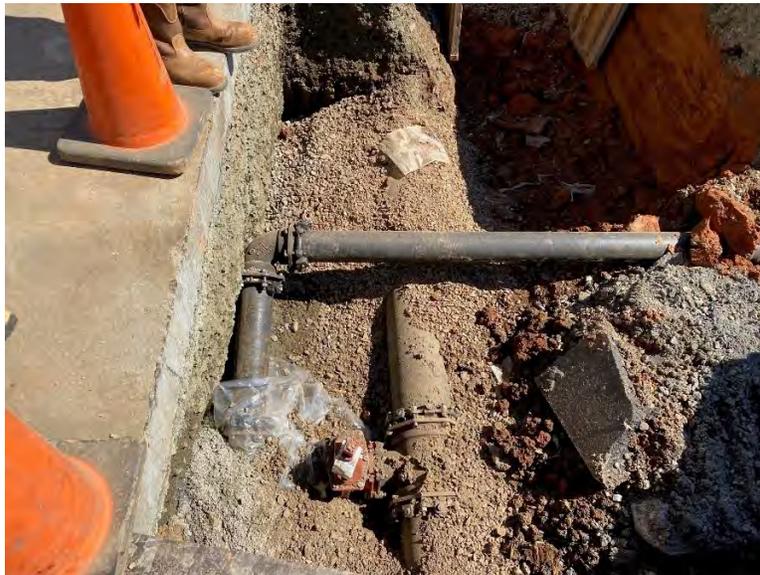
These projects prioritize and renew critical water infrastructure, which will enable the city to reliably distribute an adequate supply of high-quality water and accommodate future growth.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$8,860,000	\$9,420,000	\$13,404,500	\$12,394,500	\$13,839,000	\$57,918,000
Construction	\$35,440,000	\$37,680,000	\$53,618,000	\$49,578,000	\$55,356,000	\$231,672,000
Total	\$44,300,000	\$47,100,000	\$67,022,500	\$61,972,500	\$69,195,000	\$289,590,000
Five-Year Prior Program Appropriations						\$261,102,587
Grand Total						\$550,692,587

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 (Gaston County) 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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$28,442,124	\$18,939,388	\$10,939,388	\$424,231	\$-	\$58,745,131
Construction	\$113,768,497	\$75,582,553	\$43,757,553	\$1,696,926	\$-	\$234,805,529
Public Art	\$-	\$175,000	\$-	\$-	\$-	\$175,000
Total	\$142,210,621	\$94,696,941	\$54,696,941	\$2,121,157	\$-	\$293,725,660
Prior Project Appropriations						\$308,044,810
Grand Total						\$601,770,470

Improve McAlpine Creek Wastewater Treatment Plant

Project Description

These projects will rehabilitate and upgrade critical equipment at the wastewater treatment plant, which serves southern and western Mecklenburg County to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department Charlotte Water

Location Lancaster Highway

Council District 7

Priority Area Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$2,200,000	\$2,775,000	\$2,768,000	\$2,393,000	\$2,152,000	\$12,288,000
Construction	\$8,800,000	\$11,100,000	\$11,072,000	\$9,572,000	\$8,608,000	\$49,152,000
Total	\$11,000,000	\$13,875,000	\$13,840,000	\$11,965,000	\$10,760,000	\$61,440,000
Five-Year Prior Project Appropriations						\$72,572,362
Grand Total						\$134,012,362

Expand Wastewater Treatment Plants

Project Description

These projects include improvements and expansions to several wastewater treatment plants. Infrastructure improvements will be made to add capacity and rehabilitate equipment critical to the Mallard Creek Wastewater Treatment Plant. Improvements to the plant will increase its treatment capacity in a phased approach and replace equipment related to ultraviolet disinfection, filtration, and final clarification. The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Mallard Creek and Back Creek basins.

Additionally, future expansions include Sugar Creek Wastewater Treatment Plant and Stowe Regional Water Resource Recovery Facility. Both expansions allow for reliable treatment at MGD limits per NPDES permitting, alleviating the need to consider expansion at McAlpine Creek Treatment Plant.

Department	Charlotte Water
Location	Mallard Creek and Sugar Creek Wastewater Treatment Plants, and Stowe Regional Water Resource Recovery Facility
Council District	6, Adjacent to 2, 3, and 4
Priority Area	Safe Communities



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$5,280,000	\$5,280,000	\$5,060,000	\$2,600,000	\$3,400,000	\$21,620,000
Construction	\$21,120,000	\$21,120,000	\$20,240,000	\$10,400,000	\$13,600,000	\$86,480,000
Total	\$26,400,000	\$26,400,000	\$25,300,000	\$13,000,000	\$17,000,000	\$108,100,000
Five-Year Prior Program Appropriations						\$109,500,000
Grand Total						\$217,600,000

Improve 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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$2,785,000	\$2,725,000	\$2,325,000	\$4,135,000	\$3,075,000	\$15,045,000
Construction	\$11,140,000	\$10,900,000	\$9,300,000	\$16,540,000	\$12,300,000	\$60,180,000
Total	\$13,925,000	\$13,625,000	\$11,625,000	\$20,675,000	\$15,375,000	\$75,225,000
Five-Year Prior Program Appropriations						\$57,350,000
Grand Total						\$132,575,000

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTAL
Planning and Design	\$2,805,000	\$3,245,000	\$3,795,000	\$2,075,000	\$1,525,000	\$13,445,000
Construction	\$11,220,000	\$12,980,000	\$15,180,000	\$8,300,000	\$6,100,000	\$53,780,000
Total	\$14,025,000	\$16,225,000	\$18,975,000	\$10,375,000	\$7,625,000	\$67,225,000
Five-Year Prior Program Appropriations						\$25,500,000
Grand Total						\$92,725,000

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$2,900,000	\$3,394,000	\$5,472,000	\$3,050,000	\$4,050,000	\$18,866,000
Construction	\$11,600,000	\$13,576,000	\$21,888,000	\$12,200,000	\$16,200,000	\$75,464,000
Total	\$14,500,000	\$16,970,000	\$27,360,000	\$15,250,000	\$20,250,000	\$94,330,000
Prior Project Appropriations						\$31,750,000
Grand Total						\$126,080,000

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$360,000	\$1,480,000	\$6,960,000	\$8,800,000
Construction	\$-	\$-	\$1,440,000	\$5,920,000	\$27,840,000	\$35,200,000
Total	\$-	\$-	\$1,800,000	\$7,400,000	\$34,800,000	\$44,000,000
Prior Project Appropriations						\$8,500,000
Grand Total						\$52,500,000

Support Lead and Copper Program

Project Description

In 2021, the Environmental Protection Agency (EPA) updated the Lead and Copper Rule (LCRR), modifying water service provider regulations for lead reduction. Charlotte Water has monitored for lead since 1991 and continuously met all requirements.

This program will: (1) establish a lead service line inventory for public and private service lines; (2) increase testing in schools and childcare facilities; (3) mitigate public health risks associated with old service lines that may contain lead or galvanized iron; (4) ensure new testing requirements are met; and (5) provide adequate resources for service line replacement needs.

Department Charlotte Water

Location Citywide

Council District Citywide

Priority Area Safe Communities



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$1,000,000	\$5,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$9,000,000
Construction	\$-	\$-	\$4,000,000	\$4,000,000	\$4,000,000	\$12,000,000
Total	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$21,000,000
Prior Project Appropriations						\$1,000,000
Grand Total						\$22,000,000



CAPITAL INVESTMENT PLAN TRANSPORTATION AND PLANNING

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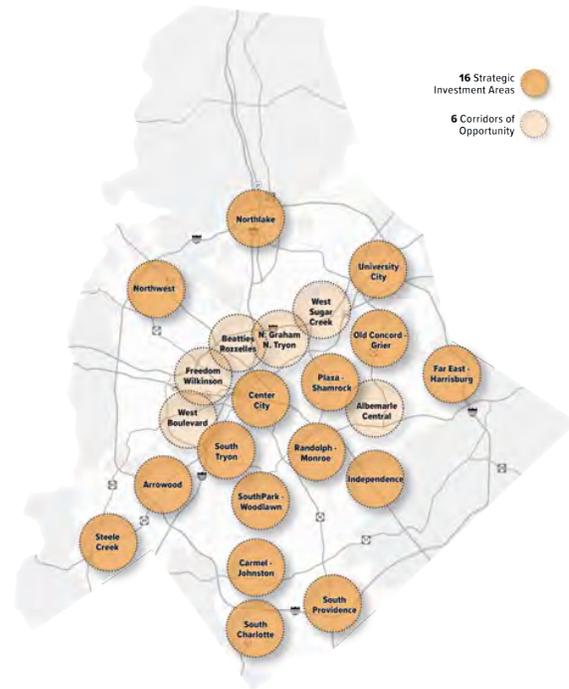
Implement Strategic Investment Areas

Project Description

Strategic Investment Areas are the result of a new, data-driven approach to project identification that aligns mobility funding with the greatest mobility needs. The foundation of this new approach is guided by the holistic vision of the Charlotte Future 2040 Comprehensive Plan and refined by the Strategic Mobility Plan’s goals of expanding travel choices that are safe and equitable.

This funding will implement scalable projects across a range of project types, including projects that focus on pedestrians, cyclists, and cars. The investments will be targeted geographically in Strategic Investment Areas to maximize impact. The 2024 Bond funding is the first allocation to test these new strategies in several Strategic Investment Areas.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$10,000,000	\$-	\$-	\$-	\$-	\$10,000,000
Construction	\$44,945,000	\$-	\$-	\$-	\$-	\$44,945,000
Public Art	\$55,000	\$-	\$-	\$-	\$-	\$55,000
Total	\$55,000,000	\$-	\$-	\$-	\$-	\$55,000,000
Five-Year Prior Program Appropriations						\$-
Grand Total						\$55,000,000

Project Description

The Sidewalk Program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe and equitable. The work funded through this program is guided by City Council-adopted plans such as Strategic Mobility 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.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$10,000,000	\$-	\$4,000,000	\$-	\$4,000,000	\$18,000,000
Construction	\$39,950,000	\$-	\$15,980,000	\$-	\$15,980,000	\$71,910,000
Public Art	\$50,000	\$-	\$20,000	\$-	\$20,000	\$90,000
Total	\$50,000,000	\$-	\$20,000,000	\$-	\$20,000,000	\$90,000,000
Five-Year Prior Program Appropriations						\$65,000,000
Grand Total						\$155,000,000

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 more than 5,500 lane miles of streets. Streets are prioritized for resurfacing based on condition and schedule of prior paving.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$24,600,000	\$-	\$15,000,000	\$-	\$15,000,000	\$54,600,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$24,600,000	\$-	\$15,000,000	\$-	\$15,000,000	\$54,600,000
Five-Year Prior Program Appropriations						\$29,600,000
Grand Total						\$84,200,000

Improve Eastway Drive/Shamrock Drive Intersection

Project Description

The Eastway Drive/Shamrock Drive/Frontenac Drive 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 cyclists. The project will 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 original project estimate was \$39.0 million, including \$8.0 million from the North Carolina Department of Transportation and an additional \$7.8 million from the Charlotte Regional Transportation Planning Organization. Planned project allocations in the 2026 and 2028 Bonds have been updated due to inflation and increased material costs. 2024 Community Area Planning will continue to test named project scopes to ensure consistency with community priorities.

Department	Transportation
Location	Eastway Drive/ Shamrock Drive/ Frontenac Avenue Intersection
Council District	1
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$10,500,000	\$-	\$10,000,000	\$-	\$10,500,000	\$31,000,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$10,500,000	\$-	\$10,000,000	\$-	\$10,500,000	\$31,000,000
Prior Project Appropriations						\$12,700,000
NCDOT Funding						\$8,000,000
CRTPO Funding						\$7,800,000
Grand Total						\$59,500,000

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.

The original project estimate from 2022 was \$53.0 million. Planned project allocations in the 2028 Bond have been updated due to inflation and increased material costs.

Department	Transportation
Location	Ballantyne
Council District	7
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$4,830,000	\$-	\$-	\$-	\$-	\$4,830,000
Construction	\$5,170,000	\$-	\$43,000,000	\$-	\$11,000,000	\$59,170,000
Total	\$10,000,000	\$-	\$43,000,000	\$-	\$11,000,000	\$64,000,000
Prior Project Appropriations						\$-
Grand Total						\$64,000,000

Project Description

The Congestion Mitigation program leverages funding, often by partnering with private developers, to mitigate congestion and improve traffic flow 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.

The 2024 Bond funding is planned to focus funding where it will have the greatest impact to align mobility goals with mobility needs, which could include Strategic Investment Areas and Corridors of Opportunity.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$2,000,000	\$-	\$1,000,000	\$-	\$1,000,000	\$4,000,000
Construction	\$8,000,000	\$-	\$4,000,000	\$-	\$4,000,000	\$16,000,000
Total	\$10,000,000	\$-	\$5,000,000	\$-	\$5,000,000	\$20,000,000
Five-Year Prior Program Appropriations						\$17,612,000
Grand Total						\$37,612,000

Complete Idlewild/Monroe/ Rama Intersection

Project Description

The Idlewild Road/Rama Road and Monroe Road intersection project will improve the function of the intersection for all modes of transportation and support economic development. The project will address pedestrian and bicycle needs through the addition of a multi-use path, buffered bicycle lanes, and wider sidewalks. Vehicular capacity will increase with the addition of new turning lanes and updated signal timing. The total project budget is currently estimated to be \$28.88 million, including \$7.64 million from the Charlotte Regional Transportation Planning Organization.

Inflationary cost increases in construction, including material price increases and rising labor wages, have resulted in increased projected costs for existing capital projects. \$9.1 million of additional funding is planned in the 2024 Bond from the \$22.0 million that was previously reserved in the Planned 2024 Bond to address inflationary impacts on existing projects.

Department	Transportation
Location	Idlewild Road/ Rama Road and Monroe Road Intersection
Council District	5
Priority Area	Transportation and Planning



Funding Category	Proposed	Planned				TOTAL
		FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$9,100,000	\$-	\$-	\$-	\$-	\$9,100,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$9,100,000	\$-	\$-	\$-	\$-	\$9,100,000
Prior Program Appropriations						\$12,144,000
CRTPO Funding						\$7,640,000
Grand Total						\$28,884,000

Connect Bicycle Facilities

Project Description

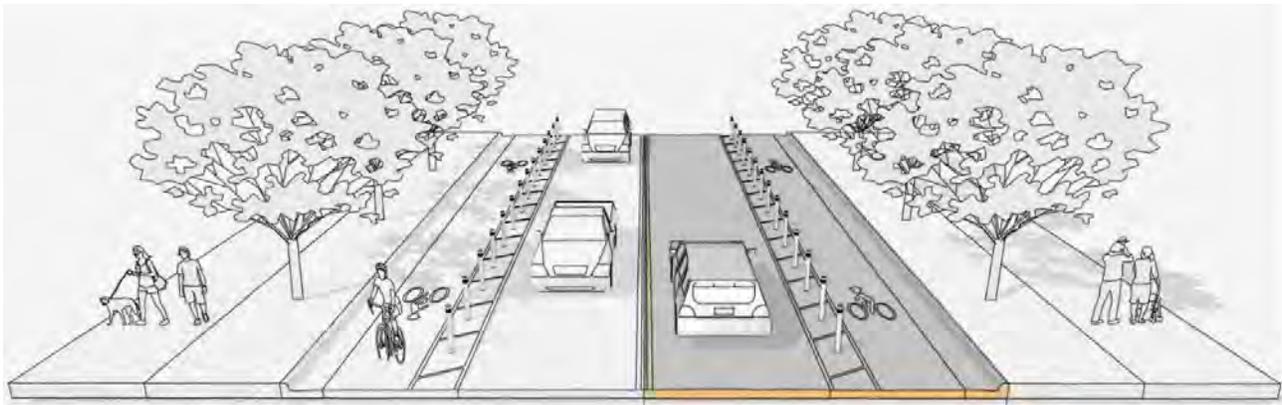
This program provides for the expansion of the bicycle network by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Bicycle Priority Network identified in the Strategic Mobility Plan, and aims to make bicycling safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods.

