



 CITY *of* CHARLOTTE

FY 2021 PROPOSED BUDGET

FY 2021 - 2025 CAPITAL INVESTMENT PLAN

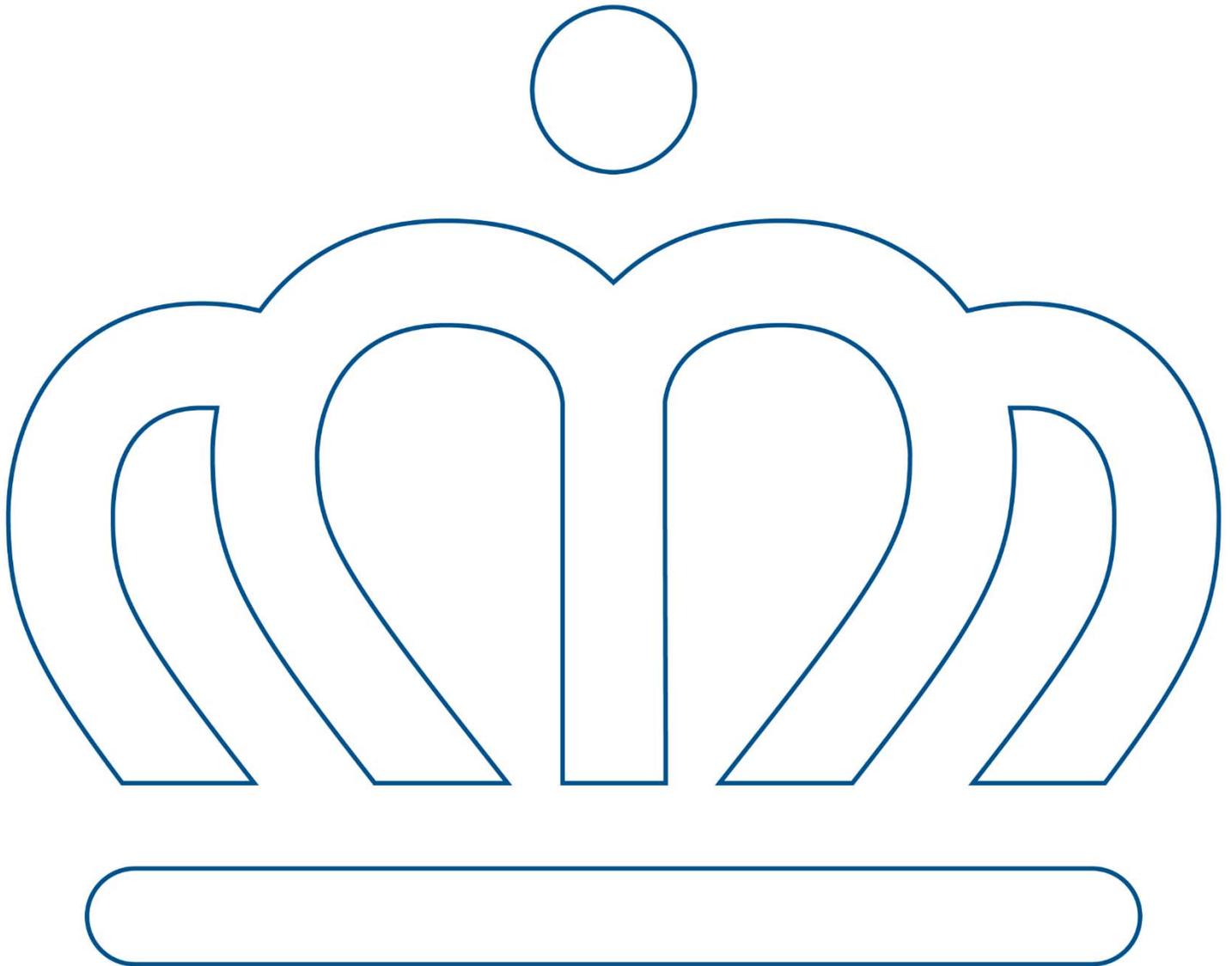
RESILIENCE
& **RECOVERY**





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CITY MANAGER'S MESSAGE





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May 4, 2020

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

I respectfully submit to you the Proposed Fiscal Year (FY) 2021 Budget and FY 2021 – 2025 Capital Investment Plan (CIP) for the City of Charlotte. The Proposed Budget is comprised of the General Fund, Enterprise Funds, Capital Funds, Internal Service Funds, and Special Revenue Funds for a total of \$2.55 billion (net of transfers). The extraordinary work adapting to unprecedented circumstances over the last few months has resulted in a strong budget that rewards the hard work of all City of Charlotte employees and strives to best meet the needs of the community.

Over the past four years, we have been working on building a resilient, adaptable, and well-managed government. We have focused on maintaining strong reserves, being structurally balanced, having a long-term strategy for infrastructure, and protecting core services from volatile revenue. Aligned with this focus is a disciplined strategy of investing in the priorities set forth by you, our elected officials. This approach has resulted in a AAA credit rating and recently being named by Moody’s as being one of just six of the largest 25 cities in the US in a strong position to weather another recession.

By continuing to follow our long-term strategies and being disciplined in our process, we have been able to create a Proposed FY 2021 Budget with the ability to sustain through the current economic shock, maintain our capital program, avoid deferring costs that will only increase later, and continue to invest in our community priorities. A summary of the proposed budget to meet this challenge of maintaining our financial resilience is outlined in the following table:

Proposed FY 2021 Budget (Net of Transfers)	
General Fund	\$718,809,225
Transfer to Other Funds	\$-56,740,993
Sub-Total General Fund	\$662,068,232
Aviation	\$467,912,126
Charlotte Area Transit System (CATS)	\$192,927,081
Charlotte Water	\$504,378,767
Storm Water	\$71,799,658
Sub-Total Nongeneral Funds	\$1,237,017,632
General Capital Investment Plan	\$258,890,245
General Capital Debt Service	\$73,947,075
Pay-As-You-Go Funds	\$642,133
Sub-Total Capital Investments	\$333,479,453
Debt Service - Nongeneral Funds	\$159,505,621
Special Revenue and Internal Service Funds	\$158,109,927
Total All Funds	\$2,550,180,867

Important factors to our successes in Fiscal Year 2021 will also include the continuation of heightened collaboration and efficiency efforts across the city as we navigate the COVID-19 crisis. We are becoming a more collaborative and, responsive organization focused on providing the highest quality services possible in a cost effective and accountable manner.

The Proposed FY 2021 General Fund Budget is \$718.8 million, a 1.22 percent or \$8.8 million decrease from last year. The total budget is \$2.55 billion and supports initiatives that will continue to deliver exceptional services to our community.

Highlights of the Budget Include:

- No property tax increase
- No reduction in core services
- No capital project delays due to financial impacts
- No use of one-time revenues such as operating reserves
- No layoffs or furloughs
- Restructures government by eliminating 26 vacant positions from the General Fund without impacting core services
- Keeps employee healthcare premiums flat in FY 2021
- Provides a 1.5 percent market adjustment and 1.5 percent merit pool for hourly employees
- Provides a three percent merit pool for salaried general employees
- Provides a 1.5 percent market adjustment and step (2.5-5 percent) increase for Public Safety Pay Plan employees
- Enhances public safety employee compensation beyond a typical salary increase
 - Increases the top pay for all Police Officers and Police Sergeants by 5 percent
 - Increases the top pay for Firefighter II by 2.5 percent, Fire Engineer by five percent, and Fire Captain by 3.75 percent
 - Fulfills the Charlotte Firefighter's Retirement System's request for \$1 million in additional funding
- Continues offering CATS All-access Transit pass to employees
- Invests \$50 million in Affordable Housing, completing a \$100 million investment over two bond cycles
- Invests \$24.5 million in the city's designated Opportunity Corridors
- Invests \$14.3 million in congestion mitigation in Steele Creek, University City, and South Charlotte
- Spends \$2 million on city building sustainability, \$1 million on electric vehicle infrastructure, and adds 20 fully electric vehicles to the city's fleet
- Maintains level funding for all of the city's existing financial partners

Building on our Foundation and Preparing for the Future

The City of Charlotte has a solid history of maintaining a strong financial organization. During my tenure here, I've worked with City Council to advance strategies to promote financial resilience, adaptability, and well-managed government. Being financially resilient includes making projections and decisions that are both forward-thinking and financially conservative. It means maintaining strong financial reserves and

avoiding the use of those reserves on anything other than core services. It involves protecting those same core services from volatile revenue sources. And, it means thinking long-term with our Capital Investment Plan to ensure that we maintain capacity to achieve our infrastructure goals, not just now, but into the future.

Financial Resilience in Action

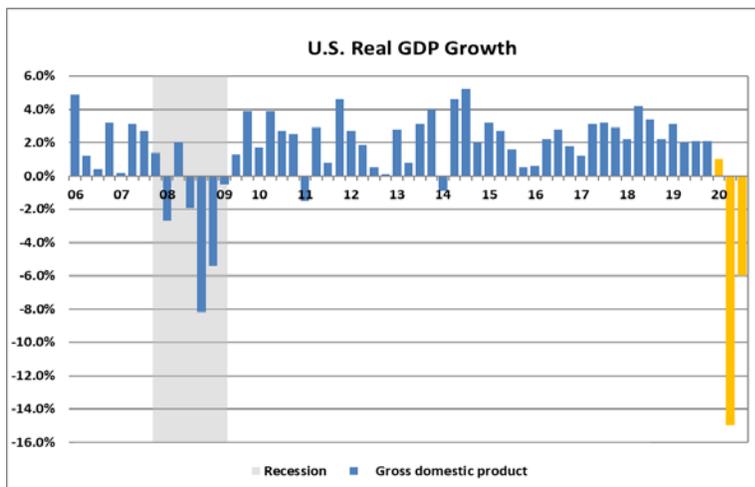
During a crisis is when our financial resilience is tested. During a crisis, a financially resilient organization is able to avoid reductions to its core services. It's able to maintain its capital program and avoid deferring costs that will only increase later. Most importantly, a financially resilient organization absorbs the financial shock and continues moving forward on its priorities. This is the organization that we have established here in the City of Charlotte.

Our Resilience Challenged

National Economy

In March 2020 the \$21 trillion U.S. economy, which had experienced the longest economic expansion since the 2007-2009 recession, began drastically reversing financial gains due to the COVID-19 pandemic. In a nationwide effort to reduce the spread of the virus schools, restaurants, hotels, gyms, and other non-essential businesses temporarily shut down. These efforts to control the spread of the virus in cities across the nation led to significant reductions in business activity.

Chart 1



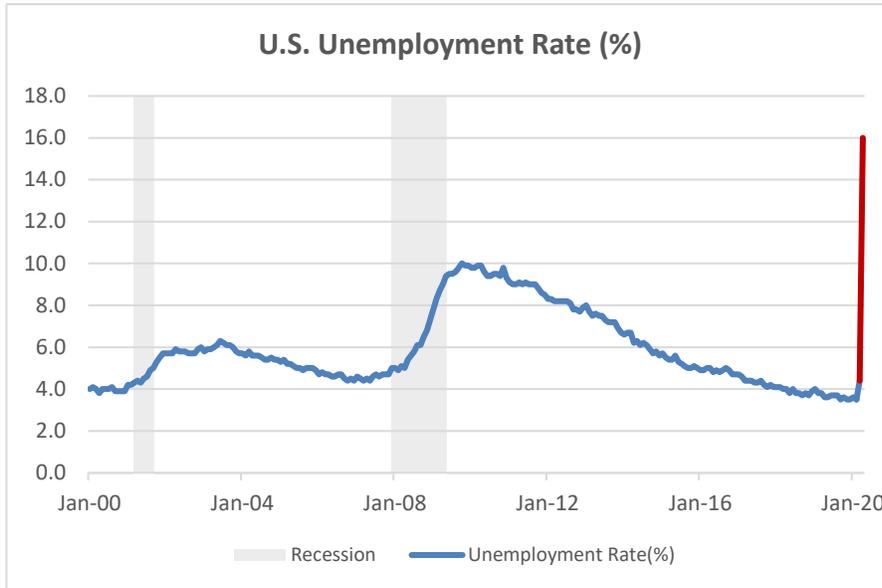
Source: Department of Commerce and Wells Fargo Securities

The most recent release of real Gross Domestic Product (GDP) data for the first quarter of 2020 from the U.S. Department of Commerce shows a GDP decline of 4.8 percent at an annualized rate. Chart 1 shows the economic growth rate by quarter in the U.S. since 2006. Many economists are forecasting a decline in real GDP in the second quarter of 2020 but expect the economy to bounce back in the fourth quarter of 2020 with a projected growth of about four percent if the COVID-19 outbreak recedes.