Department Transportation

Location TBD

Council District TBD

Priority Area Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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						\$12,000,000
Grand Total						\$36,000,000

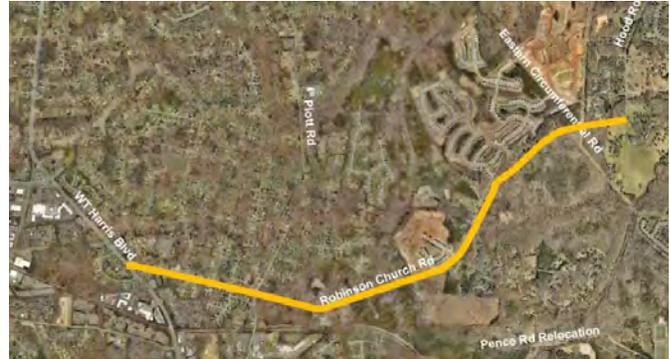
Construct Robinson Church Road

Project Description

The Robinson Church Road project extends from WT Harris Boulevard to Hood Road (about 2.65 miles) and creates a roundabout at the road's intersection with Plott Road. The project plans for the construction of landscaped medians, curb and gutter, a multi-use path, planting strips, and, where needed, pedestrian refuge islands.

The original project estimate was \$58.8 million, including \$6.227 million from the Charlotte Regional Transportation Planning Organization. Planned project allocations in the 2028 Bond have been updated due to inflation and increased material costs. 2024 Community Area Planning will continue to test named project scopes to ensure consistency with community priorities.

Department	Transportation
Location	East Charlotte
Council District	5
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$234,000	\$-	\$925,000	\$-	\$-	\$1,159,000
Construction	\$7,566,000	\$-	\$17,575,000	\$-	\$46,200,000	\$71,341,000
Total	\$7,800,000	\$-	\$18,500,000	\$-	\$46,200,000	\$72,500,000
Prior Project Appropriations						\$-
Grand Total						\$72,500,000

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 and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$7,292,700	\$-	\$5,994,000	\$-	\$5,994,000	\$19,280,700
Public Art	\$7,300	\$-	\$6,000	\$-	\$6,000	\$19,300
Total	\$7,300,000	\$-	\$6,000,000	\$-	\$6,000,000	\$19,300,000
Five-Year Prior Program Appropriations						\$9,000,000
Grand Total						\$28,300,000

Upgrade Traffic Control Devices

Project Description

This program provides for maintenance and replacement of outdated traffic control equipment, such as traffic signals, pedestrian signals, detection devices, and signs. Work completed through this program helps maintain safe and optimal traffic flow.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$5,000,000	\$-	\$5,000,000	\$-	\$5,000,000	\$15,000,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$5,000,000	\$-	\$5,000,000	\$-	\$5,000,000	\$15,000,000
Five-Year Prior Program Appropriations						\$8,500,000
Grand Total						\$23,500,000

Complete Morris Field Bridge Replacement

Project Description

This project replaces the Morris Field Drive bridge, which has reached the end of its functional life, with a new bridge that includes wider facilities for pedestrians and cars, as well as buffered bike facilities. The project originated in the Repair and Replace Bridges capital program, which generally provides 20 percent of project funding to match the 80 percent of project funding provided by the North Carolina Department of Transportation. The bridge spans existing Norfolk Southern Railway tracks, but the rail corridor has also been identified by the Federal Railroad Administration's Corridor ID Program for future high-speed rail between Atlanta and Washington, D.C. Preserving additional rail right-of-way has expanded the scope of the bridge replacement project, which has impacted the project budget. The total project budget is currently estimated to be \$13.5 million, including \$1.7 million from the Charlotte Regional Transportation Planning Organization and an additional \$2.5 million in grant funding.

Inflationary cost increases in construction, including material price increases and rising labor wages, have resulted in increased projected costs for existing capital projects. \$5.0 million of additional funding is planned in the 2024 Bond from the \$22.0 million that was previously reserved in the Planned 2024 Bond to address inflationary impacts on existing projects.

Department Transportation

Location Morris Field Drive

Council District 3

Priority Area Transportation and Planning



Morris Field Drive Bridge over Norfolk Southern Railroad

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Prior Program Appropriations						\$4,300,000
CRTPO Funding						\$1,700,000
Grant Funding						\$2,500,000
Grand Total						\$13,500,000

Implement City Center Transportation Improvements

Project Description

This funding supports the implementation of the Strategic Mobility Plan in Uptown and mobility portions of the 2040 Center City Vision Plan. The goal of this program is to expand safe and equitable travel choices for all. Projects will improve pedestrian, bicycle, vehicular, and transit facilities within Center City.

Department Transportation

Location Center City

Council District 1 and 2

Priority Area Transportation and Planning



Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$5,000,000	\$-	\$-	\$-	\$-	\$5,000,000
Five-Year Prior Program Appropriations						\$-
Grand Total						\$5,000,000

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 and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
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						\$8,000,000
Grand Total						\$20,000,000

Complete Monroe Road Streetscape

Project Description

The Monroe Road Streetscape project aims to create a more pedestrian-oriented and mixed-use development corridor along a 0.9-mile corridor between North Wendover Road and Eaton Road. The improvements will include widened sidewalks, planting strips, accessibility ramps, improved bus stop locations, pedestrian hybrid beacons, and improved neighborhood accessibility. The total project budget is currently estimated to be \$15.3 million.

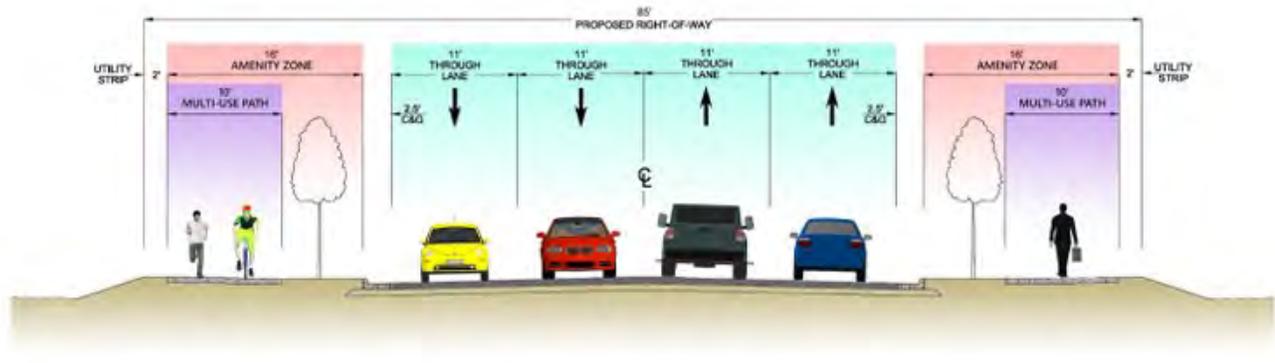
Inflationary cost increases in construction, including material price increases and rising labor wages, have resulted in increased projected costs for existing capital projects. \$1.0 million of additional funding is planned in the 2024 Bond from the \$22.0 million that was previously reserved in the Planned 2024 Bond to address inflationary impacts on existing projects.

Department Transportation

Location Monroe Road between Briar Creek Road and North Sharon Amity Road

Council District 1 and 5

Priority Area Transportation and Planning



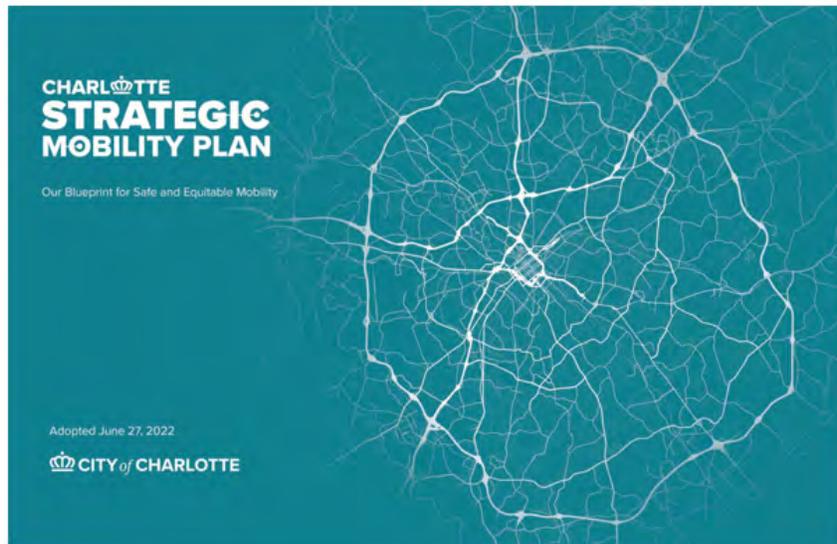
Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$1,000,000	\$-	\$-	\$-	\$-	\$1,000,000
Prior Program Appropriations						\$14,275,000
Grand Total						\$15,275,000

Reserve for Future Mobility Initiatives

Project Description

This funding is reserved to construct high-priority projects that advance the city’s mobility goals. As new project identification methodologies and project delivery strategies are tested, this funding will remain available to continue implementation that supports the Strategic Mobility Plan’s goals of expanding travel choices that are safe and equitable.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$-	\$-	\$23,500,000	\$-	\$23,500,000	\$47,000,000
Total	\$-	\$-	\$23,500,000	\$-	\$23,500,000	\$47,000,000
Prior Project Appropriations						\$-
Grand Total						\$47,000,000

Construct Ashley/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. \$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 and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$260,000	\$-	\$-	\$260,000
Construction	\$-	\$-	\$4,940,000	\$-	\$9,800,000	\$14,740,000
Total	\$-	\$-	\$5,200,000	\$-	\$9,800,000	\$15,000,000
Prior Project Appropriations						\$-
Grand Total						\$15,000,000

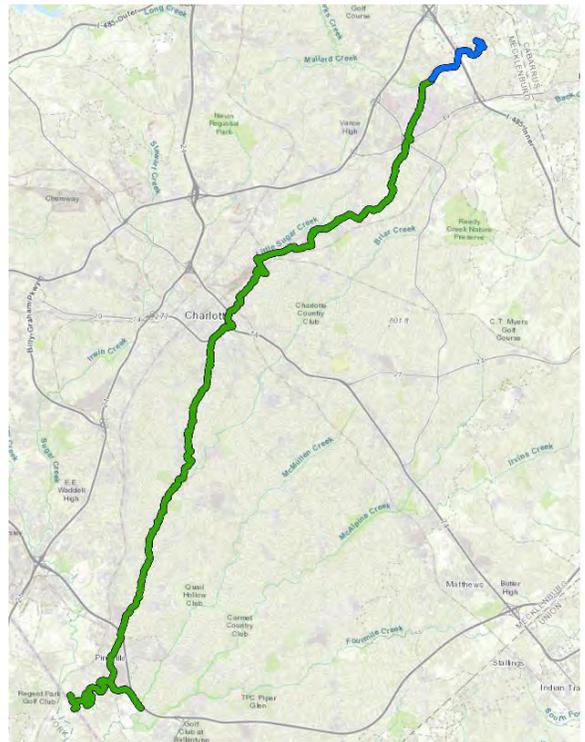
Complete the Cross Charlotte Trail

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: three segments are currently in bid/ construction; three segments are in design; and five segments are complete. The FY 2025 - FY 2029 CIP includes \$8.4 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 and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$-	\$-	\$-	\$-	\$-	\$-
Construction	\$8,349,600	\$-	\$-	\$-	\$-	\$8,349,600
Public Art	\$50,400	\$-	\$-	\$-	\$-	\$50,400
Total	\$8,400,000	\$-	\$-	\$-	\$-	\$8,400,000
Five-Year Prior Program Appropriations						\$104,500,000
Grand Total						\$112,900,000

Project Description

This funding supports the planning, design, and construction of capital improvements to rail and bus infrastructure. Projects rolled into this funding include the design of future transit services, bus shelters, ADA improvements, land acquisition, platform extensions, mobility hubs, and capital repair/renovation of facilities and structures.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Construction	\$5,952,191	\$11,039,000	\$-	\$3,918,000	\$3,940,000	\$24,849,191
Land Acquisition	\$5,500,000	\$500,000	\$-	\$500,000	\$500,000	\$7,000,000
Planning and Design	\$4,400,000	\$11,800,732	\$330,000	\$440,000	\$7,020,000	\$23,990,732
Staff Charges	\$2,608,174	\$2,055,362	\$2,103,053	\$2,151,144	\$2,200,679	\$11,118,412
Total	\$18,460,365	\$25,395,094	\$2,433,053	\$7,009,144	\$13,660,679	\$66,958,335
Five-Year Prior Program Appropriations						\$136,933,792
Grand Total						\$203,892,127

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, radio dispatch equipment refresh, 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 and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Equipment	\$7,113,650	\$5,035,375	\$895,000	\$1,285,000	\$11,050,000	\$25,379,025
Total	\$7,113,650	\$5,035,375	\$895,000	\$1,285,000	\$11,050,000	\$25,379,025
Five-Year Prior Program Appropriations						\$147,594,757
Grand Total						\$172,973,782

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, portable radios, and cameras on the LYNX Blue Line Extension.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Equipment	\$2,228,600	\$1,146,000	\$921,000	\$1,868,500	\$1,486,350	\$7,650,450
Total	\$2,228,600	\$1,146,000	\$921,000	\$1,868,500	\$1,486,350	\$7,650,450
Five-Year Prior Program Appropriations						\$5,846,252
Grand Total						\$13,496,702

Purchase Support 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, paratransit services, and rail operations.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Equipment	\$336,000	\$1,524,162	\$1,576,433	\$2,329,000	\$1,910,000	\$7,675,595
Total	\$336,000	\$1,524,162	\$1,576,433	\$2,329,000	\$1,910,000	\$7,675,595
Five-Year Prior Program Appropriations						\$4,348,260
Grand Total						\$12,023,855

Relocate 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 and Planning



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$3,052,374	\$1,700,000	\$4,800,000	\$15,000,000	\$5,000,000	\$29,552,374
Construction	\$12,209,496	\$6,800,000	\$19,200,000	\$60,000,000	\$20,000,000	\$118,209,496
Total	\$15,261,870	\$8,500,000	\$24,000,000	\$75,000,000	\$25,000,000	\$147,761,870
Five-Year Prior Program Appropriations						\$53,000,000
Grand Total						\$200,761,870

Replace and Upgrade Field and Administrative Facilities

Project Description

These programs provide ongoing support to maintain administrative facilities, including roof replacements, parking improvements, HVAC upgrades, and minor renovations. Additionally, projects include ADA improvements and upgrades, such as improvements to bathrooms, entrance doors, hallways, sidewalks, and parking.

Department Charlotte Water

Location Various

Council District Citywide

Priority Area Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$280,000	\$480,000	\$300,000	\$300,000	\$300,000	\$1,660,000
Construction	\$1,120,000	\$1,920,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,640,000
Total	\$1,400,000	\$2,400,000	\$1,500,000	\$1,500,000	\$1,500,000	\$8,300,000
Five-Year Prior Program Appropriations						\$34,900,000
Grand Total						\$43,200,000

Improve Drainage for Storm Water

Project Description

Storm Water Services ensures that runoff from rain drains safely into streams. Storm Drainage Improvement Projects replace and rehabilitate failing infrastructure within city streets and rights-of-way. Improvements reduce the risk of street flooding and protect the traveling public. Major and minor projects range in scope and include varying pipe sizes, construction areas, and levels of property owner involvement.

Department Storm Water Services

Location Citywide

Council District Citywide

Priority Area Transportation and Planning



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$15,813,000	\$21,500,000	\$22,500,000	\$24,500,000	\$25,300,000	\$109,613,000
Real Estate	\$3,300,000	\$3,400,000	\$3,600,000	\$5,100,000	\$5,000,000	\$20,400,000
Construction	\$45,774,500	\$50,825,000	\$51,570,000	\$58,336,250	\$63,932,500	\$270,438,250
Total	\$64,887,500	\$75,725,000	\$77,670,000	\$87,936,250	\$94,232,500	\$400,451,250
Five-Year Prior Program Appropriations						\$646,061,500
Grand Total						\$1,046,512,750



**CAPITAL INVESTMENT PLAN
WELL-MANAGED
GOVERNMENT, EQUITY,
ENGAGEMENT, AND
ENVIRONMENT**

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Project Description

The land acquisition program provides for the purchase of real estate for anticipated city needs. Consistent within the priority area of Well-Managed Government, this program provides opportunities to strategically purchase properties for upcoming projects as they become available on the market. FY 2025 funding is intended to be used for high-priority projects, including projects in the Advanced Planning Program, such as the helicopter hanger, Solid Waste Services transfer station, or the Asset Recovery and Disposal/ Commissioning and Decommissioning Facility.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Land Acquisition	\$12,500,000	\$-	\$-	\$-	\$-	\$12,500,000
Total	\$12,500,000	\$-	\$-	\$-	\$-	\$12,500,000
Five-Year Prior Program Appropriations						\$4,340,000
Grand Total						\$16,840,000

Construct 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. Additionally, \$5.3 million in PAYGO funding is available in FY 2025 to support 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, Equity, Engagement, and Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Construction	\$6,699,182	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$16,699,182
Total	\$6,699,182	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$16,699,182
Five-Year Prior Program Appropriations						\$12,000,000
Grand Total						\$28,699,182

Revenue	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
COPs	\$4,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$14,500,000
Reimbursements	\$2,199,182	\$-	\$-	\$-	\$-	\$2,199,182
Total	\$6,699,182	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$16,699,182

Implement ADA Transition Plan in Facilities

Project Description

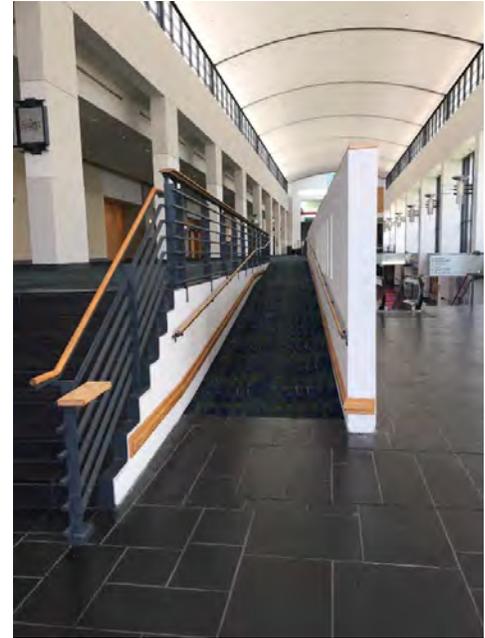
This program is intended to remediate barriers in city-owned facilities as a result of a third-party assessment for compliance with the federal Americans with Disabilities Act (ADA) standards. The assessment identified barriers and recommended a timeline of 15 years to meet ADA compliance. This funding 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 \$3.0 million of Other Sources funding in FY 2025 continues the ongoing program to address capital ADA compliance projects. Additionally, \$1.0 million in PAYGO funding is available in FY 2025 to support other, non-capital ADA compliance projects.

Department General Services and Community Relations

Location TBD

Council District TBD

Priority Area Well-Managed Government Equity,
Engagement, Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
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						\$7,000,000
Grand Total						\$22,000,000

Complete Solid Waste Equity Facilities

Project Description

This project will renovate the Solid Waste Services annex building, located at 1200 Otts Street, to remedy female locker room disparities and bring the building into Americans with Disabilities Act compliance. When the Solid Waste Services administration building across the street was originally constructed, the locker room footprint contemplated fewer female operations staff, creating an equity disparity in locker room facilities for staff. This funding will address those equity disparities.

Department Solid Waste Services

Location 1200 Otts Street

Council District 1

Priority Area Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$900,000	\$-	\$-	\$-	\$-	\$900,000
Construction	\$2,100,000	\$-	\$-	\$-	\$-	\$2,100,000
Public Art	\$-	\$-	\$-	\$-	\$-	\$-
Total	\$3,000,000	\$-	\$-	\$-	\$-	\$3,000,000
Five-Year Prior Project Appropriations						\$-
Grand Total						\$3,000,000

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. SEAP funding will also enhance the city’s charging infrastructure for electric vehicles and expand charging opportunities to additional city locations. Additionally, \$1.0 million in PAYGO funding is available in FY 2025 to support other, non-capital sustainability efforts such as energy-use analysis of city-owned facilities.

Department	General Services
Location	Various City-Owned Facilities
Council District	TBD
Priority Area	Well-Managed Government Equity, Engagement, Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,050,000
Construction	\$2,250,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,450,000
Total	\$2,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,500,000
Five-Year Prior Program Appropriations						\$9,000,000
Grand Total						\$19,500,000

Complete Fire Equity Facilities

Project Description

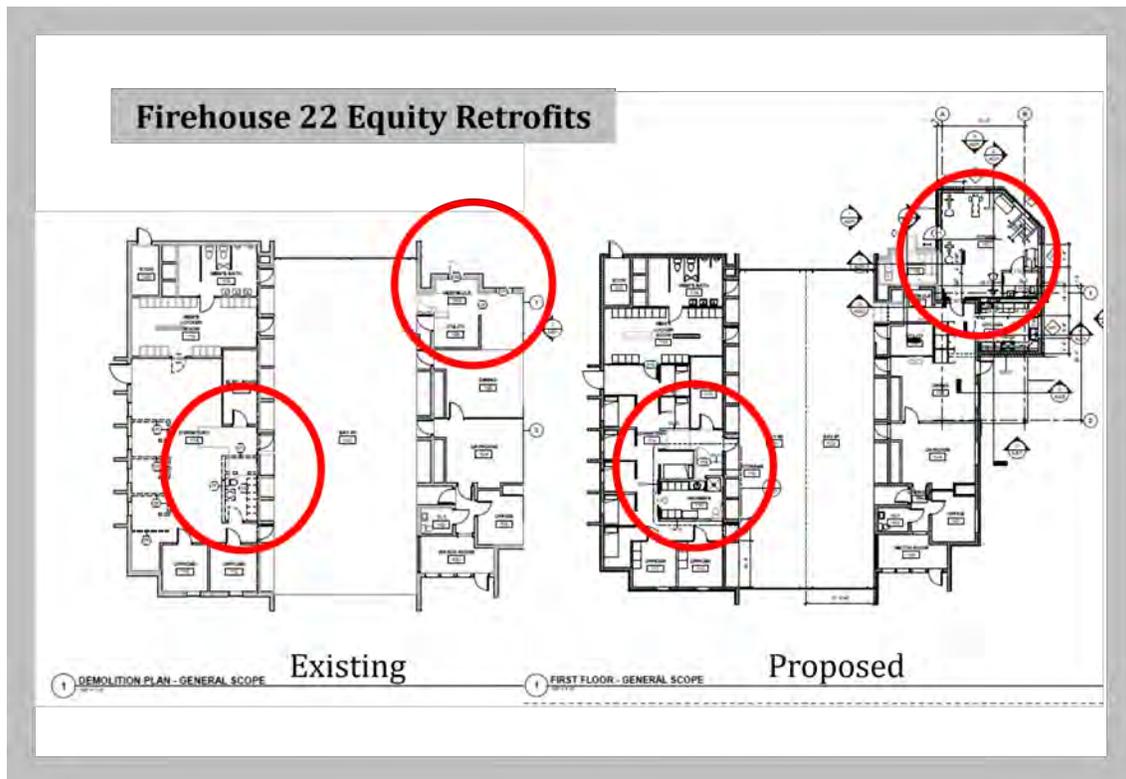
The Fire Facilities Master Plan outlined the need to address gender equity in restrooms and exercise rooms within existing firehouses. Thirteen firehouses were identified for further evaluation in the Firehouse Gender Equity Study; five of the thirteen firehouses are planned for future replacement, so no further action is currently anticipated. Equity retrofits at Firehouses 2 are currently funded with prior-year funding, and design is complete on Firehouses 12 and 22. FY 2025 funding will advance construction on Firehouse 22 and possible Firehouse 12 based on available funding.

Department Fire

Location Firehouse 22, located at 1917 W Sugar Creek Road

Council District 1

Priority Area Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$450,000	\$-	\$-	\$-	\$-	\$450,000
Construction	\$1,050,000	\$-	\$-	\$-	\$-	\$1,050,000
Total	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
Five-Year Prior Program Appropriations						\$2,500,000
Grand Total						\$4,000,000

Reserve 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 Program. The funding source is Certificates of Participation, so potential future projects include 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 Equity, Engagement, Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$-	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$30,000,000
Total	\$-	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$30,000,000
Five-Year Prior Program Appropriations						\$-
Grand Total						\$30,000,000

Upgrade Business System Software

Project Description

Enterprise Resource Planning (ERP) supports city business operations across Finance, Budget, Procurement, and Human Resources. Upgrading the business system software for the city will standardize and automate 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; facilitating the flow of information across business units; and integrating 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.

City Council approved the selection of Workday as the city’s new ERP system in January 2023, and the FY 2025 – FY 2029 Capital Investment Plan continues to allocate funding for its implementation.



Department Innovation and Technology

Location N/A

Council District N/A

Priority Area Well-Managed Government, Equity, Engagement, and Environment

Budget Overview

<i>Expenditure</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
ERP System Upgrade	\$19,250,000	\$6,500,000	\$1,000,000	\$-	\$-	\$26,750,000
Total	\$19,250,000	\$6,500,000	\$1,000,000	\$-	\$-	\$26,750,000

<i>Revenue</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
MDSF	\$12,027,148	\$4,061,115	\$624,786	\$-	\$-	\$16,713,049
Aviation	\$1,401,810	\$473,338	\$72,821	\$-	\$-	\$1,947,969
CATS	\$1,520,898	\$513,550	\$79,008	\$-	\$-	\$2,113,456
Charlotte Water	\$3,296,283	\$1,113,031	\$171,236	\$-	\$-	\$4,580,550
Storm Water	\$770,243	\$260,082	\$40,013	\$-	\$-	\$1,070,338
Risk Management	\$233,618	\$78,884	\$12,136	\$-	\$-	\$324,638
Total	\$19,250,000	\$6,500,000	\$1,000,000	\$-	\$-	\$26,750,000

Purchase and Maintain Transit Vehicles

Project Description

Maintaining transit vehicles may include bus replacements, paratransit vehicle 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, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Equipment	\$8,198,000	\$29,534,335	\$25,439,800	\$39,824,974	\$25,792,380	\$128,789,489
Total	\$8,198,000	\$29,534,335	\$25,439,800	\$39,824,974	\$25,792,380	\$128,789,489
Five-Year Prior Program Appropriations						\$102,064,066
Grand Total						\$230,853,555

Purchase and Maintain Rail Vehicles

Project Description

The original equipment manufacturer (OEM) recommends overhauls to keep S70 light rail vehicles well-maintained to help avert in-service breakdowns that can lead to delays. The fleet has a contract for the truck overhaul of the S70 100, 200, and 300 series. The truck overhaul rebuilds and replaces equipment the OEM recommends. The S-70 mid-life overhaul project will be bid and performed on the 100 and 200 series fleet to ensure the Light Rail Vehicles are maintained and serviced correctly to reach their 30-year useful life. Funding for this project is comprised of federal, state, and local sources.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

Priority Area Well-Managed Government, Equity, Engagement, and Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Equipment	\$14,677,914	\$20,129,645	\$15,021,078	\$60,116,787	\$27,641,787	\$137,587,211
Total	\$14,677,914	\$20,129,645	\$15,021,078	\$60,116,787	\$27,641,787	\$137,587,211
Five-Year Prior Program Appropriations						\$21,644,084
Grand Total						\$159,231,295

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, Equity,
Engagement, and
Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Equipment	\$6,402,048	\$8,113,100	\$5,352,500	\$-	\$500,000	\$20,367,648
Total	\$6,402,048	\$8,113,100	\$5,352,500	\$-	\$500,000	\$20,367,648
Five-Year Prior Program Appropriations						\$7,079,540
Grand Total						\$27,447,188

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 Well-Managed Government
Equity, Engagement,
Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$4,068,437	\$14,338,000	\$9,264,000	\$10,873,440	\$9,921,087	\$48,464,964
Construction	\$16,273,746	\$57,352,000	\$37,056,000	\$43,493,760	\$39,684,350	\$193,859,856
Total	\$20,342,183	\$71,690,000	\$46,320,000	\$54,367,200	\$49,605,437	\$242,324,820
Five-Year Prior Program Appropriations						\$75,572,362
Grand Total						\$317,897,182

Project Description

These projects provide for various technology improvements, including projects that 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 Equity, Engagement, Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Planning and Design	\$1,647,254	\$3,125,000	\$7,745,000	\$5,809,000	\$5,291,800	\$23,618,054
Construction	\$6,589,018	\$12,500,000	\$30,980,000	\$23,236,000	\$21,167,200	\$94,472,218
Total	\$8,236,272	\$15,625,000	\$38,725,000	\$29,045,000	\$26,459,000	\$118,090,272
Five-Year Prior Program Appropriations						\$31,063,000
Grand Total						\$149,153,272

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 surface 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	Well-Managed Government Equity, Engagement, Environment



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$170,000	\$500,000	\$500,000	\$450,000	\$600,000	\$2,220,000
Construction	\$942,500	\$2,775,000	\$2,830,000	\$2,613,750	\$3,167,500	\$12,328,750
Total	\$1,112,500	\$3,275,000	\$3,330,000	\$3,063,750	\$3,767,500	\$14,548,750
Five-Year Prior Program Appropriations						\$37,241,000
Grand Total						\$51,789,750

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. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government Equity, Engagement, Environment



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Construction	\$13,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$21,000,000
Total	\$13,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$21,000,000
Five-Year Prior Program Appropriations						\$33,500,000
Grand Total						\$54,500,000

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CAPITAL INVESTMENT PLAN WORKFORCE AND 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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Public/Private Partnership Payments	\$15,000,000	\$-	\$8,300,000	\$-	\$8,000,000	\$31,300,000
Total	\$15,000,000	\$-	\$8,300,000	\$-	\$8,000,000	\$31,300,000
Five-Year Prior Program Appropriations						\$3,000,000
Grand Total						\$34,300,000

Reimburse Innovation District Infrastructure (Atrium)

Project Description

The Pearl Innovation District and Atrium/Wake Forest is a 26-acre development located at the intersection of Baxter and McDowell streets in Midtown Charlotte. In addition to the region’s first four-year medical school, the project provides a unique mixture of research and development 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 will 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	Baxter and McDowell Streets
Council District	1
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Public/Private Partnership Payments	\$10,000,000	\$-	\$-	\$-	\$-	\$10,000,000
Total	\$10,000,000	\$-	\$-	\$-	\$-	\$10,000,000
Prior Project Appropriations						\$5,000,000
Grand Total						\$15,000,000

Support 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 will 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. This funding will be a reimbursement to the city, as the funding was paid to developers in FY2023.

Department	Economic Development
Location	Ballantyne
Council District	7
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed FY 2025	Planned				TOTAL
		FY 2026	FY 2027	FY 2028	FY 2029	
Public/Private Partnership Payments	\$8,700,000	\$-	\$-	\$-	\$-	\$8,700,000
Total	\$8,700,000	\$-	\$-	\$-	\$-	\$8,700,000
Prior Project Appropriations						\$8,800,000
Grand Total						\$17,500,000

Reimburse Garrison Road North Infrastructure (River District)

Project Description

The River District is a planned mixed-use community in western Charlotte that will include a variety of residential, retail, office, and hotel spaces. The development will cover approximately 1,380 acres, including several hundred acres of greenways, parks, and open space. Reimbursements will cover costs associated with building a new roadway, Garrison Road North, to serve the development. Garrison Road North will also connect West Boulevard and Dixie River Road. This project advances city goals set forth in the Charlotte 2040 Comprehensive Plan and the CLT Airport Strategic Development Plan.

On August 28, 2023, City Council approved the Dixie Berryhill Infrastructure Improvements Phase II, which outlined that the city would reimburse the private developer through the CIP for the cost of public infrastructure improvements up to \$27 million. Additionally, a Tax Increment Grant is available to reimburse an additional \$27 million of public infrastructure improvement costs.