In January 2020, the U.S. unemployment rate was at 3.6 percent; by March 2020 the rate stood at 4.4 percent. According to a U.S. Department of Labor report 3.8 million Americans applied for unemployment benefits in the week ending April 25, 2020, bringing the total number of Americans who have filed initial jobless claims to around 30 million since March 14, 2020 wiping out a decade of job gains. This marks the largest and most dramatic increase in unemployment claims on record since the Department of Labor started tracking the data in 1967. With such high and rapid loss of employment, the unemployment rate

is projected to reach 18 percent in May 2020 and it may take years for the unemployment rate to return to pre-pandemic levels.

Chart 2



Source: Department of Commerce

COVID-19 outbreak and to keep the economy afloat, the Federal Reserve cut interest rates to encourage home-buying and investment spending.

Consumer expenditures make up about 70 percent of the U.S. economy. With protective health measures put in place by governments across the country, many economic activities have almost come to a halt. Spending on leisure and hospitality such as air travel, hotels, and restaurants have experienced significant declines. For example, U.S. retail sales dropped 8.7 percent in March 2020, the worst decline on record since 1992.

Regional Economy

Before the COVID-19 pandemic, the Charlotte regional economy was growing at an exceptional pace. As measured by GDP, the regional economy grew at an average annual rate of about 3.2 percent between 2011 and 2018. The region's economy, which is the largest in the Carolinas, ranks 23rd in the U.S. and accounts for about 21 percent of the total output of the Carolinas. Between 2008 and 2018, the Charlotte region contributed 53 percent of the growth in employment in the State of North Carolina. Charlotte's economy has seen positive gains in employment, population, tax base, revenues, and overall strength and size of its economy. Between February 2019 and February 2020, the number of people employed in the city and county increased by about 2.8 percent, and unemployment was at a record low of 3.5 percent. The Charlotte Regional Business Alliance in its 2019 year-end growth report showed the region added nearly 11,000 net new jobs with an estimated capital investment of approximately \$1.4 billion in target industries such as technology, transportation and logistics, finance and insurance, and advanced manufacturing. There were a total of 92 large project announcements in 2019.

The housing market has also been impacted. New home construction activity fell by 22.3 percent in March 2020, the worst monthly decline since the mid-1980s. Economic uncertainty will cause a slowdown in housing construction investments. According to the Mortgage Bankers Association of America, mortgage applications in the United States dropped 29.4 percent in the week ending March 20. To reduce and/or mitigate the impacts of the

During the spring of 2020, the city and region experienced major disruption in economic activity and the full extent and duration of this economic uncertainty is not yet known. An analysis of industries at highest risk of COVID-19 shows that 20 percent of Mecklenburg County's workforce belong to industries that are significantly affected by the pandemic; at the state level, that percentage is about 17 percent and at the national level about 16 percent. Data also shows that Mecklenburg County has a large share of workers in the Transportation industry driven primarily by the air transportation subsector (i.e., Charlotte Douglas International Airport) compared to the state and national average. The Charlotte region is also experiencing the hard impacts happening to other industries including the employment services sector, which includes businesses that provide a variety of human resources services to other businesses such as temporary workers, recruitment services, and other human resources services.

Local Economic Impact

As of April 2020, there was a \$21.8 million gap between projected revenue and expenditures for FY 2021. Data from the County Tax Assessor's Office establishes a total property tax valuation at \$146.5 billion in FY 2021, about \$3.8 billion greater than the FY 2020 Budget of \$142.7 billion, a growth rate of about 2.7 percent. The city's property tax revenue which is about 54 percent of all General Fund revenue is much less affected by the fluctuating market, resulting in a stable and steady revenue source. The city's second largest revenue source – sales tax revenue – is projected to fall by 8.5 percent next year due to the decline in economic activity. Sales tax revenue makes up about 12.9 percent of all General Fund revenues and is susceptible to economic shocks. The city's property tax revenue which makes up about 55.7 percent of the General Fund revenue is much less affected by the fluctuating market, resulting in a stable and steady revenue source. The remaining 31.4 percent of revenues that make up the General Fund are also vulnerable to economic variability, such as licenses, permits, and fees.

CARES Act of 2020

To help offset the financial impacts of the pandemic, federal funding through the CARES Act will provide assistance to the City of Charlotte for expenses incurred from COVID-19 that began in March through December of 2020. Although these funds cannot replace reduced revenue and may only be used for COVID-19 related expenses, they do provide important financing to help defray the cost on tax payers of adjusting to how the city will need to operate in the future.

Along with general expenses and assistance for Charlotte Douglas International Airport (CLT) and Charlotte Area Transit System (CATS), the city also received additional Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) allocations. The federal support along with adherence to our established budget principles will help alleviate current and future impacts of COVID-19 and allow the city to maintain fiscal balance through the upcoming fiscal year.

Budget Development

Identifying clear FY 2021 budget principles helped mitigate the challenges of FY 2020 and FY 2021 impacts. Actions implemented in FY 2020 to mitigate the economic impacts of the COVID-19 pandemic included a citywide non-essential hiring freeze, consolidation of duties, controlled discretionary spending, and planned utilization of federal relief funds wherever possible.

Foundational Budget Principles

Foundational FY 2021 budget principles were established to carryforward our mitigating efforts:

- Assessing and addressing the budget gap
- Remaining structurally balanced
- Providing core services, and
- Protecting existing employees

These principles have driven the development of the proposed budget that addresses a \$21.8 million gap between the projected expenditures and revenues for FY 2021, primarily due to COVID-19.

Assessing the Gap: Financial Challenges of COVID-19

The largest revenue impacts to the city from COVID-19 are enterprise fund service fees (Aviation and CATS), food and beverage taxes, and hotel taxes. Although none of the most impacted revenues involve the General Fund, diminished revenues from sales taxes and investment income do create a sizable budget challenge. In January 2020, we were projecting to have revenue growth of \$17.5 million for FY 2021 over FY 2020 revenues. Current projections are closer to only \$1.5 million in revenue growth, based on assumptions that the economy will begin to recover in late 2020. As of the Budget Outlook provided to City Council on April 13, we were projecting a \$21.8 million-dollar gap between projected revenue and expenditures for FY 2021.

Addressing the Budget Challenge

To address the budget gap with a tax increase would have equated to a 1.5 cent tax increase. Instead we focused on department expenditure adjustments and reductions. We challenged our Department Directors to think innovatively and consolidate duties in a way that would result in minimal service impacts. Finally, we identified strategies to use the city's resources in all funds to protect the General Fund from service level reductions.

Managing Growth Costs Internally



The first challenge to solving the budget gap is to limit the growth in expenditures. Departments were tasked with coming up with internal solutions to all growth-related cost increases. I applaud the ingenuity and creativity that Department Directors and their staff demonstrated. These measures include the development of FY 2021 budget actions to eliminate 26 vacant positions, managing programs within current resources, and performing continuous reviews of citywide expenditures and service impacts.

Throughout the next fiscal year any remaining vacant positions will be funded at a reduced level in anticipation of a slow hiring process. Reductions to discretionary spending within departments, such as supplies, training, and travel allocations will also occur. Avoided costs will produce savings throughout the fiscal year. These measures will be assessed by continuous review of citywide expenditures throughout Fiscal Year 2021.

Realigning department budgets to reflect the greatest needs helped to reduce service impacts and created opportunities for collaboration. Departments reevaluated personnel and operating budgets, reduced expenditures, eliminated vacant positions where possible, and reorganized duties and responsibilities to meet the needs of the community and city services while avoiding layoffs. Department actions resulted in \$8.5 million in savings toward balancing the Proposed FY 2021 Budget.

Prioritizing Core Services with Existing Resources

In addition to examining our expenditures to avoid service level reductions or a tax increase, we also reexamined our revenues. The Proposed FY 2021 Budget shifts \$6.8 million in revenue resources to the General Fund. In FY 2021 the methodology of sales tax revenue distribution among the city's funds was simplified. Previously, \$117 million in sales tax revenue was appropriated in the General Fund, and then an amount was transferred to the Pay-As-You-Go (PAYGO) Fund. The amount transferred from the General Fund to the PAYGO fund was equal to the same amount of sales tax that the Municipal Debt Service Fund received from a different sales tax article. The Proposed FY 2021 Budget includes a simplified distribution where the PAYGO Fund will now directly receive $\frac{1}{4}$ of a penny of sales tax. This accounting change eliminates an unnecessary budget transfer, simplifies the distribution, making it easier to explain to our residents how sales tax dollars are used in our capital program, and results in an additional \$5.1 million in resources for the General Fund, helping reduce the COVID-19 related budget challenge.

Similarly, \$1.7 million of revenue from the Alcohol Beverage Commission (ABC) was appropriated in the Municipal Debt Service Fund in FY 2020. This was equal to 25 percent of the anticipated profit sharing that the city receives from the State of North Carolina. In the Proposed FY 2021 Budget, these funds will be received in the General Fund instead. This action aligns Charlotte with the five other biggest cities in North Carolina, where all but one use ABC revenue to support General Fund operations such as Police. This accounting adjustment does not impact any current projects in the FY 2021 Capital Investment Plan.

Moving and Expanding Street Resurfacing

To further address the budget challenge, the Proposed FY 2021 Budget recommends moving costs from the current \$4.26 million street resurfacing supplement from the General Fund to the PAYGO Fund and Capital Investment Plan. This action both moves and expands the program and will allow for an additional \$1 million per year to be invested in street resurfacing while providing resources to recommend a structurally balanced budget.

Recovering Solid Waste Operational Increases

Finally, the growth of the city has increased stress on Solid Waste operations over the past several years. To account for this growth, the Proposed FY 2021 Budget includes an 80 cents/month, or \$9.60/year, Solid Waste fee increase. This increase is only enough to cover the operating cost increases in the Solid Waste Department. The increase does not cover the \$1 million additional investment in Solid Waste vehicles (over last year) that the city is making and will absorb within existing resources. This action provides \$3.5 million in additional revenue and prevents service level reductions.

Remaining Structurally Balanced

The strategies used to address our budget gap allow us to remain balanced while protecting our core services without the use of one-time revenues such as operating reserves. This means our budget is not only balanced for FY 2021 but sets a foundation for maintaining our structural balance and financial sustainability into future fiscal years.

Solving the Budget Challenge

Budget Gap Due to COVID-19	(\$21.8 Million)
Department Adjustments and Actions	\$8.5 Million
Shifting Revenue to the General Fund to Protect Operations	\$6.8 Million
Move Street Supplement from General Fund to PAYGO	\$4.3 Million
Additional Revenue	\$3.5 Million
Remaining Resources after Strategies	+\$1.3 Million
Available for additional investments	\$1.3 Million

Continuing Provision of Core Services

The balancing measures that we are proposing to implement are designed to have minimal impact on our core services. While some services such as Solid Wastes Service yard waste pick-up will be scaled back in frequency, we will continue to ramp up service delivery as conditions allow. The reductions that are proposed to be implemented can be reevaluated as the financial environment recovers.

The impacts of COVID-19 are wide ranging and have touched every community in our city. Though we anticipate a slow recovery, we believe that Charlotte's proven resilience will lead us successfully through the challenges of Fiscal Year 2021 while continuing to provide the essential city services that our community relies on.

Charlotte will be able to persevere through this crisis due to the neighborhood and diligence of our employees. Highlights of these efforts include:

- The men and women of the Charlotte-Mecklenburg Police Department and Charlotte Fire Department continuing to protect the safety of our city;
- Charlotte Area Transit System employees transitioning buses and light rail trains to modified operation schedules while offering free fare for all customers;



- Charlotte Water employees continuing to serve over 1 million customers with safe drinking water and maintaining over 4,300 miles of water pipes;
- Employees in Solid Waste services continuing to keep the city clean through collection of garbage and recycling services; and
- Employees from across city departments serving shifts in the Emergency Operations Center.

Throughout the crisis, city staff has partnered with Mecklenburg County, our external partners, and the community to keep our city running. With consideration of the economic circumstances and the health and safety of our employees and the public, we will use a deliberate and methodical approach to returning our level of services back to where it was pre-pandemic.

Continuing to Connect People

While the COVID-19 crisis has hit Aviation and CATS exceptionally hard, the foundational work we have done over the prior fiscal years, along with receiving federal CARES Act funds and altering service levels to match demands is allowing us to continue core transportation services. These provisions have also allowed us to protect our employees from layoffs, to maintain a capital program, and to keep moving forward on the priorities you have set.

Protecting and Investing in Our Employees

During this unprecedented public health crisis, City of Charlotte employees pulled together to ensure Charlotte was able to continue to deliver core services to the public. Employees quickly transitioned into new work settings, many teleworking, working alternative hours, and with new or additional roles and responsibilities.

Protecting existing employees is one of the most valuable and impactful ways we can invest in our community. To ensure this, we have put measures in place to protect funding for existing staff. The dedicated staff who have helped us through this health crisis will continue to provide the core services needed for our city. Due to the balancing measures taken, we are able to provide a proposed budget that does not include any layoffs.

General Employee Compensation

Prioritizing funding for a traditional salary increase carries forward our strategy to build an organization that puts employees first. When an organization experiences a sudden reduction in revenue, employee compensation is often one of the first items that is assessed. However, one of our principles of this year's budget development was protecting our current employees. With that in mind, the Proposed FY 2021 Budget includes no layoffs and a three percent merit pool for salaried employees. This will include a 1.5 percent market increase and 1.5 percent merit pool for hourly employees. Continuing the city's compensation strategy despite revenue impacts allows for the continuing of the city's strategy of attracting and retaining top talent for public service careers.

Healthcare and Benefits

The calendar year 2021 benefits program will not include any medical premium increases for employees. Additionally, no plan design changes will occur that are unfavorable to employees. This will mark the third straight year that premiums will remain unchanged. The success that the MyClinic Program has had with keeping cost increases well below the national trend has helped the City of Charlotte substantially enhance the value of benefits offered to employees over the past three years.

Continued All-Access Transit Pass

In FY 2019, we began offering All-Access Transit Passes to employees at the significantly reduced rate of \$33 per year. Since then, over 800 employees have elected to participate in the program. In FY 2021, this program is proposed to be continued.

Prioritizing Our First Responders

Over the last few years I have worked collaboratively with a group of First Responders called the Public Safety Pay Committee on addressing the limitations in their unique pay plan. This led to an expanded benchmarking process in FY 2019 that showed that the top pay for the majority of our First Responder jobs was behind other cities similar to Charlotte throughout the country. Although we began to address these concerns in FY 2018 and FY 2019, FY 2020 was the first year of a multi-year plan to specifically address top pay. Despite financial constraints, we have prioritized this initiative and the Proposed FY 2021 Budget includes the second year of the plan as designed.

Changes to Fire Compensation

Between FY 2010 and FY 2017 there were no increases to top pay for Fire Engineers and Fire Captains beyond a one to two percent annual market adjustment. Similarly, veteran Firefighter II employees were only adjusted once in that same time period. Beginning in FY 2018, we began to address this issue. From FY 2018 to FY 2020, the top pay for Firefighter Captain and Fire Engineer was increased by 7.5 percent. Similarly, the top pay for Firefighter II was increased by five percent. These actions were in addition to the typical market increase and step increase.

The Proposed FY 2021 Budget continues the momentum for our veteran firefighters. Aside from a typical 1.5 percent market adjustment and step (2.5-five percent) increase, the budget also continues to address top pay. A 2.5 percent step will be added to the top of the Firefighter II pay scale and two 2.5 percent

steps will be added to the top of the Fire Engineer pay scale. Both of these actions will occur in November 2020. At this time, Fire Engineers that are at the top of their pay scale will advance through each of the two new steps. Additionally, a total of eight steps in the pay scales for Firefighter II and Fire Engineer will be consolidated into four to allow Firefighters to reach the top of the pay range and the top of their profession sooner.

Veteran Fire Captains will also see an increase in the Proposed FY 2021 Budget. Fire Captain steps will be increased an additional 3.75 percent in November. Additionally, Fire Captain steps one and two will be consolidated. This action will allow for veteran Fire Captains to earn as much as \$96,141 annually by November of 2020.

During an economic downturn, pension systems frequently come into focus. Since arriving here, my staff has been working closely with the Charlotte Firefighters' Retirement System on a long-term funding strategy to improve its funded status. While its current status of 81 percent is above average nationally, it will likely see a reduction in funding due to COVID-19 related volatility. The Proposed FY 2021 Budget recommends permanently increasing the city's contribution from 12.65 cents on every dollar of Firefighter salary to 14 cents. This increase costs an extra \$1.1 million in FY 2021 and is likely only the first in a series of several increases to provide for a secure retirement for our firefighters.

Changes to Police Compensation

From FY 2010 through FY 2018, there were no increases to maximum pay for Police Officers beyond the typical one to two percent increase. This was identified as a key concern prior to FY 2019 while we attempted to improve attraction and retention. In FY 2019, we began to take positive steps by increasing the top pay of Police Officers by an extra 2.5 percent and by awarding Police Officers two salary increases that year rather than one.

In FY 2020 we created a new two-year plan to increase the pay of veteran Police Officers and Police Sergeants and began by both increasing veteran pay by five percent and by shortening the amount of time it takes to get there. The Proposed FY 2021 Budget builds off the momentum from the FY 2020 budget and completes the two-year plan to enhance veteran pay. Both eligible Police Officers and Sergeants will receive an additional five percent beyond their 1.5 percent market adjustment in December.

Veteran Police Officers with a four-year degree earned a maximum of \$72,580 in FY 2018. By prioritizing them over the past three budget cycles, Police Officers will now be eligible to earn \$86,086 by December. This represents a 19 percent increase over a three-year period. These actions appear to have improved attraction and retention as well. In calendar year 2019, voluntary resignations were down 25 percent and new Police Recruit applications were up 24 percent from the prior year. We're hopeful that our commitment to our First Responders will make clear that Charlotte is a great place to dedicate your career to such an important public service.

Enhancements for FY 2021

Investing in Emergency Management and Fire Safety

Although very few General Fund enhancements are recommended in FY 2021, we are committed to adding additional resources to assist with emergency management planning. In FY 2021, the city will continue to cover the cost of one Emergency Management Planner that was previously funded by a grant, plus it will add more emergency management positions. These positions will increase the capacity of our stellar Emergency Management Division to manage through the current pandemic and help proactively plan the city's response for the emergencies we will face in the future.

The city will also participate in a federal grant to add three fire safety officers to the City of Charlotte. The grant will pay for 75 percent of the cost of three Firefighters to allow for three existing Firefighters to become safety officers. This program will help the Fire Department achieve its goals and priorities at a reduced cost to the city.

Leveraging Partnerships for Safer Communities

The year 2019 was a challenging and unfortunate year for our community with unprecedented violence. As part of our vision to make Charlotte a safer, more equitable, and more inclusive city it was important to address these issues head on. The City of Charlotte organized a team of city staff, leveraged partnerships across the city, and worked alongside nationally renowned partners like Bloomberg Philanthropies and the Johns Hopkins University Center for Government Excellence to address the causes of violence.

Led by the Charlotte-Mecklenburg Police Department and the City's Data Analytics Team within the Department of Innovation and Technology, a plan to develop and approve a framework to address violence was presented to Council in January 2020. Our dedicated efforts to develop our neighborhoods into safer communities will continue in Fiscal Year 2021 as we work towards pilot programs, policy development, and community outreach.

Making Sustainable Investments

This year was Year 1 for implementing the Strategic Energy Action Plan, a year for planning and preparation to become a sustainable, resilient, low-carbon Charlotte. It was also Year 1 of our two-year American Cities Climate Challenge (ACCC) partnership, which has accelerated our work towards our goals of striving to source 100 percent of our organization's building and fleet energy from zero carbon sources and becoming a low carbon city by 2050. We are proud that we were able to accomplish so much, while also laying the groundwork for the future.

This year we developed our internal SEAP Operations Team with representatives from across the city's departments committing to collaborate and guide our work. In the community, we focused on engagement, speaking with over 1,300 members of the public about our goals and holding focused meetings with stakeholder groups in the areas of transportation, workforce development and equity, and buildings and energy generation. Through this process, these dedicated stakeholder groups have

developed initiatives of their own through this process to address climate change in the Charlotte community, including developing a goal of hosting a Green Faith Summit.

Beyond structure, we charted a path towards the goals for our city's fleet by developing our Sustainable Fleet Policy and our Automatic Vehicle Locator Policy. These fleet policies will guide our purchasing decisions and support data collection so we can immediately reduce emissions while transitioning to a sustainable fleet. We also made an investment of \$300,000 in equitable workforce development, to support the growing green economy sector.

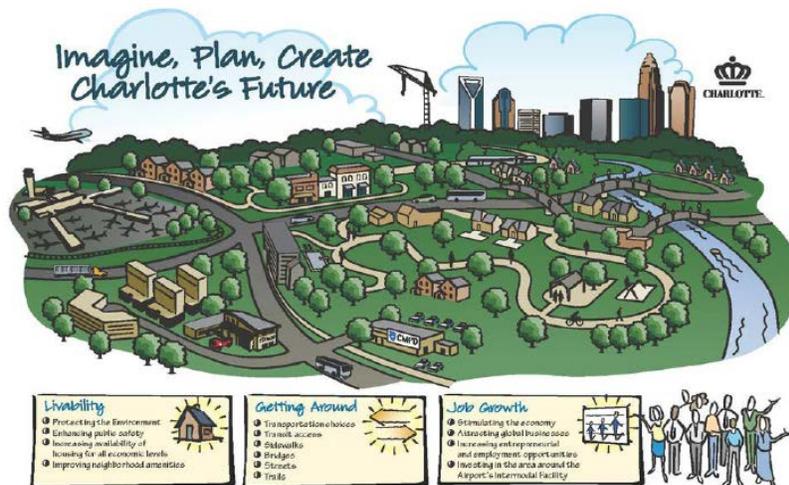
We demonstrated bold leadership as the only local government in the state of North Carolina to participate in the Duke Energy Green Source Advantage Program. Through the program, Charlotte will implement a 35-megawatt, utility-scale solar energy project by partnering with a North Carolina-based solar energy company to build a solar farm in our region. The solar energy project will offset approximately 25 percent of carbon emissions from city-owned buildings over the next 20 years, produce enough electricity to equate to powering 10,000 homes annually, and reduce carbon emissions equivalent to removing 12,000 passenger vehicles from the road.



This upcoming year, we will turn our attention to a strategic investment of \$3 million in sustainable infrastructure for onsite solar on our city buildings and electric vehicle infrastructure to continue to support our investment in sustainable fleet. Through solar panel installations at city facilities, we will generate 1 megawatt of energy, which will yield air quality benefits, create workforce development opportunities, and generate projected energy savings of over \$2.0 million over the 25-year life of the systems. In addition, on-site solar is a great visual tool for our workforce and public to see renewable energy right here in our community. We will be adding more than 20 charging ports for electric vehicle charging across facilities. These charging stations will fuel our existing electric fleet, 20 new electric vehicles this fiscal year, and our future electric vehicles. By adding additional electric vehicles to the city's fleet, we look forward to demonstrating

our leadership in this community every day on the road, to saving money on gasoline, and to taking a step towards reducing approximately 117,300 pounds of carbon emissions annually by replacing gasoline powered vehicles with hybrid vehicles.

Completing The Big Ideas – Community Investment Plan



The 2020 Bond Referendum is the final bond of the four-bond series often referred to as “The Big Ideas”. The Big Ideas Community Investment Plan was originally adopted in FY 2014, with bonds planned over eight years in 2014, 2016, 2018, and 2020. The Big Ideas was designed to bring a new approach to capital project planning by taking a comprehensive, holistic view of neighborhood and community

needs and priorities. This approach focused on projects that could help achieve goals of creating jobs and growing the tax base, leveraging public and private investments, enhancing public safety, increasing transportation choices and mobility, ensuring housing diversity, and providing integrated neighborhood improvements.