Department	Economic Development
Location	Between West Boulevard and Dixie River Road
Council District	3
Priority Area	Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Public/Private Partnership Payments	\$3,000,000	\$-	\$18,000,000	\$-	\$6,000,000	\$27,000,000
Total	\$3,000,000	\$-	\$18,000,000	\$-	\$6,000,000	\$27,000,000
Prior Project Appropriations						\$-
Grand Total						\$27,000,000

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$17,506,434	\$10,051,421	\$-	\$-	\$-	\$27,557,855
Construction	\$108,347,390	\$52,099,132	\$119,262,070	\$112,653,806	\$47,468,757	\$439,831,155
Other	\$5,934,585	\$5,166,976	\$4,867,839	\$4,653,474	\$4,639,653	\$25,262,527
Total	\$131,788,409	\$67,317,529	\$124,129,909	\$117,307,280	\$52,108,410	\$492,651,537
Five-Year Prior Program Appropriations						\$900,253,937
Grand Total						\$1,392,905,474

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 CLT. The fourth parallel runway and related projects will enable more take-offs and landings and provide more space for aircraft to move quickly to and from gates.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$132,701,449	\$32,400,000	\$-	\$-	\$-	\$165,101,449
Construction	\$469,706,652	\$237,021,388	\$198,028,522	\$109,617,650	\$65,200,630	\$1,079,574,842
Other	\$8,208,171	\$8,270,719	\$7,897,610	\$5,843,489	\$6,092,378	\$36,312,367
Total	\$610,616,272	\$277,692,107	\$205,926,132	\$115,461,139	\$71,293,008	\$1,280,988,658
Five-Year Prior Program Appropriations						\$721,189,575
Grand Total						\$2,002,178,233

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	
Planning and Design	\$1,140,308	\$5,300,000	\$-	\$-	\$-	\$6,440,308
Construction	\$3,665,956	\$21,200,000	\$-	\$-	\$-	\$24,865,956
Equipment	\$600,000	\$630,000	\$661,500	\$694,575	\$729,304	\$3,315,379
Technology	\$6,151,700	\$3,031,426	\$1,653,750	\$1,736,438	\$1,823,259	\$14,396,573
Other	\$7,525,000	\$5,535,000	\$5,545,500	\$5,556,525	\$5,568,101	\$29,730,126
Total	\$19,082,964	\$35,696,426	\$7,860,750	\$7,987,538	\$8,120,664	\$78,748,342
Five-Year Prior Program Appropriations						\$197,161,208
Grand Total						\$275,909,550

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and continued conversion to electric vehicles.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Workforce and Business Development



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Equipment	\$13,500,000	\$6,415,000	\$6,415,000	\$6,415,000	\$6,415,000	\$39,160,000
Total	\$13,500,000	\$6,415,000	\$6,415,000	\$6,415,000	\$6,415,000	\$39,160,000
Five-Year Prior Program Appropriations						\$33,589,726
Grand Total						\$72,749,726

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.

Department Aviation

Location CLT Airport

Council District 3

Priority Area Workforce and Business Development



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	
Equipment	\$-	\$1,575,000	\$1,653,750	\$1,736,438	\$1,823,259	\$6,788,447
Total	\$-	\$1,575,000	\$1,653,750	\$1,736,438	\$1,823,259	\$6,788,447
Five-Year Prior Program Appropriations						\$3,808,600
Grand Total						\$10,597,047

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 may be expedited by a customer and provide service for future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Workforce and Business Development



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	
Planning and Design	\$8,251,763	\$9,174,609	\$9,886,359	\$9,750,000	\$9,775,000	\$46,837,731
Construction	\$33,007,050	\$36,698,438	\$39,545,436	\$39,000,000	\$39,100,000	\$187,350,924
Total	\$41,258,813	\$45,873,047	\$49,431,795	\$48,750,000	\$48,875,000	\$234,188,655
Five-Year Prior Program Appropriations						\$169,630,064
Grand Total						\$403,818,719



USER FEES

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Proposed FY 2025 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 FY 2025 Budget is the continuation of 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 2025 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 2025 User Fee schedule seeks to recover 100 percent of costs for the majority of regulatory fees. The cost recovery for the combined General Fund regulatory user fees increased from 87.8 percent to 92.3 percent. The Proposed FY 2025 User Fees include a General Fund subsidy of 7.7 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service		FY 2023 Recovery Rate	FY 2024 Recovery Rate	FY 2025 Recovery Rate	FY 2025 Subsidy Rate
1	Transportation: Land Development & Right-of-Way	69.4 %	67.5 %	78.6 %	21.4 %
2	Planning, Design & Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration	98.0 %	96.3 %	96.3 %	3.7 %
3	Fire: Fire Code and Plans Review	100 %	89.6 %	95.8 %	4.2 %
4	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	48.5 %	66.3 %	75.4 %	24.6 %
5	City Clerk’s Office: Legal Advertisements-Rezoning	100 %	99.0 %	68.4 %	31.6 %
Total Percentage (based on revenue projections)		93.3 %	87.8 %	92.3 %	7.7 %

Proposed FY 2025 User Fees

The Proposed FY 2025 User Fees, along with the subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Planning, Design and Development's fee schedule includes the creation of a new, tiered fee schedule for conditional rezoning petitions and the elimination or consolidation of other fees as part of the continued implementation of the Unified Development Ordinance (UDO).
- Charlotte Fire's fee schedule includes updates to the fire code permits schedule, the deletion of one fee in the fee schedule for state-mandated inspections, and other updates to the fee schedule as part of the continued implementation of the UDO.
- Storm Water Services' fee schedule includes the elimination of one fee and restructured fees as part of the continued implementation of the UDO.

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.

Notable changes to non-regulatory fees include various updates to Aviation's parking fee schedule, changes to cemetery fees that streamline and create a more equitable fee schedule across the city's cemeteries, and a proposed increase in the affordable housing bonus fee-in-lieu rate specific to the city's Transit-Oriented Development zoning districts as recommended by the city's Neighborhood Equity and Stabilization (NEST) Commission.

Proposed FY 2025 User Fees

The following pages detail the rates for regulatory and non-regulatory user fees. This section also includes Storm Water fees and select water and sewer fees.

Regulatory Fees

- 1. Charlotte Department of Transportation - Land Development and Right-of-Way**
 - No new or restructured fees
- 2. Planning, Design and Development Department - Land Development, Rezoning, Subdivision, and Zoning Administration**
 - The existing Conditional - Minor fee becomes Conditional - Tier 2, the existing Conditional-Major fee becomes Conditional - Tier 3, and a new Conditional - Tier 1 fee is created
 - Several fees are eliminated or consolidated to reflect the continued implementation of the UDO, including the creation of a new Alternative Compliance Review fee and the restructuring of the tiers for Residential Single-Lot Tree Preservation reviews
- 3. Charlotte Fire Department - Fire Code and Plans Review**
 - Eleven new Fire Inspector positions to support regulated Fire Inspection activities
 - One new Fire Inspector Senior position to assist with supervision of new Fire Inspector positions
 - Four new Permit fees and two new Review fees added to the FY 2025 fee schedule
 - Two Permit fees, one State-Mandated Inspection fee, and one Review fee eliminated from the FY 2025 fee schedule
- 4. Charlotte-Mecklenburg Police Department - Adult Businesses, Carnival, Dance Hall, and Passenger Vehicle for Hire permits**
 - No new or restructured fees
- 5. City Clerk's Office - Legal Advertisements for Rezoning Petitions**
 - No new fees, and the fee remains unchanged from FY 2024
- 6. Storm Water Services - Land Development**
 - A restructured fee schedule for residential Storm Water reviews as well as the elimination of the Urban Design Plan Review & Inspection fee as part of the continued implementation of the UDO
 - Fees recover 99.6 percent of fully allocated costs
- 7. Charlotte Water - Back Flow and Infrastructure 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**
 - No new fees, and fees recover 52.8 percent of fully allocated costs

Proposed FY 2025 User Fees

Non-regulatory Fees

9. Aviation

Airline fees are based on Aviation's cost recovery model. FY 2025 non-regulatory fees include the following:

- Airline Fees:
 - Landing fees increase 22.2 percent
 - Terminal rental rates increase 54.6 percent
 - Baggage fees increase 30.7 percent
 - Loading Bridge fee increases 27.5 percent
 - Aircraft ramp parking fees and cargo ground handling fees remain the same as in FY 2024
- Ground Transportation Operators:
 - A change back to having a flat \$500 annual fee for Hotel/Motel Courtesy Vans rather than charging \$1.50 per trip through the lane
 - All other fees remain unchanged from FY 2024
- Parking Fees
 - Fees increase 20.0 to 66.7 percent depending on the deck or lot
- Rental Rates
 - Updates to various rental rates depending on the facility and type of space
 - FBO hangar rental rates remain the same as in FY 2024
- Tenant Fees
 - Tenant fees remain unchanged from FY 2024

10. City Clerk's Office

- Fees remain the same as in FY 2024

11. General Services

- Updates to the fee schedule so that a single fee for cremated remains above ground placement (and the related perpetual care charge) applies equitably to all of the city's cemeteries
- Parking rates at the Charlotte Mecklenburg Parking Deck for city employees remain the same as in FY 2024
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2024
- Telecommunication tower fees remain the same as in FY 2024

12. Storm Water Services - Land Development

- Fees remain the same as in FY 2024

13. Planning, Design & Development - Land Development

- Most fees remain the same as in FY 2024
- In alignment with a recommendation from the city's Neighborhood Equity and Stabilization (NEST) Commission, the payment-in-lieu-of rate related to the Affordable Housing Bonus program is increased from \$4.75 per square foot to \$6.00 per square foot in Transit-Oriented Development zoning districts

14. Charlotte-Mecklenburg Police Department – Animal Care and Control & Special Events

- Adoption fees remained unchanged from FY 2024 to encourage animal adoptions
- All other animal care and control fees also remain unchanged from FY 2024
- Special Events Administrative fee remains the same as in FY 2024

Proposed FY 2025 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 \$9.41, from \$94.64 to \$104.05 annually
- Small Business Solid Waste fee remains the same as in FY 2024

16. Charlotte Department of Transportation

- Transitioning the docked bike share program to a dockless bike share model similar to e-scooters, including a dynamic pricing model
- Transition parking permits from fixed rates to a dynamic pricing model in alignment with the Strategic Parking Plan

17. Charlotte Water

- The Land Development Expedited Review fee remains the same as in FY 2024

Other Fees

18. Storm Water Fees

- Storm Water fees increase by 4.9 percent from FY 2024 across all tiers

19. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month increases from \$5.52 to \$6.16 for both water and sewer service
- The availability fee charge per month increases from \$1.38 to \$1.44 for water service and from \$9.06 to \$9.48 for sewer service
- The water volumetric rates will increase by 4.8-4.9 percent across all tiers
- The sewer volumetric rate increases from \$5.66 to \$5.93 for all sewer customers. The industrial rate will remain the same as in FY 2024
- The connection fee increases from \$3,448 to \$4,332 for residential water and from \$4,948 to \$5,957 for residential sewer
- The system development fee increases from \$1,223 to \$1,298 for residential water and from \$4,553 to \$5,052 for residential sewer
- The typical monthly total water and sewer bill for residential customers is estimated to be \$80.35 in FY 2025, an average increase of \$4.37 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 2025 User Fees

Charlotte Department of Transportation				
1. Regulatory Fees: Land Development and Right-of-Way	FY 2024	FY 2025	%	%
			Change	Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan ¹	\$600	\$500	-16.7%	0.0%
Commercial Plan Revision	\$650	\$650	0.0%	35.5%
Rezoning - Conventional	\$1,150	\$1,465	27.4%	15.4%
Rezoning - Conditional	\$3,905	\$4,345	11.3%	0.0%
Subdivision Processing ¹	\$1,110	\$1,380	24.3%	10.5%
Subdivision Plan Revision	\$675	\$865	28.1%	17.3%
Subdivision Sketch Review	\$580	\$425	-26.7%	0.0%
CTR - Multi-Modal Assessment	\$795	\$780	-1.9%	0.0%
CTR - Transportation Demand Management Assessment	\$625	\$645	3.2%	0.0%
CTR - Traffic Impact Study	\$3,550	\$3,510	-1.1%	0.0%
Urban Reviews	\$1,630	\$1,525	-6.4%	0.0%
Urban Plan Revision	\$980	\$1,270	29.6%	20.8%
Minor Site Review/Administrative Fee	\$900	\$1,025	13.9%	50.4%
B. Right-of-Way Permits:				
Festival Permits:				
Festival Permit Application	\$115	\$130	13.0%	82.5%
Single Day (<300 attendees)	\$115	\$130	13.0%	96.2%
Single Day (≥300 attendees)	\$1,325	\$1,500	13.2%	54.6%
Multi-Day (a permit is required for each day for the duration of the event)	\$1,155	\$1,435	24.2%	0.0%
Parade Permits:				
Parade Permit Application	\$115	\$130	13.0%	78.4%
Small (< 1,000 attendees)	\$525	\$580	10.5%	31.6%
Large (≥1,000 attendees)	\$2,395	\$3,250	35.7%	11.1%
Right-of-Way (ROW):				
Right-of-Way Abandonment Pre-Submittal Administrative Fee	\$340	\$425	25.0%	79.2%
Right-of-Way Abandonment (one street/alleyway)	\$4,590	\$5,700	24.2%	32.0%
Right-of-Way Abandonment (additional street/alleyway)	\$2,000	\$2,000	0.0%	0.0%
Commercial Right-of-Way Encroachment	\$3,165	\$3,800	20.1%	7.3%
Commercial Right-of-Way Encroachment Amendment	\$1,775	\$2,250	26.8%	69.4%
Single Family Lot Encroachment	\$875	\$975	11.4%	83.6%
Temporary Infrastructure Permit:				
Parklets, art, etc.	\$160	\$175	9.4%	90.8%
Food trucks	\$340	\$350	2.9%	82.2%
Sidewalk Dining Permit	\$1,400	\$1,450	3.6%	73.4%
Valet Parking Permits:				
New Annual Permit	\$525	\$525	0.0%	69.4%
Permit Renewals	\$300	\$300	0.0%	90.9%
Temporary Permit	\$300	\$315	5.0%	85.7%

¹ Transportation's portion; additional fees collected by Planning, Design & Development

Proposed FY 2025 User Fees

Charlotte Department of Transportation (continued)				
1. Regulatory Fees: Land Development and Right-of-Way (continued)	FY 2024	FY 2025	%	%
			Change	Subsidy
B. Right-of-Way Permits¹:				
Right-of-Way Use Permits (< 30 days):				
Right-of-Way Use Application	\$35	\$45	28.6%	72.3%
Street Closure	\$135	\$160	18.5%	13.2%
Travel/Bike Lane Closure	\$60	\$25	-58.3%	13.7%
Sidewalk Closure	\$25	\$30	20.0%	25.4%
Miscellaneous Closure	\$10	\$10	0.0%	85.5%

¹ Fees are per day. Metered parking fees by ParkIt may apply and shall be in addition to the fees listed above.