In FY 2014, City Council approved a 3.17¢ property tax increase to fund the four Big Ideas bonds. Including the Proposed 2020 Bond, The Big Ideas bonds total \$784,716,000 of infrastructure improvements throughout Charlotte. Some of The Big Ideas highlights include:

- \$135,000,000 to construct 36 projects in six Comprehensive Neighborhood Improvement Program (CNIP) areas: Central/Albemarle/Shamrock, Prosperity Village, SouthPark, Sunset/Beatties Ford, West Trade/Rozzelles Ferry, and Whitehall/Ayrsley,
- \$130,000,000 to support the preservation and creation of affordable housing (\$70,000,000 more than originally planned),
- \$127,724,000 to support an enhanced street network and improved traffic flow through projects such as Phase I of Bryant Farms Road, the North and South Bridges over I-85 in University City, and program such as the bridge program,
- \$99,600,000 to provide safe pedestrian and bicyclist connections to the LYNX Blue Line Extension through the Northeast Corridor Infrastructure (NECI) program,
- \$87,000,000 to ensure pedestrian and bicyclists safety through the sidewalk program, Vision Zero projects, and the bicycle program; and
- \$73,680,000 to support economic development in developing and redeveloping areas of the city such as the Eastland corridor and Dixie Berryhill area.

As The Big Ideas come to a close with the FY 2021 Budget and 2020 Bond Referendum, the five-year FY 2021 – 2025 Capital Investment Plan (CIP) includes two new bond years: 2022 and 2024. These bond years have been purposely held blank in anticipation of the completion of the 2040 Comprehensive Plan. Once complete, the Comprehensive Plan, along with project planning and design work from the Advanced

Planning and Design Program, will inform the development of a five-year CIP that best supports the next 20 years of growth and development in Charlotte.

The 2020 Bond Referendum

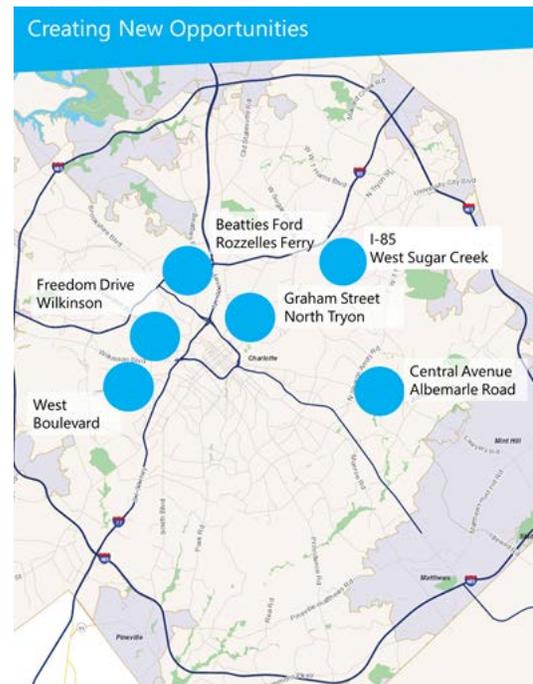
The Proposed 2020 General Obligation (GO) Bond, which will occur during FY 2021 in November 2020, totals \$197,232,000, and has three components:

- **\$44,500,000 for neighborhood improvements**
 - \$30,000,000 dedicated to completing projects in five Comprehensive Neighborhood Improvement Program (CNIP) areas
 - \$14,500,000 for infrastructure investments in six Opportunity Corridors
- **\$50,000,000 for affordable housing**
- **\$102,732,000 for transportation investments**
 - \$20,300,000 to construct NECI projects providing pedestrian and bicycle connections to the LYNX Blue Line Extension
 - \$18,000,000 to construct phase one of the Bryant Farms Road extension from Elm Lane to Rea Road
 - \$15,000,000 to build new sidewalks and pedestrian safety infrastructure
 - \$10,320,000 to enhance the Monroe Road streetscape between North Wendover Road and Eaton Road
 - \$8,000,000 to supplement street resurfacing funding from the North Carolina Department of Transportation (NCDOT)
 - \$7,612,000 for congestion mitigation projects in Steele Creek, South Charlotte, and University City
 - \$4,000,000 to expand the bicycle network
 - \$4,000,000 to maintain traffic signal system coordination
 - \$4,000,000 to upgrade traffic control devices
 - \$4,000,000 to repair and replace bridges
 - \$2,500,000 to complete the Idlewild Road/Rama Road and Monroe Road intersection improvements in partnership with NCDOT
 - \$2,000,000 to implement Vision Zero and transportation safety projects
 - \$2,000,000 to complete sidewalk and bikeways in the Independence Boulevard area
 - \$1,000,000 to implement the Americans with Disabilities (ADA) in public rights-of-way

Opportunity Corridors

Building and maintaining great neighborhoods and safe communities is a predominate focus you stressed at the Annual Strategy Meeting. To advance progress in this area, I am proposing an approach based on reviewing the affordable housing framework, actively seeking partnerships to develop innovative solutions, and developing a renewed focus on corridors. This more comprehensive strategy will be based on focusing on corridors of opportunity.

The Proposed FY 2021 – 2025 CIP includes \$24,500,000 for a new Opportunity Corridors program. This program approaches investment and revitalization holistically by using cross-department collaboration to serve corridors using multiple tools. Each corridor will have projects and strategies tailored to the specific business development, placemaking, community engagement, and transportation infrastructure needs within the corridor. Six corridors have been identified for investment: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.



The 2020 Opportunity Corridors bond funding totaling \$14,500,000 is dedicated to infrastructure improvements in the six corridors. These improvements may include intersection enhancements, new or improved sidewalks, or transportation safety improvements to support the Vision Zero philosophy. An additional \$10,000,000 is available in Pay-As-You-Go (PAYGO) funding for non-infrastructure needs such as community engagement, placemaking, and business development.

Affordable Housing

In 2018, City Council and Charlotte voters tripled the proposed affordable housing bond from \$15,000,000 to \$50,000,000. Last year, Council approved a plan to double the 2020 affordable housing bond from \$25,000,000 to the second consecutive \$50,000,000 affordable housing bond. The affordable housing bond supports the preservation and creation of safe, quality, and affordable housing for low- to moderate-income households throughout Charlotte.

City Council's and the community's commitment to increasing the affordable housing supply led to the creation of the privately-financed Charlotte Housing Opportunity Investment Fund in spring 2018, which has now exceeded its \$50,000,000 fundraising goal. Together with the Housing Trust Fund, this funding leverages public, private, and non-profit dollars to increase the supply and accessibility of housing in the community.

The Proposed FY 2020 Bond brings the total investment in housing bonds in Charlotte to \$130,000,000 since the start of The Big Ideas, which is an increase of \$70,000,000 above the amount originally planned. The 2018 Bond and the Proposed 2020 Bond have proposed \$100,000,000 in affordable housing bond funding. As comparison, this same amount was approved over 14 years from 2002 through 2016.

Ensuring quality affordable housing encompasses more than simply providing bond funding to create new and preserve existing units. Several programs funded from other sources, including federal grant dollars from the Community Development Block Grant (CDBG) and HOME programs, help meet other critical family needs. The additional needs met from other sources include providing down payment assistance, housing rehabilitation, urgent home repair, and rental and utility assistance. These programs help keep families safe and in their homes.



Transportation Investments

Transportation investments total \$102,732,000 in the 2020 Bond and include funding to:

- construct NECI projects that provide connections to the LYNX Blue Line Extension,
- complete the Idlewild Road/Rama Road, and Monroe Road intersection in partnership with the North Carolina Department of Transportation,
- construct the Monroe Road streetscape, and
- maintain the street network through street resurfacing, repairs to bridges, and upgrades to traffic control devices and traffic signal coordination.

Bryant Farms Road extension - The Proposed 2020 Bond includes \$18,000,000 to finish design and construct phase one of the Bryant Farms Road extension, 0.4 miles from Elm Lane to Rea Road. This extension provides a critical east/west connection in the rapidly-growing Ballantyne area. The project includes a 12-foot shared-use path and eight-foot planting strip; it also rebuilds the intersection of Bryant Farms Road, Elm Lane, and Blakeney Heath Road. The 2018 Bond included \$2,000,000 to begin planning and design on the project. The second phase of the extension, from Rea Road to Ardrey Kelly Road, was added to the Advanced Planning and Design Program in FY 2020 and planning is currently underway. Once planning and initial design have been completed, the project will be assessed for feasibility and potential funding in a future five-year CIP.

Congestion Mitigation program - The transportation funding also includes a new Congestion Mitigation program intended to improve traffic flow through small-scale, quick infrastructure projects such as adding turn lanes at intersections, extending existing lanes, or making new road connections to enhance the street grid. The Proposed 2020 Bond contains \$7,612,000 for the Congestion Mitigation program and the funding is intended to support enhancements in the Steele Creek, South Charlotte, and

University City areas. An additional \$6,700,000 in previously-approved Short-Term Road Congestion PAYGO is also available to supplement the 2020 Bond funding.

Street Maintenance - Investing in the street network also means ensure its assets are well-maintained. City crews work year-round repaving and filling potholes to ensure the 5,400 lane miles of city streets are safe.



Funding for street resurfacing is provided by the Powell Bill from the North Carolina Department of Transportation. Since 2007, the city has supplemented the street resurfacing revenue with an annual transfer from the General Fund of \$4,261,000. In effort to best align expenditures with available funding sources, the General Fund transfer will be eliminated in FY 2021 and replaced with a combination of GO Bond and PAYGO funding. Together, this funding increases the street resurfacing supplement by \$1,000,000 annually. This additional funding supports the Charlotte Department of Transportation's FY 2021 Strategic Performance target to increase the city's annual pavement condition rating from 82.05 percent to 85 percent.

Pedestrian and Bicycle Safety

Transportation Safety program -Several programs focused on pedestrian and bicyclist safety were introduced in the 2018 Bond and are proposed for additional funding in the 2020 Bond. The Transportation Safety (Vision Zero) program received \$2,000,000 in the 2018 Bond, and another \$2,000,000 is proposed in the 2020 Bond. This program supports Charlotte's Vision Zero Action Plan, which is based on the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. Projects in the Transportation Safety program may include new or enhanced streetlighting, speed humps, or pedestrian crossing signals.

Sidewalk and Pedestrian Safety program - The 2020 Bond also continues funding for the Sidewalk and Pedestrian Safety program with \$15,000,000 to construct new sidewalks, connect sidewalk gaps, and install pedestrian safety crossings and signals. This funding brings The Big Ideas total investment to \$75,000,000 in support of implementing the Council-adopted Charlotte WALKS plan and making Charlotte a more walkable city.

The Bicycle program - provides for the expansion of the bicycle network by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Charlotte BIKES plan, adopted by City Council in 2017, which provides the vision, strategies, and recommendations with the goal of

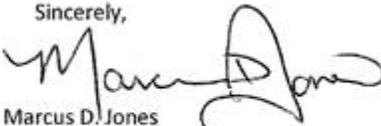


making bicycling safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods. The Bicycle program received \$4,000,000 in the 2018 Bond, an additional \$4,000,000 is proposed in the 2020 Bond. This funding enhances mobility options and continues the goal of making Charlotte a bicycle friendly community.

The Year Ahead

Moving into FY 2021 we will be focused on maintaining our resiliency and working toward recovery. While there continue to be challenges ahead associated with the economic impacts of the COVID-19 pandemic, the Proposed FY 2021 Budget includes investments in key areas; from promoting economic opportunity through investing in services for Charlotte's Opportunity Corridors and advancing emergency management, to safe guarding the environment by expanding the use of electric vehicles in the city's fleet. Overall the Proposed FY 2021 Budget sets the financial framework for delivery our core services to the public while also moving forward with investments in several priority areas.

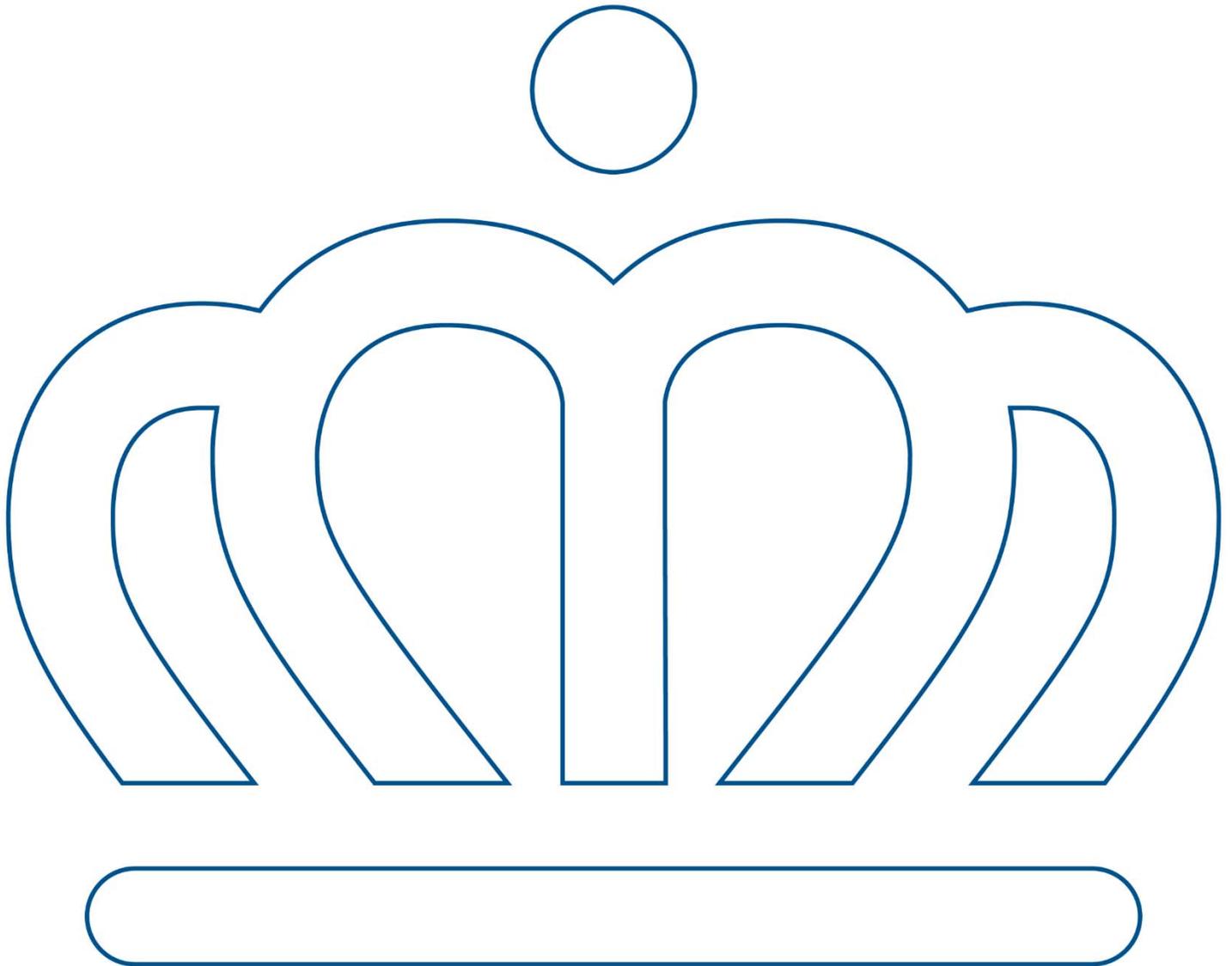
As we look forward to the year ahead, I am encouraged by the leadership role the city is playing in the new and innovative ways our community is coming together. Adherence to our budget principles has built a stable foundation for us. We as a city are posed to be resilient even in light of the challenges we face. The collaboration between the city, Mecklenburg County, and our community partners will be key as priorities and resources adjust to the developing impacts of COVID-19. Our adaptability as an organization will continue to facilitate our recovery. The decisions and actions we take will be steps toward us overcoming this crisis and pulling financially through, while also protecting the health and safety of residents, visitors, and employees. I am confident that the City of Charlotte will continue to demonstrate our resilience as we actively move toward recovery and advancing your strategic priorities.

Sincerely,

Marcus D. Jones
City Manager



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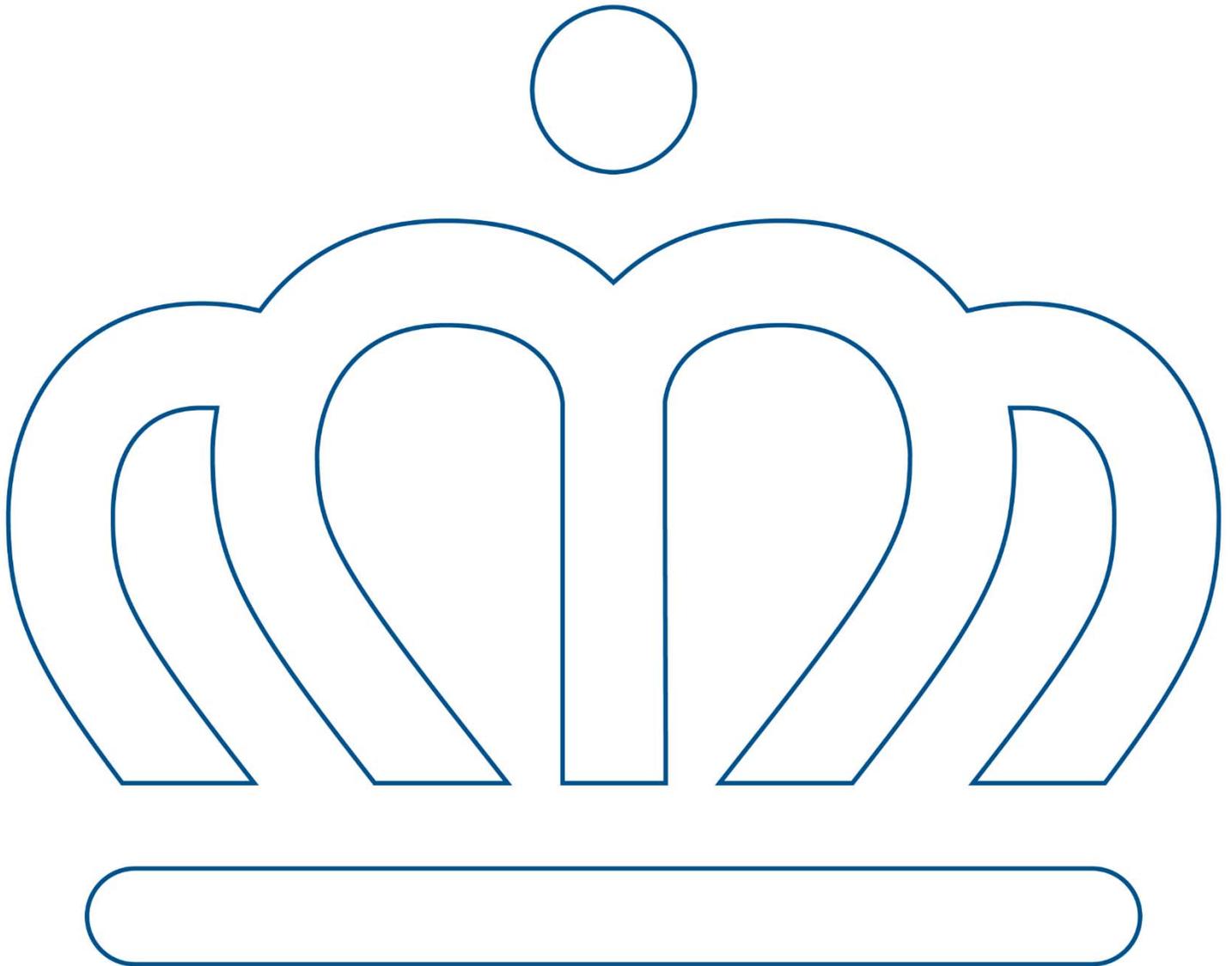
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EXECUTIVE SUMMARY

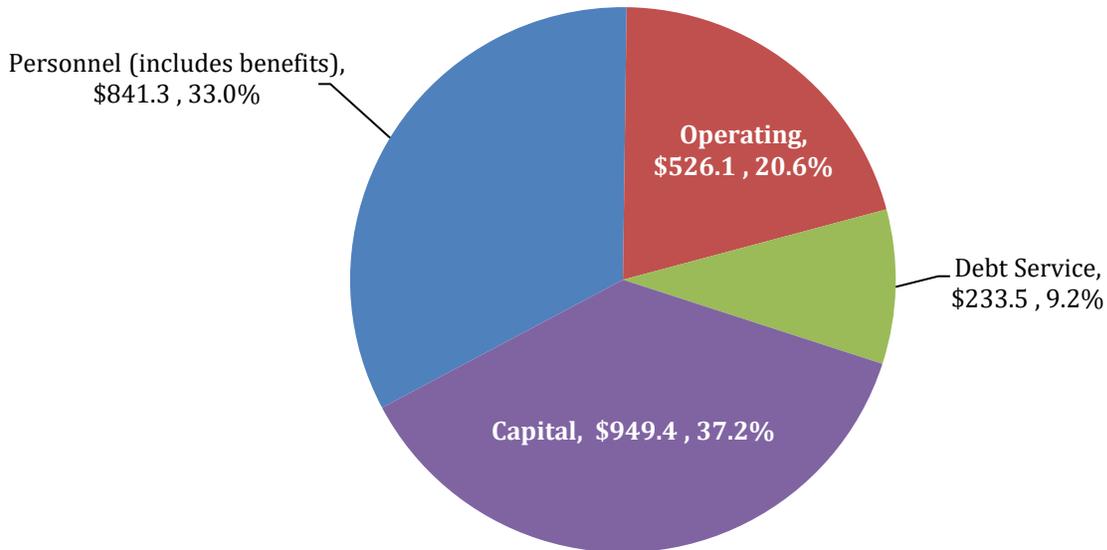


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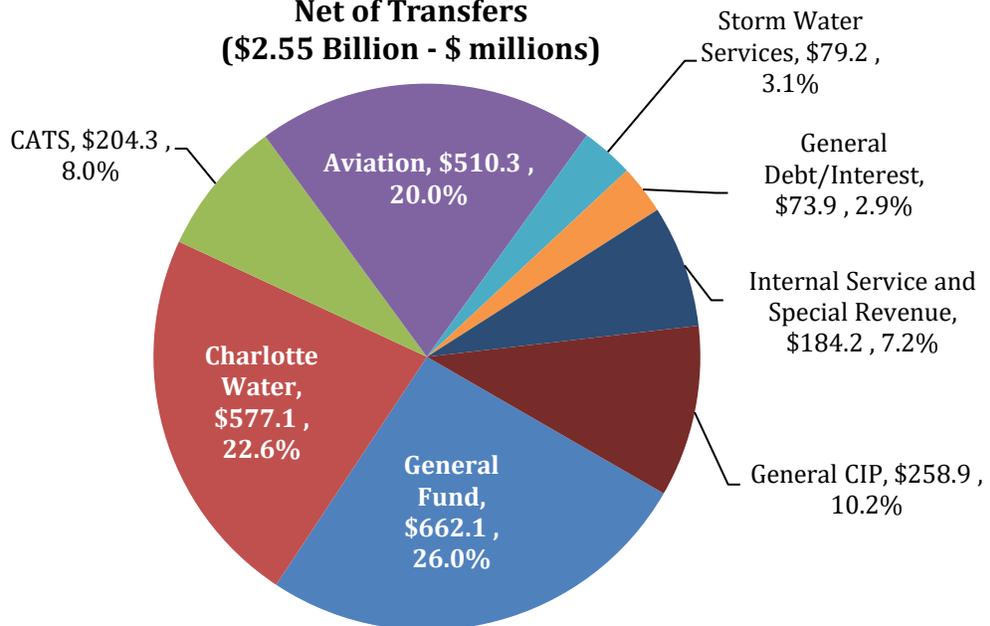
Overview of Total Budget

The total FY 2021 budget is \$2.55 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (CIP). The annual operating budget reflects day-to-day operations, while the CIP represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

Total Expenditures by Category
(\$2.55 Billion - \$ millions)



FY 2021 Proposed Budget
Net of Transfers
(\$2.55 Billion - \$ millions)



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

Revenue and Finance

Development of the FY 2021 Budget included a review of revenue and financial approaches that maintain a good value to tax and rate payers that are consistent with Council policy, and uphold the City’s strong financial ratings.

The property tax rate for FY 2021 is 34.81¢ per \$100 of assessed valuation, the same rate as in FY 2020. The FY 2021 assessed value is estimated at \$146.51 billion, with an estimated collection rate of 99.0%.

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

Fund	FY 2020 Tax Rate	FY 2021 Tax Rate	Change from FY 2020 to FY 2021
General Fund	27.31¢	27.31¢	0.00¢
Debt Service	6.77¢	6.77¢	0.00¢
Pay-As-You-Go Capital	.73¢	.73¢	0.00¢
Total Tax Rate	34.81¢	34.81¢	0.00¢

Charlotte Water

The FY 2021 Water and Sewer Fee is proposed to increase by 1.9 percent for the typical homeowner. The typical homeowner would experience a \$1.24 per month increase. Charlotte Water’s proposed budget focuses on maintaining a high quality drinking water and wastewater system, guaranteeing a high level of customer satisfaction, ensuring operational efficiency and compliance, improving safety and security, and promoting a thriving, economically sustainable community.