Proposed FY 2025 User Fees

Planning, Design, & Development				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	FY 2024	FY 2025	% Change	% Subsidy
A. Rezoning:				
Conventional	\$2,900	\$3,515	21.2%	0.0%
Conditional - Tier 1	N/A	\$5,210	N/A	50.8%
Conditional - Tier 2	\$5,680	\$7,260	27.8%	13.0%
Conditional - Tier 3	\$8,190	\$9,135	11.5%	0.0%
Text Amendment	\$1,695	\$1,695	0.0%	73.0%
Administrative Options	\$290	\$290	0.0%	0.0%
Land Development Staff Review of Rezoning	\$160	\$200	25.0%	12.4%
B. Subdivision and Commercial Reviews and Inspections:				
Minor Administrative	\$290	\$290	0.0%	0.0%
Commercial Inspection	\$1,630	\$1,170	-28.2%	0.0%
Detention Inspection	\$135	N/A	N/A	N/A
Single Family Hold Release Inspection	\$85	\$100	17.6%	1.8%
Single-Family Subdivision Review	\$6,565	\$6,820	3.9%	0.0%
Preliminary Non-Residential and Inspections	\$1,130	N/A	N/A	N/A
Preliminary Plan Revisions and Inspections	\$955	\$1,200	25.7%	6.1%
Final Plats	\$1,250	\$1,620	29.6%	5.7%
Final Plats Revision	\$600	\$480	-20.0%	0.0%
Not Subject Plats	\$545	\$595	9.2%	0.0%
Planned Multi-Family Review and Inspection	\$5,520	N/A	N/A	N/A
Subdivision Non-Single Family	N/A	\$4,870	N/A	0.0%
Planned Multi-Family Zoning Review and Inspection	\$1,850	N/A	N/A	N/A
Subdivision Zoning Review	N/A	\$2,825	N/A	0.0%
Sketch Plan Review	\$665	\$420	-36.8%	0.0%
Commercial Zoning Plan Review: Construction Costs of \$1-\$3,000	\$140	\$120	-14.3%	3.8%
Commercial Zoning Plan Review: Construction Costs of \$3,001-\$50,000	\$235	\$235	0.0%	2.3%
Commercial Zoning Plan Review: Construction Costs of \$50,001-\$100,000	\$465	\$520	11.8%	0.0%
Commercial Zoning Plan Review: Construction Costs of \$100,001-\$1,000,000	\$1,070	\$960	-10.3%	0.0%
Commercial Zoning Plan Review: Construction Costs >\$1,000,000	\$1,195	\$1,070	-10.5%	0.0%
Commercial Zoning Plan Review: RTAP/RTAC	\$300	\$150	-50.0%	0.0%
Commercial Zoning Plan Review: CTAC	\$180	\$140	-22.2%	2.3%
Street Exceptions	\$580	\$580	0.0%	0.0%
Variances & Appeals	\$5,000	\$5,000	0.0%	0.0%
Urban Plan Review and Inspection	\$3,475	N/A	N/A	N/A

Proposed FY 2025 User Fees

Planning, Design, & Development (continued)				
2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration	FY 2024	FY 2025	% Change	% Subsidy
C. Zoning Administration:				
Appeals (Residential)	\$440	\$570	29.5%	8.1%
Appeals (Non-Residential)	\$2,500	\$3,350	34.0%	75.5%
Variances (Residential)	\$660	\$820	24.2%	4.9%
Variances (Non-Residential)	\$2,450	\$1,240	-49.4%	0.0%
Administrative Deviation (Residential)	\$300	\$265	-11.7%	1.8%
Administrative Deviation (Non-Residential)	\$690	\$495	-28.3%	0.0%
Alternative Compliance Review	N/A	\$2,885	N/A	0.0%
Residential Single-Family Reviews	\$70	\$70	0.0%	2.8%
Sign Permits	\$160	\$175	9.4%	2.6%
Verification Letters	\$225	\$260	15.6%	1.4%
Zoning Use Permits	\$290	\$330	13.8%	0.0%
Amended Site Plan Approval	\$530	\$700	32.1%	13.0%
Parking Reductions	\$250	\$250	0.0%	0.0%
Sign Flex	\$280	\$280	0.0%	0.0%
D. Historic District Review:				
Minor Review	\$750	\$525	-30.0%	0.0%
Major Review	\$1,390	\$1,500	7.9%	6.3%
Major Review (with survey)	\$1,300	\$1,625	25.0%	64.8%
After-the-Fact Administrative Approval	\$500	\$525	5.0%	81.4%
E. Community Tree Canopy Preservation:				
Urban Forestry Review & Inspection	\$1,545	\$1,390	-10.0%	0.0%
Urban Forestry Tree Preservation	\$1,250	\$1,115	-10.8%	0.0%
Single-Family Subdivision Tree Preservation	\$2,060	\$2,385	15.8%	0.0%
Residential Single-Lot Tree Preservation (Tier 1)	\$115	\$75	-34.8%	1.2%
Residential Single-Lot Tree Preservation (Tier 2)	\$210	\$225	7.1%	1.7%
Residential Single-Lot Tree Preservation (Tier 3)	N/A	\$375	N/A	0.0%
Non-Development Heritage Tree Permit	\$265	\$340	28.3%	19.0%
Tree Preservation Compliance Review & Inspection	\$250	\$260	4.0%	1.2%
Tree Ordinance Appeal & Variance Hearing Process	\$620	\$670	8.1%	0.0%

Proposed FY 2025 User Fees

Charlotte Fire Department				
3. Regulatory Fees: Fire Code and Plans Review	FY 2024	FY 2025	% Change	% Subsidy
A. Fire Code Permits:				
Aerosol Products	\$150	\$200	33.3%	0.0%
Amusement Buildings	\$225	\$300	33.3%	0.0%
Aviation Facilities	\$265	\$350	32.1%	0.0%
Carnivals & Fairs	\$225	\$400	77.8%	0.0%
Combustible Dust Producing Operations – Pulverized Particles	\$150	\$200	33.3%	0.0%
Combustible Fibers	\$225	\$300	33.3%	0.0%
Compressed Gas	\$225	\$300	33.3%	0.0%
Covered Mall Buildings – Retail Fixtures and Displays, Concessions	\$150	\$200	33.3%	0.0%
Covered Mall Buildings – Display or Liquid or Gas-fired Equipment	\$150	\$200	33.3%	0.0%
Covered Mall Buildings – Use of open flame producing equipment	\$150	\$200	33.3%	0.0%
Cryogenic Fluids	\$225	\$300	33.3%	0.0%
Dry Cleaning Plants	\$150	\$200	33.3%	0.0%
Exhibits & Trade Shows	\$225	\$300	33.3%	0.0%
Explosives – Manufacturing, Storage, Handling, & Sale	\$305	\$400	31.1%	0.0%
Explosives – Blasting Operations	\$305	\$400	31.1%	0.0%
Explosives – Fireworks (Outdoors)	\$305	\$400	31.1%	20.3%
Explosives – Fireworks (Indoors)	\$225	\$325	44.4%	19.1%
Explosives – Fireworks (Sales)	\$225	\$200	-11.1%	0.0%
Flammable Liquids Class 1 (5-50 gallons)	\$150	\$200	33.3%	0.0%
Flammable Liquids Class 1 (51-500 gallons)	\$225	\$300	33.3%	0.0%
Flammable Liquids Class 1 (501-5,000 gallons)	\$265	\$350	32.1%	0.0%
Flammable Liquids Class 1 (Greater than 5,000 gallons)	\$305	\$400	31.1%	0.0%
Combustible Liquids Class 2 and 3A (25-60 gallons)	\$150	\$200	33.3%	0.0%
Combustible Liquids Class 2 and 3A (61-500 gallons)	\$225	\$300	33.3%	0.0%
Combustible Liquids Class 2 and 3A (501-5,000 gallons)	\$265	\$350	32.1%	0.0%
Combustible Liquids Class 2 and 3A (> 5,000 gallons)	\$305	\$400	31.1%	0.0%
Flammable and Combustible Liquids (Operate tank vehicles, equipment, tanks, plants, terminals, wells, refineries)	\$265	\$350	32.1%	0.0%
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	\$265	\$350	32.1%	0.0%
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$265	\$350	32.1%	0.0%
Flammable and Combustible Liquids (Manufacture, process, blend/refine)	\$265	\$350	32.1%	0.0%
Dispensing of Flammables/Combustibles including service stations	\$150	\$200	33.3%	0.0%
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	\$265	\$350	32.1%	0.0%
Fumigation and Thermal Insecticide Fogging	\$150	\$200	33.3%	0.0%
Hazardous Materials <=110 gallons; <=1,000 pounds	\$150	\$200	33.3%	0.0%

Proposed FY 2025 User Fees

Charlotte Fire Department (continued)				
3. Regulatory Fees: Fire Code and Plans Review	FY 2024	FY 2025	% Change	% Subsidy
Hazardous Materials 111-1,100 gallons; 1,001-10,000 pounds	\$225	\$300	33.3%	0.0%
Hazardous Materials 1,101-5,500 gallons; 10,001-50,000 pounds	\$265	\$350	32.1%	0.0%
Hazardous Materials >5,500 gallons; >50,000 pounds	\$305	\$400	31.1%	0.0%
Lumber Storage – Yards and Woodworking Plants	\$150	\$200	33.3%	0.0%
Places of Assembly	\$225	\$300	33.3%	0.0%
Repair Garages	\$150	\$200	33.3%	0.0%
Heliport/Helistop	\$150	\$200	33.3%	0.0%
Spraying or Dipping Operations	\$225	\$300	33.3%	0.0%
Temporary Membrane Structures, Tents, Canopies	\$150	\$200	33.3%	0.0%
Multiple Temporary Membrane Structures, Tents, Canopies	\$270	\$360	33.3%	10.3%
Tire Rebuilding Plant	\$265	\$350	32.1%	0.0%
Waste Handling – Junk Yards, Wrecking Yards, Waste Material	\$150	\$200	33.3%	0.0%
Day Care/Group Homes Renewable	\$150	\$200	33.3%	0.0%
ABC Inspection/Permit	\$150	\$200	33.3%	32.2%
Combustible Storage Permit – over 2,500 cubic feet	\$225	\$300	33.3%	0.0%
High Pile Storage	\$225	\$300	33.3%	0.0%
Fueled Vehicles in Assembly Buildings	\$150	\$200	33.3%	0.0%
Bulk Terminal Operations	\$2,200	\$2,950	34.1%	8.2%
Hazardous Location Close Out	\$150	\$200	33.3%	0.0%
Non-Mandated Inspection Fee	\$150	\$200	33.3%	0.0%
Re-Inspection Fee (3rd Inspection)	\$150	\$200	33.3%	0.0%
Carbon Dioxide Beverages > 100 Pounds	\$150	\$200	33.3%	0.0%
Outdoor Assembly Event	N/A	\$400	N/A	0.0%
Energy Storage Systems	N/A	\$200	N/A	0.0%
Additive Manufacturing	N/A	\$200	N/A	0.0%
Plant Extraction Systems	N/A	\$300	N/A	0.0%
Apartment Trash Valet Permit (Required)	\$150	N/A	N/A	N/A
Day Care/Group Homes Non-Renewable	\$150	N/A	N/A	N/A
B. Plans Review:				
Hydrant Test	\$135	\$135	0.0%	1.6%
Fire Alarm Plans (Shop drawings)	\$135	\$135	0.0%	3.2%
Fire Sprinkler Plans (Shop drawings)	\$215	\$290	34.9%	0.0%
Interactive Review	\$50	\$55	10.0%	5.5%
Plans Review-Construction - <\$50,000	\$105	\$155	47.6%	1.9%
Plans Review-Construction - \$50,001 to \$100,000	\$135	\$185	37.0%	2.6%
Plans Review-Construction - \$100,001 to \$500,000	\$190	\$210	10.5%	1.4%
Plans Review-Construction - \$500,001 to \$1,000,000	\$215	\$250	16.3%	1.0%
Plans Review-Construction - \$1,000,001 to \$5,000,000	\$245	\$265	8.2%	1.5%

Proposed FY 2025 User Fees

Charlotte Fire Department (continued)				
3. Regulatory Fees: Fire Code and Plans Review	FY 2024	FY 2025	% Change	% Subsidy
Plans Review-Construction - \$5,000,001 to \$10,000,000	\$380	\$560	47.4%	0.0%
Plans Review-Construction - > than \$10,000,000	\$1,090	\$1,180	8.3%	0.0%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	\$2,180	\$2,900	33.0%	2.2%
Performance Tests - Fire pumps	\$160	\$160	0.0%	2.8%
Performance Tests - Sprinkler System (13R, drain test, etc.)	\$215	\$215	0.0%	2.1%
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	\$215	\$215	0.0%	2.1%
Performance Tests - Fire Alarm (Upfit)	\$215	\$215	0.0%	2.1%
Performance Tests - Private fire hydrants	\$90	\$135	50.0%	1.6%
Performance Tests - Standpipe system tests	\$215	\$215	0.0%	2.1%
Performance Tests - Automatic fire-extinguishing systems	\$80	\$80	0.0%	2.1%
After Hours Construction Inspection	\$270	\$130	-51.9%	2.8%
C. State-Mandated Inspections (non-permit locations only):				
0 - 2,499 square feet	\$75	\$100	33.3%	4.1%
2,500 - 4,499 square feet	\$95	\$125	31.6%	6.2%
4,500 - 7,999 square feet	\$105	\$135	28.6%	3.1%
8,000 - 15,999 square feet	\$125	\$160	28.0%	8.5%
16,000 - 49,999 square feet	\$180	\$215	19.4%	1.9%
50,000 - 99,999 square feet	\$205	\$370	80.5%	12.5%
100,000 - 499,999 square feet	\$295	\$520	76.3%	0.0%
500,000 + square feet	\$295	\$565	91.5%	0.0%
Interior Suite or Floor	\$90	\$35	-61.1%	7.9%
Apartment Building with Direct Egress	\$45	\$30	-33.3%	14.0%
Parking Decks	\$115	\$185	60.9%	28.8%
First Re-Inspection Fee	\$35	\$70	100.0%	29.1%
Vacant Buildings	\$65	\$45	-30.8%	2.7%
Foster Homes	\$180	N/A	N/A	N/A
D Other Reviews:				
Rezoning Petitions	\$140	\$210	50.0%	4.0%
Sketch Plan Review	N/A	\$170	N/A	0.0%
Single-Family Subdivision Review	N/A	\$510	N/A	0.0%
Non Single-Family Subdivision Review	\$235	\$510	117.0%	10.1%
Commercial Site Plan Review	\$285	\$750	163.2%	11.8%
Rezoning - Conditional (Minor)	\$45	N/A	N/A	N/A

Proposed FY 2025 User Fees

Charlotte-Mecklenburg Police Department				
4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire	FY 2024	FY 2025	%	%
			Change	Subsidy
A. Adult Business Fees:				
Application Fee	\$4,100	\$4,385	7.0%	15.0%
Background Check Fee	\$30	\$30	0.0%	7.3%
Building Design Change Fee	\$1,640	\$1,755	7.0%	50.4%
License Fee	\$1,475	\$1,580	7.1%	43.6%
B. Carnival Permit Fee:				
Carnival Permit Fee	\$1,135	\$1,215	7.0%	7.7%
C. Dance Hall License Fees:				
Application/Renewal Fee	\$3,390	\$3,540	4.4%	0.0%
License Fee	\$1,200	\$1,260	5.0%	0.0%
Background Check Fee	\$40	\$45	12.5%	56.8%
Building Design Change Fee	\$1,640	\$1,770	7.9%	0.0%
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	\$625	\$370	-40.8%	0.0%
Late Renewal Charge (per day) ¹	\$100	\$100	0.0%	N/A
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	\$85	\$60	-29.4%	6.6%
Driver/Chauffeur Permit Fee ²	\$15	\$15	0.0%	71.0%
Transfer/Add/Replace/Duplication Fee	\$95	\$100	5.3%	69.4%
Reinstatement of Permit Fee	\$170	\$100	-41.2%	3.3%
Vehicle Fees:				
Vehicle Permit Fee	\$20	\$10	-50.0%	27.5%
Replace Vehicle Permit/Decals	\$65	\$70	7.7%	92.3%
Transfer Vehicle Permit	\$195	\$210	7.7%	27.8%

¹ Penalty; not a regulatory fee

² Fee regulated by North Carolina General Statutes

City Clerk's Office				
5. Regulatory Fees: Legal Advertisements	FY 2024	FY 2025	%	%
			Change	Subsidy
Legal Advertisements for Rezoning Petitions ¹	\$370	\$370	0.0%	31.6%

¹ Clerk's legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by Planning, Design, & Development.