Storm Water

The FY 2021 Storm Water Services Fee is proposed to remain unchanged. The FY 2021 proposed budget funds four new positions to support storm drainage improvement and surface water quality enhancement projects.

Solid Waste

The FY 2021 Solid Waste Fee is proposed to increase by \$0.80 per month (\$9.60 annually). The proposed increase will generate additional revenue to cover FY 2021 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 and for rollout containers. Mecklenburg County is proposing increases of \$1.10 per ton for landfill disposal.

The following table reflects the FY 2021 **city tax and fee** impact for homes using the FY 2020 median home value in Charlotte, \$214,800, calculated based on owner-occupied, single family homes:

City of Charlotte Taxes and Fees	Prior Year FY 2020	Proposed FY 2021	\$ Change	% Change
Property Taxes	\$747.72	\$747.72	\$0.00	0.0%
Solid Waste fee (Residential)	\$58.06	\$67.66	\$9.60	16.5%
Water and Sewer (Average user rate)	\$801.84	\$816.72	\$14.88	1.9%
Storm Water (Average user rate)	\$70.21	\$70.21	\$0.00	0.0%
Total Monthly	\$139.82	\$140.47	\$2.04	1.5%
Total Annual	\$1,677.83	\$1,702.31	\$24.48	1.5%

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

General Fund Budget

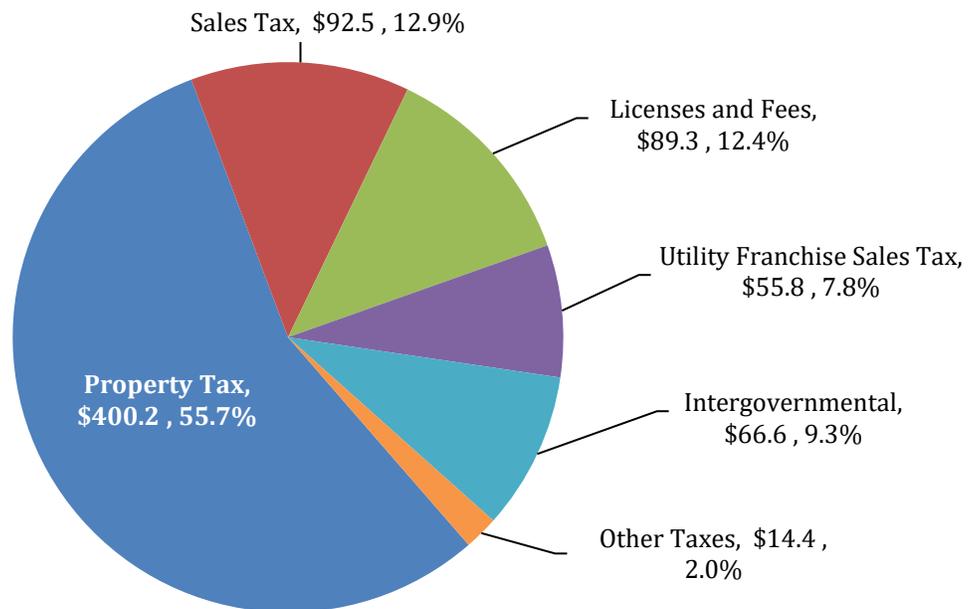
General Fund Definition

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

General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 69 percent of total revenue. The total General Fund revenue decreased by \$8.9 million to \$718.8 million in FY 2021, a decrease of 1.2 percent from FY 2020.

**General Fund Revenues
Where the Money Comes From
\$718.8 Million
(\$ in millions)**

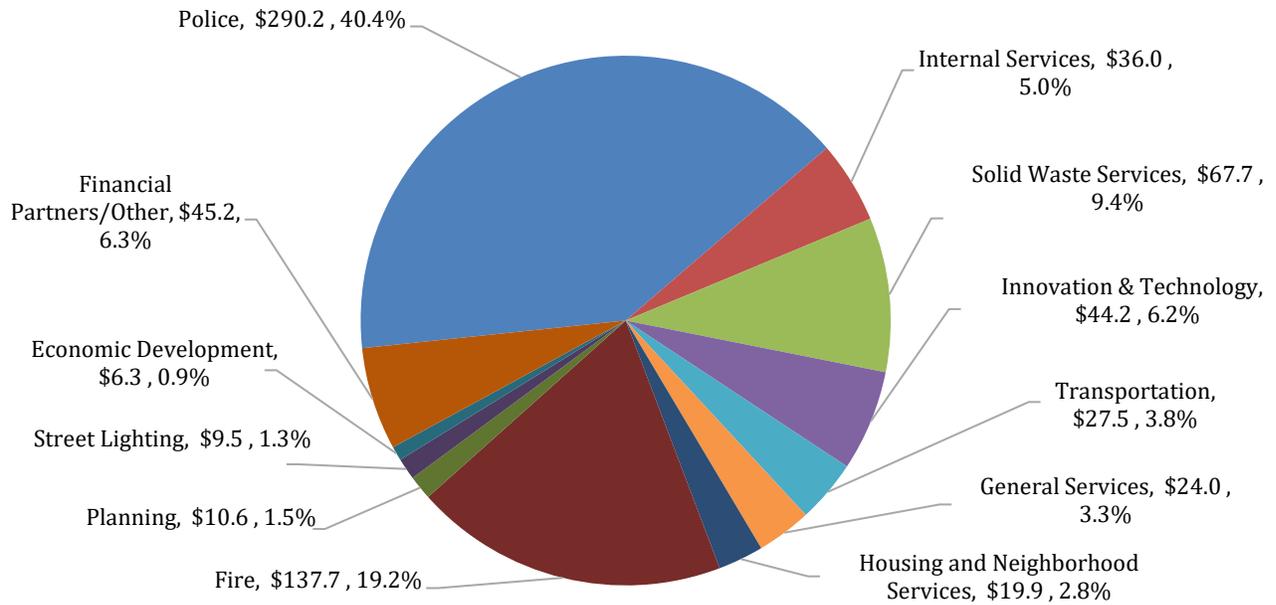


General Fund Expenditures

The proposed FY 2021 General Fund budget is \$718.8 million, a 1.2 percent decrease from FY 2020.

FY 2021 General Fund Expenditures Where the Money Goes \$718.8 million

(\$ in millions)



Summary of Tax Levies

	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
Citywide Assessed Property Valuation	\$96,617,272,663	\$98,847,293,588	\$142,710,564,432	\$146,506,892,738
Citywide Tax Rate Per \$100 Valuation				
Fund				
General	0.3741	0.3816	0.2731	0.2731
Municipal Debt Service	0.0926	0.0951	0.0677	0.0677
Pay-As-You-Go	0.0120	0.0120	0.0073	0.0073
Total City-wide Tax Rate	0.4787	0.4887	0.3481	0.3481
Collection Rate				
All Funds	0.9875	0.9900	0.9900	0.9900
Citywide Tax Levy¹				
Fund				
General	\$354,527,152	\$373,429,260	\$385,804,493	\$396,109,221
Municipal Debt Service	\$87,915,917	\$93,063,738	\$95,712,072	\$98,193,315
Pay-As-You-Go	\$11,369,147	\$11,743,058	\$10,328,752	\$10,588,053
Total Citywide Tax Levy	\$453,812,216	\$478,236,056	\$491,845,316	\$504,890,589
Municipal Service Districts Rates Per \$100 in Valuation				
District 1 - Center City	0.0168	0.0208	0.0136	0.0136
District 2 - Center City	0.0233	0.0293	0.0227	0.0227
District 3 - Center City	0.0358	0.0418	0.0338	0.0338
District 4 - South End	0.0668	0.0668	0.0390	0.0390
District 5 - University City	0.0279	0.0279	0.0279	0.0279
Municipal Service Districts Assessed Valuation				
District 1 - Center City	\$7,885,841,558	\$8,183,546,653	\$12,927,318,402	\$12,707,138,685
District 2 - Center City	\$3,284,759,497	\$3,483,647,721	\$5,764,520,666	\$5,398,841,945
District 3 - Center City	\$3,358,293,703	\$3,436,932,487	\$5,156,043,404	\$5,317,713,558
District 4 - South End	\$1,384,388,551	\$1,460,907,143	\$2,715,795,445	\$2,866,090,828
District 5 - University City	\$2,697,136,682	\$2,723,105,506	\$3,873,938,001	\$3,948,043,156

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

Summary of Position Allocations by Fund

Departments	FY 2019 Budget Total FTEs	FY 2020 Budget Total FTEs	FY 2021 Proposed Total FTEs	FY 2021 FTE Count Change
City Attorney	30.00	30.00	39.00	9.00
City Clerk	7.00	8.00	8.00	-
City Manager's Office	11.00	11.00	11.00	-
Communications	35.00	34.00	33.00	-1.00
Community Relations	10.00	12.00	12.00	-
Economic Development	19.00	21.00	21.00	-
Finance	119.00	88.00	85.00	-3.00
Fire	1,207.00	1,237.00	1,232.00	-5.00
General Services	450.00	491.00	473.00	-18.00
Housing and Neighborhood Services	235.75	236.75	226.75	-10.00
Human Resources	46.00	47.00	51.00	4.00
Internal Audit	10.00	11.00	11.00	-
Innovation and Technology	145.00	148.00	219.00	71.00
Mayor and City Council	12.00	12.00	12.00	-
Planning	97.00	108.00	104.00	-4.00
Police	2,504.50	2,498.50	2,455.50	-43.00
Solid Waste Services	314.00	316.00	309.00	-7.00
Strategy and Budget	18.00	17.00	16.00	-1.00
Transportation	423.75	424.75	412.75	-12.00
Total General Fund	5,694.00	5,751.00	5,731.00	-20.00
Aviation	659.00	708.00	708.00	-
Charlotte Area Transit System	534.75	582.75	582.75	-
Storm Water	153.00	171.00	175.00	4.00
Charlotte Water	958.00	997.00	997.00	-
Total Enterprise Funds	2,304.75	2,458.75	2,462.75	4.00
Risk Management	23.00	23.00	23.00	-
Total Internal Services Funds	23.00	23.00	23.00	-
Total All Funds	8,021.75	8,232.75	8,216.75	-16.00

Summary of Position Allocations by Fund

(Prior to centralization efforts)

Departments	FY 2019 Budget Total FTEs	FY 2020 Budget Total FTEs	FY 2021 Proposed Total FTEs	FY 2021 FTE Count Change
City Attorney	30.00	30.00	31.00	1.00
City Clerk	7.00	8.00	8.00	-
City Manager's Office	11.00	11.00	11.00	-
Communications	35.00	34.00	33.00	-1.00
Community Relations	10.00	12.00	12.00	-
Economic Development	19.00	21.00	21.00	-
Finance	119.00	88.00	86.00	-2.00
Fire	1,207.00	1,237.00	1,243.00	6.00
General Services	450.00	491.00	485.00	-6.00
Housing and Neighborhood Services	235.75	236.75	233.75	-3.00
Human Resources	46.00	47.00	47.00	-
Internal Audit	10.00	11.00	11.00	-
Innovation and Technology	145.00	148.00	146.00	-2.00
Mayor and City Council	12.00	12.00	12.00	-
Planning	97.00	108.00	107.00	-1.00
Police	2,504.50	2,498.50	2,496.50	-2.00
Solid Waste Services	314.00	316.00	315.00	-1.00
Strategy and Budget	18.00	17.00	16.00	-1.00
Transportation	423.75	424.75	416.75	-8.00
Total General Fund	5,694.00	5,751.00	5,731.00	-20.00
Aviation	659.00	708.00	708.00	-
Charlotte Area Transit System	534.75	582.75	582.75	-
Storm Water	153.00	171.00	175.00	4.00
Charlotte Water	958.00	997.00	997.00	-
Total Enterprise Funds	2,304.75	2,458.75	2,462.75	4.00
Risk Management	23.00	23.00	23.00	-
Total Internal Services Funds	23.00	23.00	23.00	-
Total All Funds	8,021.75	8,232.75	8,216.75	-16.00

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 2021 is \$718,809,225, a revenue decrease of \$8.9 million (or decline of 1.2 percent) from the FY 2020 Budget. The General Fund property tax rate is 27.31¢ per \$100 valuation. For FY 2021, revenue estimates are compiled using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

Property Taxes: The General Fund budget is balanced with a property tax rate of 27.31¢ per \$100 valuation. This will yield \$400.2 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.00 percent. This represents a \$9.98 million revenue increase compared to FY 2020. The tax base used represents a total property valuation of \$146.5 billion (including motor vehicles). One cent on the tax rate produces \$14.5 million in revenue, after the estimated collection rate is applied. This tax rate is the lowest of the ten largest cities in the state.