Proposed FY 2025 User Fees

Storm Water Services					
6. Regulatory Fees: Land Development	Basis	FY 2024	FY 2025	% Change	% Subsidy
As-Builts	Per As-Built	\$410	\$690	68.3%	0.0%
Commercial Plan Review	Per project	\$1,445	\$1,765	22.1%	0.0%
Detention/Drainage Plan Review	Per project + disturbed acre	\$660 + \$100	\$1,190 + \$100	80.3%	0.0%
Grading/Erosion Control Permit	Per disturbed acre	\$555	\$530	-4.5%	0.0%
Major Commercial Subdivision Review ¹	Per project + disturbed acre	\$2,570 + \$100	\$2,875 + \$100	11.9%	0.0%
Single Family, Planned Multifamily, and Mixed-Use Development	Per project + disturbed acre	\$3,370 + \$100	\$3,935 + \$100	16.8%	0.0%
Minor Residential Subdivision (without streets) and Final Plat	Per project	\$205	\$380	85.4%	0.0%
Residential Storm Water Reviews (UDO) (Additions, Sheds, Pools, etc)	Per project	N/A	\$50	N/A	4.7%
Residential Storm Water Reviews (UDO) (New Homes, Duplexes, ADUs)	Per project	N/A	\$415	N/A	1.1%
Residential Storm Water Review - Tier I (UDO)	Per project	\$40	N/A	N/A	N/A
Residential Storm Water Review - Tier II (UDO)	Per project	\$185	N/A	N/A	N/A
Residential Storm Water Review - Tier III (UDO)	Per project	\$345	N/A	N/A	N/A
Revision to Approved Plan	Per project	\$655	\$665	1.5%	0.0%
Rezoning Staff Review	Per project	\$185	\$180	-2.7%	2.6%
Sketch Plan Review	Per project	\$240	\$260	8.3%	0.0%
Urban Design Plan Review and Inspection	Per project	\$1,320	N/A	N/A	N/A

¹ Major subdivision costs are based on total acreage; commercial subdivision based on disturbed acreage.

Proposed FY 2025 User Fees

Charlotte Water				
7. Regulatory Fees: Plans Review/Inspection Fees	FY 2024	FY 2025	% Change	% Subsidy
Backflow Review - Plan Review	\$233	\$204	-12.4%	0.0%
Backflow Inspection - Per Inspection	\$522	\$471	-9.8%	0.0%
Infrastructure Permit - Project Initiation	\$421	\$447	6.2%	0.0%
Infrastructure Permit - Plan Review: Per Linear Foot	\$1.69	\$1.57	-7.1%	0.0%
Infrastructure Permit - Inspection: Per Linear Foot	\$6.90	\$6.85	-0.7%	0.0%
Infrastructure Permit - Revision to Approved Plans (RTAP): Per Occurrence	\$281	\$298	6.0%	0.0%
CCTV Inspection - Per Occurrence	At cost	At cost	N/A	0.0%

Charlotte Area Transit System				
8. Regulatory Fees: Plans Review & Right-of-Way Management Fees	FY 2024	FY 2025	% Change	% Subsidy
Land Development Plans Review	\$1,375	\$1,785	29.8%	48.1%
License Agreements	\$1,885	\$2,450	30.0%	19.3%
Rezoning Petitions	\$325	\$420	29.2%	52.9%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, and joint use agreements)	\$4,890	\$5,690	16.4%	6.1%

Proposed FY 2025 User Fees

Charlotte-Douglas International Airport				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2024	FY 2025	% Change
Airline Fees:				
Landing Fees	Per 1,000 pounds total landing weight	\$1.62	\$1.98	22.2%
Terminal Rental Rates	Per square foot	\$61.18	\$94.56	54.6%
Common Use Gate /Holdroom:				
Signatory Carrier	Per available seat delivered	\$1.00	\$1.62	62.0%
Non-Signatory Carrier	Per available seat delivered	\$1.42	\$2.08	46.5%
Common Use Ticket Counter	Per hour used	\$14.51	\$12.56	-13.4%
Baggage Fee	Per bag	\$1.01	\$1.32	30.7%
Federal Inspection Service (International)	Per deplaned passenger	\$7.54	\$8.31	10.2%
Loading Bridge Fee	Annual Fee	\$50,680	\$64,624	27.5%
Aircraft Ramp Parking:				
0-3 hours	Up to 3 hours	\$50.00	\$50.00	0.0%
3-24 hours	> 3 hours and up to 24 hours	\$100.00	\$100.00	0.0%
Cargo Ground Handling	% of gross revenue	10.00 %	10.00 %	0.0%
Ground Transportation Operators:				
Off Airport Rent-A-Cars	% of gross revenue	10.00 %	10.00 %	0.0%
Off-Site 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	Annual Fee	\$1.50	\$500 Per Vehicle	N/A
Commercial Courier Vehicles	Per trip through lane	\$1.50	\$1.50	0.0%
Transportation Network Companies (TNCs)	Per trip through lane	\$3.50	\$3.50	0.0%
Contract Vans or Limos	Per trip through lane	\$1.50	\$1.50	0.0%
Parking Fees:				
Hourly Deck (\$32.00 daily maximum) ¹ (15 minute grace period)	Per hour	\$6.00	\$8.00	33.3%
Daily Deck ¹	Flat fee	\$12.00	\$20.00	66.7%
Daily North	Flat fee	\$12.00	\$14.00	16.7%
Long Term Lots ¹	Flat fee	\$10.00	\$12.00	20.0%
Curbside Valet	Flat fee	\$35.00	\$45.00	28.6%
Express Deck Self-Park	Flat fee	\$16.00	\$20.00	25.0%
Express Deck Preferred	Flat fee	\$16.00	\$24.00	50.0%

¹ Up to 60% discount when booking online

Proposed FY 2025 User Fees

Charlotte-Douglas International Airport (continued)				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2024	FY 2025	% Change
Rental Rates:				
Ground Rent	Per acre	\$12,500-\$15,000	\$14,500-\$19,500	16%-30%
Warehouse Rent	Per square foot	\$5.50-\$11.00	\$5.75-\$13.80	Various
Warehouse Office Rent	Per square foot	\$8.75-\$14.33	\$6.90-\$16.70	Various
Cargo Facility Rentals-Warehouse	Per square foot	\$4.00-\$7.70	\$5.75-\$11.50	Various
Cargo Facility Rentals-Office	Per square foot	\$8.25-\$11.50	\$8.75-\$14.50	Various
FBO Hangar Rentals	Per square foot	\$9.00-\$22.00	\$9.00-\$22.00	0.0%
Tenant Fees:				
Airport Identification Cards	Per card	\$35.00	\$35.00	0.0%
Background Check	Per Badge Issued	\$13.00	\$13.00	0.0%
Fingerprinting	Per Application	\$32.00	\$32.00	0.0%
Employee Parking Cards (Standard)	Per month	\$35.00	\$35.00	0.0%
Employee Parking Cards (Premium)	Per month	\$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 2024	FY 2025	% 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 2025 User Fees

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2024	FY 2025	% Change
Opening and Closing Fees - Adult:			
Weekdays	\$1,300	\$1,300	0.0%
Weekdays after 3:00 p.m.	\$2,700	\$2,700	0.0%
Saturdays	\$2,500	\$2,500	0.0%
Sundays	\$3,000	\$3,000	0.0%
Entombment Fee	\$1,500	\$1,500	0.0%
Opening and Closing Fees - Infant/Child (up to 3 feet):			
Weekdays	\$600	\$600	0.0%
Weekdays after 3:00 p.m. and Saturday	\$800	\$800	0.0%
Sundays	\$1,200	\$1,200	0.0%
Cremations (burial) (In-ground):			
Weekdays	\$700	\$700	0.0%
Weekdays after 3:00 p.m.	\$800	\$800	0.0%
Saturdays	\$1,200	\$1,200	0.0%
Sunday and Holidays	\$1,750	\$1,750	0.0%
Second Right of Interment	\$850	\$850	0.0%
Disinterment:			
Adult	\$3,500	\$3,500	0.0%
Infant/Child	\$1,300	\$1,300	0.0%
Sale of Grave Spaces:			
Sale of Grave-Adult (Oaklawn and Pinewood)	\$1,400	\$1,400	0.0%
Sale of Grave-Adult (Elmwood and Ninth Street)	\$3,000	\$3,000	0.0%
Sale of Grave-Adult (Evergreen)	\$1,900	\$1,900	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)	\$1,200	\$1,200	0.0%
Sale of Cremain Space In Ground (Oaklawn and Pinewood)	\$1,000	\$1,000	0.0%
Sale of Cremain Space In Niche	\$1,500	\$1,500	0.0%
Sale of Cremain Double Space in Niche (Evergreen)	\$1,600	N/A	N/A
Sale of Family Estate Area (25x25 feet area)	\$75,000	\$75,000	0.0%
Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn and 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)-Adults (Elmwood and Ninth Street)	\$300	\$300	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 and 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 and Ninth Street)	\$210	\$210	0.0%

Proposed FY 2025 User Fees

General Services (continued)			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2024	FY 2025	% Change
Perpetual Care Charge (one-time fee per grave space)-Single Niche	\$180	\$180	0.0%
Perpetual Care Charge (one-time fee per grave space)-Double Niche (Evergreen)	\$240	N/A	N/A
Perpetual Care Mausoleum Charge (per space)	25%	25%	0.0%
Ossuary Burial for Cremation	\$300	\$300	0.0%
Amenities:			
Flower Vase Installation	\$120	\$120	0.0%
Non-Permanent Burial Container/Adult	\$400	\$400	0.0%
Lettering of Niche Cover - Evergreen (two lines/name-date)	\$600	\$600	0.0%
Tent, Chair, or Cremation Setup	\$750	\$750	0.0%
Sale and Installation of City Vase	\$300	\$300	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	\$150	\$150	0.0%
11b. Non-Regulatory: Public and Employee Parking Fees	FY 2024	FY 2025	% Change
Employee Parking	\$25/Month	\$25/Month	0.0%
Public Parking (weekdays and weekends)¹:			
First 1/2 hour	\$1.00	\$1.00	0.0%
Additional time (1/2 hour increments)	\$2.00	\$2.00	0.0%
Maximum per day	\$15.00	\$15.00	0.0%
11c. Non-Regulatory Fees: Telecommunication Tower Lease	FY 2024	FY 2025	% Change
New Lease/License:			
Application Fee	\$500	\$500	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease/License Extension:			
Application Fee	\$500	\$500	0.0%
Lease/License Extension	\$5,000	\$5,000	0.0%
Lease/License 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/License Termination:			
Lease/License Termination	\$5,000	\$5,000	0.0%

¹ Weekends are Friday at 7:00 pm to Monday at 7:00 am

Proposed FY 2025 User Fees

Storm Water Services			
12. Non-Regulatory Fees: Land Development	FY 2024	FY 2025	% 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%
Enhanced Plan Review	\$7,730 per project ¹	\$7,730 per project ¹	0.0%
Grading Only for Plan Under Review	\$2,500 per project	\$2,500 per project	0.0%

¹ Storm Water's portion of the existing \$30,000 Enhanced Plan Review fee

Planning, Design and Development			
13. Non-Regulatory Fees: Land Development	FY 2024	FY 2025	% 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	\$7,730 per project ¹	\$7,730 per project ¹	0.0%
City Tree Mitigation Fee	\$200 per inch	\$200 per inch	0.0%
Heritage Tree Mitigation Fee – Development	\$1,500 per tree	\$1,500 per tree	0.0%
Heritage Tree Mitigation Fee – Non-Development	\$500 per tree	\$500 per tree	0.0%
Tree Save Payment in Lieu Fee (average tax value cap)	\$192,626 per acre ²	\$192,626 per acre ²	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%
Payment in Lieu Fee (Affordable Housing Bonus Program) - Transit-Oriented Development Zoning Districts	\$4.75 per square foot	\$6.00 per square foot	26.3%
Payment in Lieu Fee (Affordable Housing Bonus Program) - all other eligible zoning districts	\$4.75 per square foot	\$4.75 per square foot	0.0%

¹ Planning's portion of the existing \$30,000 Enhanced Plan Review fee

² The maximum average tax value for an acre of land which is used in the tree save payment-in-lieu fee calculation. For example, for a one acre site with a tax value of \$200,000 and a 15 percent tree save requirement, the tree save payment-in-lieu fee would be \$28,893 (15% of \$192,626)

Charlotte Water			
14. Non-Regulatory Fees: Land Development	FY 2024	FY 2025	% Change
Charlotte Water Land Development Expedited Review	\$6,810	\$6,810	0.0%

Proposed FY 2025 User Fees

Charlotte-Mecklenburg Police Department			
15a. Non-Regulatory Fees: Animal Care and Control Fees	FY 2024	FY 2025	% 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%
Reptile - Small Iguana	\$25	\$25	0.0%
Reptile - Medium Iguana	\$50	\$50	0.0%
Reptile - Large Iguana	\$75	\$75	0.0%
Finch	\$5	\$5	0.0%
Parakeet/Canary	\$10	\$10	0.0%
Parrot	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	\$140	\$140	0.0%
Rabbit Neuter	\$120	\$120	0.0%
Internal Clinic Services			
Medical Veterinary Services and Pharmaceuticals	Market Rate	Market Rate	0.0%

Proposed FY 2025 User Fees

Charlotte-Mecklenburg Police Department (continued)			
15a. Non-Regulatory Fees: Animal Care and Control Fees	FY 2024	FY 2025	% Change
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	\$40/\$25/\$15/\$8	\$40/\$25/\$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%

Charlotte-Mecklenburg Police Department (continued)			
15b. Non-Regulatory Fees: Special Events	FY 2024	FY 2025	% Change
Special Event Administrative Fee (per Officer per hour)	\$1.50	\$1.50	0.0%

Solid Waste Service			
16. Non-Regulatory Fees: Annual Solid Waste Fee	FY 2024	FY 2025	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$94.64	\$104.05	9.9%
Residential: Single Family	\$94.64	\$104.05	9.9%
Small Business (<512 gallons/week)	\$250.00	\$250.00	0.0%
Any complex can request a fee refund if the city could not service the complex or the complex chooses to contract for its own solid waste services.			

Charlotte Department of Transportation			
17. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit	FY 2024	FY 2025	% Change
Land Development Expedited Review	\$1,000	\$1,000	0.0%
Land Development Expedited Review Revision	\$780	\$780	0.0%
Enhanced Plan Review¹	\$7,730	\$7,730	0.0%
Shared Mobility ROW Permits:			
eBikes/Bike Share	\$10	Dynamic	N/A
E-scooter Permit	Dynamic	Dynamic	N/A
Parking Meters (Per hour)	\$1.50	\$1.50	0.0%
Parking Permits:			
Parking Permits ²	\$30	Dynamic	N/A
Replacement Permits ²	\$5	N/A	-100.0%
Temporary Parking Permit	N/A	\$3	N/A
Off-Duty Police Officer Permit:			
Permit	\$50	\$50	0.0%
Permit Renewal	\$50	\$50	0.0%

¹ Transportation's portion of the existing \$30,000 Enhanced Plan Review fee

² A \$3.50 transaction fee is charged in addition to the permit fee

Proposed FY 2025 User Fees

Storm Water Services			
18. Other Fees: Storm Water Rates	FY 2024	FY 2025	% Change
Single-family:			
Tier I - <2,000 square feet of impervious area	\$6.56/month	\$6.88/month	4.9%
Tier II - 2,000 to <3,000 square feet of impervious area	\$9.68/month	\$10.15/month	4.9%
Tier III - 3,000 to <5,000 square feet of impervious area	\$14.30/month	\$15.00/month	4.9%
Tier IV - ≥5,000 square feet of impervious area	\$23.65/month	\$24.81/month	4.9%
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	\$170.71/month	\$179.07/month	4.9%
Charlotte Water			
19. Other Fees: Water & Sewer Rates	FY 2024	FY 2025	% Change
Water Rates:			
Fixed:			
Billing Fee	\$5.52	\$6.16	11.6%
Availability Fee	\$1.38	\$1.44	4.3%
Volume Rate:			
Tier I - (0-4 ccf) ¹	\$1.89	\$1.98	4.8%
Tier II - (5-8 ccf)	\$2.44	\$2.56	4.9%
Tier III - (9-16 ccf)	\$5.64	\$5.91	4.8%
Tier IV - (16+ ccf)	\$10.69	\$11.20	4.8%
Non-Residential (ccf)	\$3.27	\$3.43	4.9%
Sewer Rates:			
Fixed:			
Billing Fee	\$5.52	\$6.16	11.6%
Availability Fee	\$9.06	\$9.48	4.6%
Volumetric - residential, commercial, others (ccf) ² :	\$5.66	\$5.93	4.8%
Industrial Waste ³	\$0.50	\$0.50	0.0%
Common Residential Connection Fee:			
Water	\$3,448	\$4,332	25.6%
Sewer	\$4,948	\$5,957	20.4%
Common Residential System Development Fee:			
Water	\$1,223	\$1,298	6.1%
Sewer	\$4,553	\$5,052	11.0%
The typical monthly water and sewer bill for residential customers is estimated to be \$80.35, an increase of \$4.37 per month (5.75%). The typical bill assumes 5,236 gallons or 7 Ccf used each month.			

¹ 1 ccf = 748 gallons

² Up to 16 ccf for residential customers

Proposed FY 2025 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

Chapter 2, Section 2-1 (a - e)

(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Nonregulatory user fees means fees charged to those who receive governmental services or use governmental facilities. The term "nonregulatory user fees" does not include fees charged incident to a regulatory program except to the extent that fees are to defray the cost of providing a higher degree of service than is otherwise provided in conjunction with the regulatory program whether or not regulatory user fees are charged. For purposes of this section, nonregulatory user fees shall not include stormwater service charges established pursuant to chapter 18, article II, of this Code or water and sewer service user charges and other fees and charges established pursuant to chapter 23 of this Code.

Regulatory user fees means fees associated with or incident to a regulatory program. The purpose of regulatory user fees is to meet some or all of the costs occasioned by the regulated action.

(b) Regulatory user fees. The City Manager, or his designee, may establish and revise from time to time regulatory user fees in accordance with regulatory user fee policies established by the City Council, which policies shall be in accordance with generally accepted accounting principles.

(c) Nonregulatory user fees. The City Manager, or his designee, may establish and revise from time to time nonregulatory user fees. To the extent that the City Council has established policies regarding nonregulatory user fees, fees shall be in accordance with such policies.

(d) Notification of council of new or increased fees. The City Manager shall notify the Mayor and City Council of any new regulatory or nonregulatory fee or any increase in a regulatory or nonregulatory fee through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee.

(e) Schedule of fees. A complete schedule of regulatory user fees and nonregulatory user fees shall be available for inspection in the office of the City Clerk.

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

Step 1: Department's total direct and indirect budgeted costs = Fully Allocated Cost

Direct & Indirect Costs	Eligible Budget	Fee Activity 1		Fee Activity 2		Fee Activity 3		Non User Fee Activity	
Staff Member 1	\$30,000	40%	\$12,000	25%	\$7,500	30%	\$9,000	5%	\$1,500
Staff Member 2	\$35,000	15%	\$5,250	10%	\$3,500	35%	\$12,250	40%	\$14,000
Building Rent	\$12,000	25%	\$3,000	20%	\$2,400	15%	\$1,800	40%	\$4,800
Fully Allocated Cost	\$77,000		\$20,250		\$13,400		\$23,050		\$20,300

Step 2: Fully Allocated Cost divided by average number of units = Cost Per Unit

Description	Fee Activity 1	Fee Activity 2	Fee Activity 3
Fully Allocated Cost	\$20,250	\$13,400	\$23,050
Average # of permits/applications	500	40	24
100% Cost per Unit	\$40.50	\$335.00	\$960.42

Step 3: Cost per Unit multiplied by cost recovery rate = Fee

Direct & Indirect Costs	Fee Activity 1	Fee Activity 2	Fee Activity 3
100% Cost to Applicant/Customer	\$40	\$335	\$960



COMPENSATION AND BENEFITS

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EXECUTIVE SUMMARY

Background

The City of Charlotte is committed to fostering an inclusive environment where employees can carry out their job responsibilities while feeling a sense of belonging and being comfortable as their true, authentic selves. Human Resource programs are developed and implemented in alignment with the Human Resources philosophy adopted by City Council. The City of Charlotte is dedicated to attracting and retaining qualified, productive, and engaged employees who will deliver efficient and effective services to the Charlotte community.

Recommendations for Compensation and Benefits are guided by our mission to help employees thrive by creating a work environment that embraces diversity and acknowledges and values the distinct and evolving needs of the city's workforce throughout various career stages.

FY 2025 guiding principles:

- The primary form of pay utilized to ensure market competitiveness is base pay. City Council's approved policy states that market competitiveness for a specific job is determined by the median of actual salaries paid in the relevant recruitment area for jobs of a similar nature.
- Pay will typically be determined by performance while considering market conditions.
- Employees may also be rewarded for attaining specific skills which helps them and the city meet our goals.
- 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, inclusive of behavioral health initiatives, will be integrated across Human Resource programs.

Awards and Recognitions

- Recognized Healthiest 100 Workplaces in America. The city ranked 37th.
- Winner Charlotte Business Journal Regions 2023 Healthiest Employers of Greater Charlotte.
- Recipient of the Gold Well Workplace Award, given by Wellness Council of America.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through an on-going survey process of the compensation and benefits practices of other employers. Human Resources recently conducted a review of local, regional, and national salary trends, as well as an evaluation of employer benefits practices. Competitive survey data was collected and analyzed from multiple 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 Payscale's 2024 Salary Budget Survey, despite the cooling of market conditions, 78 percent of U.S. organizations predict salary increase budgets will be the same or higher than last year due to an easing fear of recession. The planned distribution of average base pay increases for 2024 is 4.1 percent.
- Mercer Consulting's *December 2023 U.S. Compensation Planning Survey* reports that projected compensation budgets are holding steady over the past several months. Merit increase budgets for 2024 are tracking at 3.8 percent.
- World at Work's article, *Workspan Daily December 2023*, states "While both inflation and the labor market's voluntary turnover rate may actually be dropping, organizations are continuing to use compensation as a main driver to distinguish themselves from competitors." Their aggregation of national survey data indicates salary increase budgets for 2024 of 4.1 percent.
- According to the International Foundation of Employee Benefits *Healthcare Costs Pulse Survey: 2024 Cost Trend*, most medical plan costs will increase for the 2024 plan year. The expected median increase is 7.0 percent. The primary reasons include higher utilization due to chronic health conditions; catastrophic claims; specialty/costly prescription drugs; cell and gene therapy; medical provider costs, and higher stop-loss insurance premiums. Benefit initiatives with the most anticipated impact to cost include utilization control initiatives; cost sharing initiatives; work and wellness programs; purchasing initiatives; and plan design initiatives.
- *Mercer's Health and Benefit Strategies for 2023* report indicates healthcare affordability is a top concern for many workers, in particular low-wage earners or those coping with a chronic medical condition. In addition, both telemedicine and onsite care provide care at a lower cost and have the added benefit of greater convenience, which employees at all pay levels appreciate.
- *Mercer's 2023 National Survey of Employer-Sponsored Health Plans* indicates the per-employee cost of employer-sponsored health insurance rose by 5.2% on average in 2023 reaching \$15,797. Prescription drug cost is driving overall health benefit cost. In addition, the majority of large employers (60%) offered three or more health plan choices to help address healthcare affordability.
- According to the *2023 Society for Human Resource Management (SHRM) Benefits Survey*, the top ten benefits employers viewed as most important were health-related benefits, retirement savings and planning benefits; leave benefits; flexible work benefits; family care benefits; professional and career development benefits; financial (non-retirement) benefits; wellness benefits; education benefits; technology benefits; transportation benefits; and housing and relocation benefits.

FY 2025 COMPENSATION

Public Safety Pay Plan

The City of Charlotte's Public Safety Pay Plan, as shown in **Attachments B, C, and D**, covers all Fire classifications below the rank of Battalion Fire Chief and all Police classifications below the rank of Police Lieutenant. 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 proposed:

- All merit steps of the FY 2025 Public Safety Pay Plan to be funded.
- A market adjustment to the pay steps of 2.5 percent, effective July 6, 2024 (**Attachment B**).
- Revisions to Fire steps effective November 9, 2024 (**Attachment C**):
 - Add a 5 percent step to the top of Firefighter I.
 - Increase the top step seven for Fire Engineer from 2.5 percent to 5 percent above step six.
 - Eliminate Fire Captain step one and add a 2.5 percent step to the top of Fire Captain.
- Revisions to Police steps effective January 4, 2025 (**Attachment D**):
 - Increase Senior Police Officer IV from 2.5 percent to 5 percent above Senior Police Officer III. Enhance eligibility for this classification to include all employees that have been a Senior Police Officer III for at least one-year.
 - Eliminate Police Sergeant step one (1) and add a 2.5 percent step to the top of Police Sergeant.
- Allow for a one-time 2.5 percent lump sum payment in June 2025 for any Firefighter II that does not receive a promotion and is not eligible for a step increase in FY 2025.
- Update the pay cycle for Police Public Safety Pay Plan employees from a 28 day pay cycle to a 14 day pay cycle on or prior to January 4, 2025.

Salaried Pay Plan

The City of Charlotte's Salaried Pay Plan covers all salaried exempt employees. Jobs are placed in traditional ranges, with each range having a minimum and maximum. There is no general pay (market) adjustment for employees in this pay plan, like the Public Safety and the Hourly Pay Plans. The following recommendations are proposed:

- Increase the personnel services budget to fund a 4 percent Salary Pay Plan pool.
- Merit pay decisions are determined by the employee's performance and their pay rate relative to the competitive rate for the specific job. Merit pay increases, which may be granted as a base pay adjustment and/or lump sum, are awarded on the employee's merit date, which may vary at different times throughout the year.
- A three percent market adjustment to the Salaried Pay Plan structure, effective July 6, 2024, as reflected in **Attachment E**. The impact of this recommendation will be to change the minimum and maximum rates of the pay grades to ensure the plan remains competitive in the marketplace. No employee will receive an increase due to this recommendation because no employee salary falls below the minimum of their respective pay grade.
- Adjust the salary pay guidelines to comply with the updated Fair Labor Standards Act regulations.

Hourly Pay Plan

The City of Charlotte's Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. Jobs in the Hourly Pay Plan are placed in traditional ranges, with each range having 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 last few years has seen certain job shortages and inflationary wage pressures in this labor market. To help address these concerns, the following recommendations are proposed:

- Two across-the-board pay increases of the greater of 2.5 percent or \$1,640 each (5 percent or \$3,280 total) - one effective July 6, 2024, and one effective November 2, 2024. Any resulting increase amount that will exceed the assigned pay grade maximum will be paid as a lump sum.
- A 3 percent market adjustment to the Hourly Pay Plan, effective July 6, 2024, as reflected in **Attachment F**. The impact of this recommendation will be to change the minimum and maximum rates of the pay grades to ensure the Plan remains competitive in the marketplace.
- A new minimum pay rate of \$47,840 for all non-temporary, full-time employees effective July 6, 2024, as reflected in **Attachment F**.

Mayor and City Council Compensation and Expenses

After a review of Mayor and City Council pay rates, the following adjustments are recommended in FY 2025.

- Funding to support a compensation increase equivalent to hourly employees, which based on the current salary for Mayor and City Council would result in a increase of \$1,640 in both July and November.
- Allowance Adjustments based on the Consumer Price Index: The Mayor's allowances, as reflected in **Attachment G**, will: increase to \$11,202 for expenses; increase to \$5,938 for auto; and increase to \$5,987 for technology. The allowances for members of City Council, as reflected in **Attachment G**, will: increase to \$11,202 for expenses; increase to \$5,462 for auto; and increase to \$5,987 for technology.

FY 2025 BENEFITS RECOMMENDATIONS

Funding for Insurance Coverages

The following group insurance coverages are provided and consistent with the Human Resources Philosophy adopted by the City Council: medical, including prescription drug; medical stop-loss insurance; life; dental; employee assistance program; and disability coverage.

Health Coverage

The City of Charlotte'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 of the medical insurance plan are the claims projected to be incurred and the administrative fees to be paid to the claim's administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The City of Charlotte has a fully insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

The following recommendations are proposed:

Medical Plans

- Authorize the City Manager or designee to make plan design changes within the overall health insurance budget.
- Recommendation to add family-forming benefits to the medical plan.

Prescription Drug Plan

- Authorize the City Manager or designee to make plan design changes within the overall health insurance budget.

Active Employee Health Plan Premiums

- For coverage effective January 1, 2025, increase weekly health plan premiums by \$1.00 to \$5.00, based on plan and tier.
- 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, 2025, increase monthly health plan premiums by \$4.00 to \$28.00, based on plan and tier, 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 plan options, vendors, rates, and plan design changes to the medical and prescription drug plans upon receipt of renewal rates from the Administrator of the Medicare-eligible retiree coverage.

Stop Loss Insurance

- The City of Charlotte currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. 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, execute the contract and contract amendments with the selected vendor and set the plan design upon completion of the rebidding process.

Spouse and Dependent Provision

- Recommended technical adjustment to auto-enroll surviving spouses and dependents covered by the city's health plan in their current health plan for thirty days prior to requiring decisions about surviving spouse and dependent provisions.

Employee Health Clinic

- The employee health clinic is administered by Marathon Health. A rebid process will be conducted for healthcare, wellness, and occupational health services. It is recommended that the City Manager or his designee be authorized to select a vendor(s) and execute the contract and future contract amendments with the selected vendor(s) upon completion of the rebidding process.
- It is recommended to provide an option for employees who retire, but are not eligible for retiree healthcare, to purchase access to the employee health clinic.

Dental Plan

- The city is conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s), execute the contract and contract amendments, and make plan design changes upon completion of the rebidding process. This plan is fully insured, and the 2025 premiums are expected to increase by 15-20 percent.

Short-Term Disability

- Effective January 1, 2025, the following plan design changes are recommended:
 - Increase the benefit from 60 percent to 70 percent of salary.
 - Change the requirement from exhaustion of all sick leave to exhaustion of 17 weeks of sick leave, if available, to become eligible for the benefit.

Benefits Administration

- The city may be conducting a rebidding process. 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 contract amendments upon completion of the rebidding process.

COBRA Administration

- The city may be conducting a rebidding process. 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 contract amendments upon completion of the rebidding process.

Vision

- The city will be conducting a rebidding process. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s), execute the contract and contract amendments, and make plan design changes upon completion of the rebidding process.

Wellness

- The city will be conducting a bid process for wellness services. It is recommended that the City Manager or designee be authorized to select a vendor(s) and execute the contract(s) and contract amendments with the selected vendor(s) upon completion of the bidding process.

Shared Sick Leave Program

- It is recommended that the City Manager or designee be authorized to modify the program to allow the return of all remaining hours in the shared sick leave bank to participants at the end of the plan year.

Vacation Donation Program

- It is recommended that the City Manager or designee be authorized to create a vacation donation policy to allow employees to donate a limited amount of unused vacation to other employees.

Attachments

Attachment A - **Market Movement Summary**

Summary of actual market movement for 2021-2024, 2025 projected market movement, and the five-year market movement average.

Attachment B - **Recommended FY 2025 Public Safety Pay Plan Structure Effective July 6, 2024**

New minimum, maximum and step rates in the Public Safety Pay Plan based on the 2.5 percent structural market adjustment recommended for FY 2025.

Attachment C - **Recommended FY 2025 Public Safety Pay Plan Structure Effective November 9, 2024**

Structural revisions to Public Safety Pay Plan recommended for FY 2025.

Attachment D - **Recommended FY 2025 Public Safety Pay Plan Structure Effective January 4, 2025**

Structural revisions to Public Safety Pay Plan recommended for FY 2025.

Attachment E - **Recommended FY 2025 Salaried Pay Plan Structure**

New minimum and maximum rates in the Salaried Pay Plan based on the 3 percent structural adjustment for FY 2025.

Attachment F - **Recommended FY 2025 Hourly Pay Plan Structure**

New minimum and maximum rates in the Hourly Pay Plan based on the 3 percent structural adjustment and the City's new minimum pay recommended for FY 2025.

Attachment G - **Recommended FY 2025 Mayor and City Council Compensation**

Recommended FY 2025 Mayor and City Council Compensation.