Sales Taxes: The General Fund is projected to collect \$92.5 million in sales tax revenue in FY 2021, a \$25.3 million (or 21.5 percent) decrease from the FY 2020 budget. About \$9.7 million of the \$25.3 million loss represents the loss in sales tax that is forecasted to occur in FY 2021 due to a decline in taxable sales. The remaining \$15.6 million of the \$25.3 million loss represents the Pay-As-You-Go Fund portion of sales tax that was previously appropriated in the General Fund and then transferred to the Pay-As-You-Go Fund; this will now be directly appropriated in the Pay-As-You-Go Fund. Local sales taxes levied by the city and county comprise 2.5 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the state acquired control over ¼-cent of the Article 44 local option sales tax. The city is completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects sales taxes and distributes it to localities.

Utility Franchise Sales Tax: As of July 1, 1999, each 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 were made. On July 1, 2014, the state imposed a sales tax on electricity and piped natural gas, which replaced the Utility Franchise Fee. This revenue source is projected to be \$55.8 million in FY 2021, the same revenue as in the FY 2020 budget.

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 \$9.60 (or 80 cents per month), from FY 2020, for a total of \$67.66. This revenue source is projected to generate \$24.2 million in FY 2021, an increase of \$4.1 million from FY 2020.

General Fund

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

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent FY 2020 FY 2021
PROPERTY TAX					
Property Tax - Current Year Base	\$351,923,194	\$368,376,608	\$382,829,271	\$391,354,486	2.2 %
Property Tax - Synthetic TIG Properties	-	-	\$2,975,221	\$4,682,746	57.4 %
Prior Year	\$7,892,543	\$7,722,567	\$4,800,000	\$4,550,000	-5.2 %
Rebates	-	-	-\$2,400,000	-\$2,400,000	0.0 %
Penalties	\$495,913	\$513,127	\$500,000	\$500,000	0.0 %
Interest	\$1,488,908	\$3,190,908	\$1,500,000	\$1,500,000	0.0 %
Rebates of Listing Penalties	-	-	-\$8,000	-\$8,000	0.0 %
Total	\$361,800,558	\$379,803,210	\$390,196,492	\$400,179,232	2.6 %
SALES TAX¹					
Sales - Article 39 (1.0%) & portion of Article 42 (0.5%)	\$108,056,362	\$113,335,184	\$117,730,642	\$92,470,739	-21.5 %
Total	\$108,056,362	\$113,335,184	\$117,730,642	\$92,470,739	-21.5 %
UTILITIES FRANCHISE TAX					
Utility Franchise	\$52,933,406	\$54,337,653	\$55,799,321	\$55,799,321	0.0 %
Total	\$52,933,406	\$54,337,653	\$55,799,321	\$55,799,321	0.0 %
POLICE SERVICES					
Law Enforcement Services - County	\$17,994,061	\$14,560,000	\$15,901,116	\$16,153,157	1.6 %
Small Town Service Fees	\$165,218	\$123,454	\$165,000	\$150,000	-9.1 %
School Resource Officers - School Board	\$5,025,661	\$5,075,467	\$5,808,530	\$5,808,530	0.0 %
Total	\$23,184,940	\$19,758,921	\$21,874,646	\$22,111,687	1.1 %
TAX REIMBURSEMENTS					
Beer & Wine Tax	\$3,596,072	\$3,652,112	\$3,815,073	\$3,881,837	1.8 %
State Waste Disposal Tax	\$695,875	\$729,568	\$595,000	\$585,000	-1.7 %
Total	\$4,291,947	\$4,381,680	\$4,410,073	\$4,466,837	1.3 %
SOLID WASTE FEE					
Refuse Disposal Fees	\$13,259,164	\$15,877,366	\$20,085,000	\$24,160,230	20.3 %
Business Garbage Fees	\$212,225	\$235,569	\$225,000	\$225,000	0.0 %
Total	\$13,471,389	\$16,112,935	\$20,310,000	\$24,385,230	20.1 %
BUSINESS PRIVILEGE LICENSES					
Business Privilege Licenses	\$21,506	\$16,431	-	-	0.0 %
Total	\$21,506	\$16,431	-	-	0.0 %
OTHER REVENUES					
Licenses and Permits					
Motor Vehicle Licenses	\$3,006,224	\$2,960,733	\$3,193,000	\$2,994,053	-6.2 %
Motor Vehicle Licenses - Rebates	-\$79,278	-\$80,435	-\$48,000	-\$48,000	0.0 %
Animal Licenses - Fertile	\$158,607	\$151,800	\$160,000	\$150,000	-6.3 %
Animal Licenses - Spav/Neuter	\$447,144	\$430,499	\$450,000	\$435,000	-3.3 %
Fire Plan Review Fees	\$1,962,619	\$2,002,104	\$2,793,345	\$1,949,804	-30.2 %
Vehicle Licenses - City Billed	\$18,740	\$17,470	\$20,000	\$40,000	100.0 %
Fire Permits	\$1,634,995	\$2,045,047	\$1,344,775	\$2,424,495	80.3 %
Security Dog Licenses	\$30	\$30	\$100	-	-100.0 %
Vehicle for Hire Fees and Permits	\$290,372	\$253,066	\$281,660	\$250,000	-11.2 %
Carrier Franchise Fees	\$80,673	\$80,676	\$100,000	\$100,000	0.0 %
Video Programming (Cable Franchise) Fees	\$7,566,705	\$7,182,888	\$7,566,705	\$7,222,394	-4.6 %
Development Plan Review Fees	\$5,945,227	\$3,388,894	\$3,195,435	\$1,922,550	-39.8 %
Sexually Oriented Businesses Licenses	\$92,165	\$91,985	\$92,000	\$92,000	0.0 %
Temporary Infrastructure Permits	\$6,775	\$3,930	\$109,350	\$10,550	-90.4 %
Parking and Parade Permits	\$119,721	\$195,761	\$323,875	\$233,695	-27.8 %
Total	\$21,250,719	\$18,724,448	\$19,582,245	\$17,776,541	-9.2 %

¹Previously, the Pay-As-You-Go portion of sales tax was appropriated in the General Fund. Beginning in FY2021, the Pay-As-You-Go portion of sales tax (\$15.6 million) will be directly appropriated in the Pay-As-You-Go Fund.

General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Fines, Forfeits and Penalties					
Vehicle for Hire Penalties	\$19,523	\$9,395	\$20,000	\$10,000	-50.0%
Housing Code Violations	\$184,937	\$155,812	\$185,000	\$156,000	-15.7%
Parking Citations	\$862,978	\$878,955	\$870,000	\$880,000	1.1%
Parking Citation Penalties	\$81,073	\$72,159	\$82,000	\$73,000	-11.0%
Security Alarm Fines	\$728,744	\$841,980	\$730,000	\$800,000	9.6%
Fire Citation Fines	\$16,410	\$17,950	\$50,000	\$20,000	-60.0%
Zoning Enforcement Fines	\$138,972	\$211,712	\$148,000	\$210,000	41.9%
Court Assessment Crime Lab	\$89,682	\$54,420	\$85,000	\$65,000	-23.5%
Privilege License Penalties	\$1,372	\$728	-	-	0.0%
Animal License Penalties	\$51,607	\$40,717	\$50,000	\$40,000	-20.0%
Animal Citation Penalties	\$17,622	\$8,949	\$17,500	\$17,500	0.0%
Court Costs - Superior	\$95,647	\$108,694	\$115,000	\$115,000	0.0%
Court Awards - Vice & Narcotics	\$25	\$5	-	-	0.0%
Animal License Late Fees	\$66,100	\$62,580	\$65,000	\$65,000	0.0%
Total	\$2,354,692	\$2,464,056	\$2,417,500	\$2,451,500	1.4%
Interlocal Grants and Agreements					
Wireless Communications	\$3,966,955	\$3,837,085	\$3,606,311	\$3,881,655	7.6%
Fleet Maintenance	\$1,426,332	\$1,467,698	\$1,493,000	\$2,118,459	41.9%
First Responder	\$444,125	\$524,875	\$566,929	\$567,000	0.0%
Procurement Services	\$115,328	\$114,312	\$115,328	\$115,328	0.0%
Customer Services - CharMeck 311	\$1,411,560	\$1,287,932	\$1,335,207	\$1,277,684	-4.3%
CMGC Occupancy	\$786,729	\$795,378	\$841,034	\$820,570	-2.4%
Recycling Program Proceeds	\$217,830	\$66,238	\$70,000	\$35,000	-50.0%
CMGC Phone Costs - County	\$45,367	\$125,751	-	-	0.0%
County Fire Reimbursement	\$15,854	-	\$723,000	\$668,000	-7.6%
Total	\$8,430,080	\$8,219,269	\$8,750,809	\$9,483,696	8.4%
Federal and State Shared Revenues					
ABC Stores Revenue	\$4,543,436	\$4,734,982	\$4,829,681	\$7,056,474 ¹	46.1%
Total	\$4,543,436	\$4,734,982	\$4,829,681	\$7,056,474	46.1%
General Government					
Enhanced User Fees	-	\$23,190	\$807,383	\$807,383	0.0%
Utility Right-of-Way Ordinance Fees	\$1,326,477	-	-	-	0.0%
Zoning Petition Filing Fees	\$2,714,908	\$1,722,933	\$1,341,018	\$1,656,040	23.5%
Annexation Fees	\$1,200	\$6,400	\$400	\$400	0.0%
Subdivision Services	\$587,396	\$3,974,522	\$4,405,127	\$5,136,795	16.6%
Zoning Admin Fees	\$1,040,665	\$787,460	\$1,030,909	-	-100.0%
Historic District Fee	\$54,720	\$36,785	\$52,310	\$54,665	4.5%
Equipment Mgmt Svcs - Fleet	\$80,486	\$24,739	\$72,000	-	-100.0%
Procurement Professional Services	\$410,860	\$383,639	\$400,000	\$400,000	0.0%
Procurement CCPA	\$353,105	\$240,718	\$300,000	\$300,000	0.0%
Tree Planting	\$39,238	\$15,500	-	-	0.0%
Park It! Program Fees	\$6,760	\$5,910	\$6,700	\$6,000	-10.4%
Parking Garage Fees	\$1,099,399	\$1,097,814	\$1,131,000	\$1,131,000	0.0%
Parking Meter Revenue	\$1,270,625	\$1,174,648	\$1,277,000	\$1,200,000	-6.0%
Underbrush and Debris Removal	\$503,180	\$580,929	\$500,000	\$565,000	13.0%
Demolition - Clearing	\$311,216	\$233,179	\$303,000	\$240,000	-20.8%
Utility Street Cuts	\$2,442,777	\$2,061,317	\$2,600,000	\$2,600,000	0.0%
Rent Revenue - Misc	\$836,522	\$761,547	\$1,131,942	\$1,027,000	-9.3%
Total	\$13,079,534	\$13,131,230	\$15,358,789	\$15,124,283	-1.5%

¹ Beginning in FY 2021, ABC proceeds will no longer be split 75/25 with the Municipal Debt Service Fund.