Market Movement Summary (Average Percent Change)

Source	2021 Actual Market Movement	2022 Actual Market Movement	2023 Actual Market Movement	2024 Actual Market Movement	2025 Projected Market Movement	5 Year Average Market Movement
National Statistics Provided by Payscale, Willis Towers Watson, Mercer	2.9	3.4	3.9	4.2	4.0	3.7
National Municipalities	1.6	3.1	4.4	4.4	4.2	3.5
Charlotte Area Municipalities	3.7	4.3	6.4	4.0	TBD	4.6
Large North Carolina Municipalities	not available	not available	3.8	4.6	TBD	3.8
Large Charlotte Employers (private sector)	2.7	2.7	3.3	not available	not available	2.9
City of Charlotte Salaried Pay Plan	3.0	3.0	4.0	4.0	4.0	3.6

Compensation and Benefits

FY 2025 Public Safety Pay Plan Effective July 6, 2024

FY 2025 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	SPO I	SPO II	SPO III	SPO IV
POLICE OFFICER 3102	- \$1,127.36 \$58,623	5.0% \$1,183.73 \$61,554	5.0% \$1,242.92 \$64,632	10.0% \$1,367.21 \$71,095	5.0% \$1,435.56 \$74,649	5.0% \$1,507.34 \$78,382	5.0% \$1,582.71 \$82,301	5.0% \$1,661.85 \$86,416	5.0% \$1,744.94 \$90,737	2.5% \$1,788.55 \$93,005
POLICE SERGEANT 3110	- \$1,967.30 \$102,300	2.5% \$2,016.48 \$104,857	5.0% \$2,117.30 \$110,100	5.0% \$2,223.17 \$115,605						

Police Incentives

2nd Language, Training Officer 5%

2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)

4 Yr degree 10% (Sergeant not eligible)

FIRE DEPARTMENT

New Hire

FIREFIGHTER I 3006	Step 1 - \$1,074.45 \$55,871	Step 2 5.0% \$1,128.17 \$58,665	Step 3 5.0% \$1,184.58 \$61,598	Step 4 5.0% \$1,243.81 \$64,678								
FIREFIGHTER II 3008			Step 1 - \$1,128.17 \$58,665	Step 2 5.0% \$1,184.58 \$61,598	Step 3 5.0% \$1,243.81 \$64,678	Step 4 5.0% \$1,306.00 \$67,912	Step 5 5.0% \$1,371.30 \$71,308	Step 6 5.0% \$1,439.87 \$74,873	Step 7 5.0% \$1,511.85 \$78,616	Step 8 5.0% \$1,587.45 \$82,547		
FF ENGINEER 3011						Step 1 - \$1,306.00 \$67,912	Step 2 5.0% \$1,371.30 \$71,308	Step 3 5.0% \$1,439.87 \$74,873	Step 4 5.0% \$1,511.85 \$78,616	Step 5 5.0% \$1,587.45 \$82,547	Step 6 5.0% \$1,666.82 \$86,675	Step 7 2.5% \$1,708.49 \$88,841
FIRE CAPTAIN 3016	Step 1 - \$1,968.03 \$102,338	Step 2 2.5% \$2,017.23 \$104,896	Step 3 5.0% \$2,118.09 \$110,141	Step 4 2.5% \$2,171.04 \$112,894								

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

FY 2025 Public Safety Pay Plan Effective November 9, 2024

FY 2025 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	SPO I	SPO II	SPO III	SPO IV
POLICE OFFICER	-	5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	2.5%
	\$1,127.36	\$1,183.73	\$1,242.92	\$1,367.21	\$1,435.56	\$1,507.34	\$1,582.71	\$1,661.85	\$1,744.94	\$1,788.55
3102	\$58,623	\$61,554	\$64,632	\$71,095	\$74,649	\$78,382	\$82,301	\$86,416	\$90,737	\$93,005
POLICE SERGEANT	-	2.5%	5.0%	5.0%						
	\$1,967.30	\$2,016.48	\$2,117.30	\$2,223.17						
3110	\$102,300	\$104,857	\$110,100	\$115,605						

Police Incentives

- 2nd Language, Training Officer 5%
- 2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)
- 4 Yr degree 10% (Sergeant not eligible)

FIRE DEPARTMENT

New Hire

	Step 1	Step 2	Step 3	Step 4	Step 5							
FIREFIGHTER I	-	5.0%	5.0%	5.0%	5.0%							
	\$1,074.45	\$1,128.17	\$1,184.58	\$1,243.81	\$1,306.00							
3006	\$55,871	\$58,665	\$61,598	\$64,678	\$67,912							
FIREFIGHTER II		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8			
		-	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%			
		\$1,128.17	\$1,184.58	\$1,243.81	\$1,306.00	\$1,371.30	\$1,439.87	\$1,511.85	\$1,587.45			
3008		\$58,665	\$61,598	\$64,678	\$67,912	\$71,308	\$74,873	\$78,616	\$82,547			
FF ENGINEER*						Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
						-	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
						\$1,306.00	\$1,371.30	\$1,439.87	\$1,511.85	\$1,587.45	\$1,666.82	\$1,750.16
3011						\$67,912	\$71,308	\$74,873	\$78,616	\$82,547	\$86,675	\$91,008
FIRE CAPTAIN*	Step 1	Step 2	Step 3	Step 4								
	-	5.0%	2.5%	2.5%								
	\$2,017.23	\$2,118.09	\$2,171.04	\$2,225.32								
3016	\$104,896	\$110,141	\$112,894	\$115,717								

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

FY 2025 Public Safety Pay Plan Effective January 4, 2025 FY 2025 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	SPO I	SPO II	SPO III	SPO IV
POLICE OFFICER	-	5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
3102	\$1,127.36	\$1,183.73	\$1,242.92	\$1,367.21	\$1,435.56	\$1,507.34	\$1,582.71	\$1,661.85	\$1,744.94	\$1,832.19
	\$58,623	\$61,554	\$64,632	\$71,095	\$74,649	\$78,382	\$82,301	\$86,416	\$90,737	\$95,274
POLICE SERGEANT*	-	5.0%	5.0%	2.5%						
3110	\$2,016.48	\$2,117.30	\$2,223.17	\$2,278.75						
	\$104,857	\$110,100	\$115,605	\$118,495						

Police Incentives

- 2nd Language, Training Officer 5%
- 2 Yr degree or Qualifying Military Service 5% (Sergeant not eligible)
- 4 Yr degree 10% (Sergeant not eligible)

FIRE DEPARTMENT

New Hire

	Step 1	Step 2	Step 3	Step 4	Step 5						
FIREFIGHTER I		5.0%	5.0%	5.0%	5.0%						
3006	\$1,074.45	\$1,128.17	\$1,184.58	\$1,243.81	\$1,306.00						
	\$55,871	\$58,665	\$61,598	\$64,678	\$67,912						
FIREFIGHTER II		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8		
3008		-	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%		
		\$1,128.17	\$1,184.58	\$1,243.81	\$1,306.00	\$1,371.30	\$1,439.87	\$1,511.85	\$1,587.45		
		\$58,665	\$61,598	\$64,678	\$67,912	\$71,308	\$74,873	\$78,616	\$82,547		
FF ENGINEER*					Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
3011					-	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
					\$1,306.00	\$1,371.30	\$1,439.87	\$1,511.85	\$1,587.45	\$1,666.82	\$1,750.16
					\$67,912	\$71,308	\$74,873	\$78,616	\$82,547	\$86,675	\$91,008
FIRE CAPTAIN*	Step 1	Step 2	Step 3	Step 4							
3016	-	5.0%	2.5%	2.5%							
	\$2,017.23	\$2,118.09	\$2,171.04	\$2,225.32							
	\$104,896	\$110,141	\$112,894	\$115,717							

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)

FY 2025 Salaried Pay Plan Structure
Effective July 6, 2024

Grade	Minimum	Midpoint	Maximum
Grade 1	\$49,836	\$62,295	\$77,869
Grade 2	\$52,328	\$65,410	\$81,763
Grade 3	\$54,945	\$68,681	\$85,851
Grade 4	\$57,691	\$72,114	\$90,143
Grade 5	\$60,577	\$75,721	\$94,652
Grade 6	\$63,606	\$79,507	\$99,384
Grade 7	\$66,786	\$83,482	\$104,353
Grade 8	\$70,125	\$87,656	\$109,570
Grade 9	\$73,631	\$92,038	\$115,048
Grade 10	\$77,312	\$96,641	\$120,801
Grade 11	\$81,179	\$101,473	\$126,842
Grade 12	\$85,237	\$106,547	\$133,183
Grade 13	\$89,499	\$111,874	\$139,842
Grade 14	\$93,974	\$117,467	\$146,834
Grade 15	\$98,673	\$123,341	\$154,177
Grade 16	\$103,606	\$129,508	\$161,884
Grade 17	\$108,787	\$135,983	\$169,979
Grade 18	\$114,226	\$142,782	\$178,478
Grade 19	\$119,937	\$149,921	\$187,402
Grade 20	\$125,934	\$157,418	\$196,772
Grade 21	\$138,527	\$173,159	\$216,449
Grade 22	\$152,381	\$190,476	\$238,095
Grade 23	\$167,619	\$209,523	\$261,904
Grade 24	\$184,380	\$230,476	\$288,094
Grade 25	\$202,819	\$253,523	\$316,904
Grade 26	\$233,241	\$291,551	\$364,439

**FY 2025 Hourly Pay Plan Structure
Effective July 6, 2024**

Grade	Minimum	Midpoint	Maximum
Grade 1	\$-	\$-	\$-
Grade 2	\$47,840	\$47,840	\$48,742
Grade 3	\$47,840	\$47,840	\$51,179
Grade 4	\$47,840	\$47,840	\$53,736
Grade 5	\$47,840	\$47,840	\$56,424
Grade 6	\$47,840	\$47,840	\$59,245
Grade 7	\$47,840	\$49,765	\$62,207
Grade 8	\$47,840	\$52,254	\$65,317
Grade 9	\$47,840	\$54,867	\$68,583
Grade 10	\$47,840	\$57,610	\$72,013
Grade 11	\$48,393	\$60,492	\$75,615
Grade 12	\$50,813	\$63,517	\$79,396
Grade 13	\$53,354	\$66,693	\$83,366
Grade 14	\$56,022	\$70,028	\$87,534
Grade 15	\$58,823	\$73,528	\$91,910
Grade 16	\$61,765	\$77,206	\$96,508
Grade 17	\$64,853	\$81,066	\$101,333
Grade 18	\$68,095	\$85,119	\$106,399
Grade 19	\$71,500	\$89,375	\$111,718
Grade 20	\$75,074	\$93,843	\$117,304

In grades 2-6, the City minimum pay falls above the midpoint

In grades 7-10, the City minimum pay falls above the grade minimum

**Recommended FY 2025 Mayor and City Council Annual Compensation
Effective November 2, 2024**

	Salary¹	Expense Allowance	Auto Allowance	Technology Allowance	Total Compensation
Mayor	\$46,161	\$11,202	\$5,938	\$5,987	\$69,288
Council Member	\$38,581	\$11,202	\$5,462	\$5,987	\$61,232

¹ Salary amounts reflect the result of a \$1,640 increase on both July 6, 2024 and November 2, 2024, equivalent to the minimum increase for hourly employees.

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SUMMARY STATISTICS & POLICIES

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(all figures represent FY 2025 unless otherwise noted)

Total Full-Time-Equivalent Employees	8,955.75	Fire Protection	
Total Budget (net of transfers)	\$4.17 billion	Fire Prevention Inspectors	58.00
General Fund	\$898.2 million	Firefighters	1,203.00
General Bonded Debt per capita (FY 2023)	\$713.0		
General Bonded Debt % of Property Value (FY 2023)	0.46%	Police Protection	
		Sworn Police Officers	1,937.00
Debt Service % of Non-Capital Expenditures	16.0%	Civilian	561.50
Assessed value (2023)	\$226.3 billion		
		Storm Water Rates	
Land Area (square miles) (as of April 2024)	313.6	Single Family (monthly) < 2,000 sq feet	\$6.88
		Single Family (monthly) 2,000 to <3,000 sq ft	\$10.15
Gross Taxable Sales - Mecklenburg County 2023	\$34.1 billion	Single Family (monthly) 3,000 to <5,000 sq ft	\$15.00
General Obligation Bond Ratings	AAA	Single Family (monthly) >5,000 sq ft	\$24.81
		Commercial (monthly) per impervious acre	\$179.07
		Utilities	
Population		Water Accounts (projected)	325,609
2020 Census	940,144	Sewer Accounts (projected)	291,510
2023	1,001,146	1 Ccf = 748 gallons	
		Water Rates for ccf use (typical)	\$15.60
Unemployment Rate (Mecklenburg County)		Fixed Charge	\$7.60
2021 (as of March)	5.6%	Typical Total Water Rates	\$23.20
2022 (as of March)	3.8%		
2023 (as of March)	3.4%	Sewer Rates	\$41.51
2024 (as of March)	3.7%	Fixed Charge	\$15.64
		Typical Total Sewer Rates	\$57.15
Top Principal Taxpayers (2023)			
Duke Energy Corporation	1.18%	Typical Residential User's Monthly Fee	\$80.35
Bank of America	1.16%		
Wells Fargo	1.13%	Median Household Income - 2022	\$80,645
American Airlines	0.50%		
Truist	0.39%	Charlotte Area's Largest Employers (2023)	
Time Warner Entertainment	0.30%	Atrium Health	39,000
SouthPark Mall	0.25%	Wells Fargo	28,000
Piedmont Natural Gas	0.23%	Charlotte-Mecklenburg Schools	17,874
Panthers Stadium	0.19%	Bank of America	15,000
AT&T	0.17%	Novant Health/Presbyterian Regional Healthcare Corporation	14,052

Summary Statistics

Real Property Tax

1-cent on the property tax rate	\$22,399,759.0
General Fund	\$21.03
Muni Debt Service for Capital	\$5.51
Pay-As-You-Go Capital	\$1.00
Total Property Tax Rate (per \$100 valuation)	\$27.54

Local Sales Tax

State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%
Total (as of July 1, 2023)	7.25%

Occupancy Tax (FY 2025)

First 3-Percent	3.0%
Second 3-Percent	3.0%
NASCAR Hall of Fame Tax	2.0%
Total	8.0%

Prepared Food Tax (FY 2025)

City/County	1.0%
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Municipal Service Districts (FY 2025)

District	
01 - Center City	1.28¢
02 - Center City	2.18¢
03 - Center City	3.32¢
04 - South End	2.8¢
05 - University City	2.62¢
06 - SouthPark	3.81¢
(per \$100 valuation)	

Regional City and County Property Tax Rates

Charlotte FY 2025 Proposed	\$27.54
Mecklenburg County FY 2024 Adopted	47.31¢

FY 2024 Tax Rates for Towns/District

Cornelius	17.31¢
Davidson	26.60¢
Huntersville	17.60¢
Matthews	26.65¢
Mint Hill	22.50¢
Pineville	28.50¢
Police Service District	11.70¢
Stallings	18.60¢

Motor Vehicle Registration Fee (FY 2025)

Charlotte	\$30.00
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Solid Waste Fees

Charlotte	
Single-Family & Mobile Homes	\$104.05
Multiple Family	\$104.05
County (FY 2024)	
Single-Family & Mobile Homes	\$44.50
Multiple Family	\$44.50

Car Rental Taxes (FY 2025)

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.

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.
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.

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 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.
 - 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, Governance, and Intergovernmental Relations 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) to remove the presentation of duplicated appropriations that for accounting purposes must exist in both 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, focused on Equity, Engagement, and the Environment.

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 Investment Partnerships Program
HOPWA	Housing Opportunities for People with AIDS
MOE	Maintenance of Effort
MPO	Metropolitan Planning Organization
MSD	Municipal Service District
MTC	Metropolitan Transit Commission

<u>Acronym</u>	<u>Definition</u>
MWSBE	Minority / Women Owned or Small Business Enterprise
NCDOT	North Carolina Department of Transportation
NECI	Northeast Corridor Infrastructure
OSHA	Occupational Safety and Health Act
PAYGO	Pay-As-You-Go
RFP	Request for Proposal
SBE	Small Business Enterprise
STIG	Synthetic Tax Increment Grants
STS	Special Transportation Service
SWS	Solid Waste Services

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