General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Public Safety					
State Reimb for Services Provided -	\$2,223,142	\$833,299	\$1,529,281	\$1,529,281	0.0%
Federal Reimb for Services Provided - Fire	-	\$182,427	\$230,000	\$400,000	73.9%
Police - Fingerprint Reports	\$29,265	\$14,668	\$27,500	\$27,500	0.0%
Sale of Animals	\$34,481	\$32,538	\$35,000	\$35,000	0.0%
Spay/Neuter Fees	\$80,593	\$67,577	\$80,000	\$70,000	-12.5%
Vehicle Towing and Storage	\$107,555	\$116,714	\$108,000	\$115,000	6.5%
Animal Reclaim Fees	\$88,086	\$77,554	\$95,000	\$85,000	-10.5%
Total	\$2,563,122	\$1,324,777	\$2,104,781	\$2,261,781	7.5%
Cemeteries					
Sale of Cemetery Lots	\$232,230	\$237,496	\$383,700	\$275,000	-28.3%
Grave Digging	\$295,345	\$322,115	\$519,100	\$395,000	-23.9%
Monument Foundation	\$85,615	\$93,285	\$116,560	\$115,000	-1.3%
Perpetual Care	\$32,950	\$43,720	\$98,880	\$44,000	-55.5%
Total	\$646,140	\$696,616	\$1,118,240	\$829,000	-25.9%
Use of Money and Property					
Interest on Liens	\$249,627	\$226,361	\$250,000	\$250,000	0.0%
Damage to City-Owned Equipment	\$573,680	\$622,939	\$561,680	\$590,000	5.0%
Reimbursement for City Car Use	\$100,641	\$116,405	\$106,090	\$116,000	9.3%
Total	\$923,948	\$965,705	\$917,770	\$956,000	4.2%
Sale of Salvage and Land					
Sale of Land	\$35,556	\$353,153	-	-	0.0%
Sale of Salvage	\$142,509	\$245,301	\$130,000	\$130,000	0.0%
Sale of Used Autos	\$877,250	\$927,506	\$865,000	\$790,000	-8.7%
Total	\$1,055,315	\$1,525,960	\$995,000	\$920,000	-7.5%
Other					
Interest on Investments	\$1,767,159	\$4,302,374	\$3,000,000	\$1,673,278	-44.2%
Miscellaneous Grants and Contributions	\$107,800	\$68,991	-	-	0.0%
Newspaper Rack Revenue	\$6,050	\$4,600	\$6,000	\$6,000	0.0%
Reimb City Svcs - SWS Spec Svcs	\$99,533	\$84,331	\$120,000	\$85,000	-29.2%
Telecom Review/Modifications	\$17,500	\$11,500	-	-	0.0%
Google Fiber Hut-Lease Agrmnt	\$27,159	\$27,974	\$30,000	\$30,000	0.0%
Recovery of Losses	\$800,000	-	-	-	0.0%
Other Revenue	\$328,024	\$916,872	\$734,025	\$672,476	-8.4%
Total	\$3,153,225	\$5,416,642	\$3,890,025	\$2,466,754	-36.6%
Total Other Revenues	\$58,000,211	\$57,203,685	\$59,964,840	\$59,326,029	-1.1%
TRANSFERS AND FUND BALANCE					
Transferred Revenues					
Occupancy Taxes - CRVA	\$5,905,400	\$6,225,251	\$6,243,723	\$5,035,596	-19.3%
Heavy Equipment Tax	\$765,058	\$821,397	\$820,000	\$900,000	9.8%
Tree Mitigation Fees	\$1,574,031	\$1,121,736	-	-	0.0%
Municipal Debt Service	\$119,989	\$122,859	\$122,859	\$122,859	0.0%
Convention Center Tax - Towns' Tourism	\$3,949,275	\$4,183,129	\$4,223,729	\$3,430,417	-18.8%
Convention Center Tax - Stadium Traffic Control	\$1,250,000	-	\$250,000	\$500,000	100.0%
PAYGO - One-time Funding	\$325,000	-	-	-	0.0%
Total	\$13,888,753	\$12,474,372	\$11,660,311	\$9,988,872	-14.3%

General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Intragovernmental Revenues					
Cost Allocation - Storm Water	\$1,214,122	\$1,239,224	\$1,014,071	\$1,368,144	34.9 %
Cost Allocation - Charlotte Water	\$8,947,389	\$9,775,863	\$11,017,046	\$11,267,148	2.3 %
Cost Allocation - Aviation	\$3,581,903	\$4,092,739	\$4,713,409	\$5,878,072	24.7 %
Fire Control Services - Aviation	\$6,034,736	\$6,372,062	\$6,668,159	\$7,147,022	7.2 %
Account Services - Storm Water	\$1,825,977	\$2,193,785	\$1,835,274	\$1,835,274	0.0 %
Account Services - Charlotte Water	\$5,447,266	\$5,573,897	\$5,342,636	\$6,269,726	17.4 %
Cost Allocation - CATS	\$3,610,340	\$4,880,357	\$4,987,508	\$5,883,543	18.0 %
Cost Allocation - Risk Management	\$613,032	\$632,731	\$384,480	\$337,177	-12.3 %
Police Services - Airport & CATS	\$7,469,657	\$9,306,018	\$9,713,092	\$10,076,572	3.7 %
Total	38,744,422	44,066,676	45,675,675	50,062,678	9.6 %
Transfers from Other Funds					
Cemetery Trust	\$29,131	\$55,507	\$52,000	\$18,600	-64.2 %
Total	\$29,131	\$55,507	\$52,000	\$18,600	-64.2 %
Total Transfers and Intragovernmental Revenues	\$52,662,306	\$56,596,555	\$57,387,986	\$60,070,150	4.7 %
Total General Fund Revenues	\$674,422,625	\$701,546,254	\$727,674,000	\$718,809,225	-1.2 %

Summary of Expenditures

By Fund and Activity Net of Transfers

Fund / Activity	FY 2021 Operating	Percent Change	FY 2021 Capital	Percent Change	FY 2021 Total	Percent Change
General	\$662,068,232	2.1%			\$662,068,232	2.1%
Aviation	\$212,027,698	-9.0%	\$255,884,428	-48.1%	\$467,912,126	-35.5%
Water and Sewer	\$172,082,183	2.6%	\$332,296,584	20.7%	\$504,378,767	13.8%
Charlotte Area Transit System	\$147,131,862	-8.9%	\$45,795,219	52.8%	\$192,927,081	0.8%
Storm Water Utility	\$15,299,658	-3.1%	\$56,500,000	-9.6%	\$71,799,658	-8.3%
Debt Service	\$233,452,696	-11.6%			\$233,452,696	-11.6%
Powell Bill	\$16,880,067	-23.8%			\$16,880,067	-23.8%
Convention Center	\$26,195,268	17.2%			\$26,195,268	17.2%
NASCAR Hall of Fame	\$4,945,000	-33.0%			\$4,945,000	-33.0%
Public Safety and Other Grants	\$12,094,916	-3.8%			\$12,094,916	-3.8%
Public Safety 911 Services	\$2,855,000	-18.8%			\$2,855,000	-18.8%
Housing and Neighborhood Services Grants	\$22,893,049	58.4%			\$22,893,049	58.4%
Municipal Service Districts	\$6,900,671	12.7%			\$6,900,671	12.7%
Risk Management	\$5,588,631	272.3%			\$5,588,631	272.3%
Employee Health and Life Fund	\$50,817,545	15.2%			\$50,817,545	15.2%
Tourism Operating	\$8,939,782	5.6%			\$8,939,782	5.6%
Pay-As-You-Go	\$642,133	-64.1%			\$642,133	-64.1%
General Capital Investment Plan			\$258,890,245	96.5%	\$258,890,245	96.5%
Total Budget	\$1,600,814,391	-2.1%	\$949,366,476	-4.3%	\$2,550,180,867	-2.9%

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

Summary of Expenditures

General Fund Gross Expenditures

Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
City Attorney	\$2,777,777	\$2,722,882	\$3,958,948	45.4 %
City Clerk	\$768,820	\$879,275	\$972,432	10.6 %
City Manager's Office	\$2,747,035	\$2,787,528	\$2,674,377	-4.1 %
Communications	\$3,920,550	\$4,119,119	\$4,193,558	1.8 %
Community Relations Committee	\$1,375,154	\$1,514,524	\$1,527,344	0.8 %
Economic Development	\$5,356,254	\$5,937,295	\$6,266,160	5.5 %
Finance	\$16,333,515	\$12,668,677	\$12,139,239	-4.2 %
Fire	\$132,715,117	\$133,020,122	\$137,741,974	3.5 %
General Services	\$18,360,955	\$26,397,988	\$24,034,016	-9.0 %
Housing and Neighborhood Services	\$19,187,108	\$20,552,057	\$19,942,095	-3.0 %
Human Resources	\$6,249,323	\$5,526,272	\$6,110,886	10.6 %
Innovation and Technology	\$31,919,840	\$33,154,912	\$44,235,603	33.4 %
Internal Audit	\$1,283,581	\$1,423,444	\$1,477,072	3.8 %
Mayor & City Council	\$796,635	\$747,268	\$759,531	1.6 %
Planning Design and Development	\$10,073,784	\$10,813,087	\$10,610,149	-1.9 %
Police	\$275,115,822	\$285,066,260	\$290,203,220	1.8 %
Solid Waste Services	\$60,400,927	\$63,678,465	\$67,674,456	6.3 %
Strategy and Budget	\$2,223,638	\$2,323,787	\$2,194,716	-5.6 %
Transportation	\$24,742,227	\$27,973,238	\$27,530,975	-1.6 %
Non-Departmental	\$83,705,956	\$86,367,800	\$54,562,474	-36.8 %
Total General Fund Expenditures	\$700,054,018	\$727,674,000	\$718,809,225	-1.2 %

Summary of Expenditures

(Prior to centralization efforts)

General Fund Gross Expenditures

Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
City Attorney	\$2,777,777	\$2,722,882	\$2,773,081	1.8 %
City Clerk	\$768,820	\$879,275	\$972,432	10.6 %
City Manager's Office	\$2,747,035	\$2,787,528	\$2,674,377	-4.1 %
Communications	\$3,920,550	\$4,119,119	\$4,193,558	1.8 %
Community Relations Committee	\$1,375,154	\$1,514,524	\$1,527,344	0.8 %
Economic Development	\$5,356,254	\$5,937,295	\$6,266,160	5.5 %
Finance	\$16,333,515	\$12,668,677	\$12,236,689	-3.4 %
Fire	\$132,715,117	\$133,020,122	\$139,121,196	4.6 %
General Services	\$18,360,955	\$26,397,988	\$25,987,187	-1.6 %
Housing and Neighborhood Services	\$19,187,108	\$20,552,057	\$20,914,444	1.8 %
Human Resources	\$6,249,323	\$5,526,272	\$5,609,512	1.5 %
Innovation and Technology	\$31,919,840	\$33,154,912	\$35,292,460	6.4 %
Internal Audit	\$1,283,581	\$1,423,444	\$1,477,072	3.8 %
Mayor & City Council	\$796,635	\$747,268	\$759,531	1.6 %
Planning Design and Development	\$10,073,784	\$10,813,087	\$11,100,304	2.7 %
Police	\$275,115,822	\$285,066,260	\$295,442,915	3.6 %
Solid Waste Services	\$60,400,927	\$63,678,465	\$67,674,456	6.3 %
Strategy and Budget	\$2,223,638	\$2,323,787	\$2,194,716	-5.6 %
Transportation	\$24,742,227	\$27,973,238	\$28,029,317	0.2 %
Non-Departmental	\$83,705,956	\$86,367,800	\$54,562,474	-36.8 %
Total General Fund Expenditures	\$700,054,018	\$727,674,000	\$718,809,225	-1.2 %

Summary of Fund Balance

	Actual as of 6/30/2018	Change in FY 2019	Actual as of 6/30/2019	Percent Change FY 2018 FY 2019
General Fund	\$195,311,000	\$3,449,000	\$198,760,000	1.8 %
Debt Service Fund	\$265,541,000	\$673,000	\$266,214,000	0.3 %
Total Governmental Fund Balance	\$460,852,000	\$4,122,000	\$464,974,000	0.9%
Enterprise Fund Total Net Position				
Aviation Net Assets	\$1,711,764,000	\$131,991,000	\$1,843,755,000	7.7%
Charlotte Area Transit System	\$1,381,322,000	-\$33,608,000	\$1,347,714,000	-2.4%
Charlotte Water	\$2,197,785,000	\$162,142,000	\$2,359,927,000	7.4%
Storm Water	\$610,523,000	\$48,789,000	\$659,312,000	8.0%

The City of Charlotte has two major governmental funds - General Fund and Debt Service Fund

The **General Fund** is the chief operating fund of the City. At the end of FY 2018 the total fund balance for the General Fund reached \$195.3 million. On June 30, 2019 the General Fund total fund balance totaled \$198.8 million, an increase of approximately 1.8 percent.

The **Debt Service Fund** had a total fund balance of \$265.5 million for FY 2018 and \$266.2 million on June 30, 2019. This reflects an increase of approximately 0.3 percent.

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, contribute to community enrichment, and complement departmental service needs.

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 Food & Beverage Sales Tax and Municipal Service District Tax
- Federal Grant Funds – funded by federal programs such as the Community Development Block Grant (CDBG) and Housing Opportunities for Persons with AIDS (HOPWA)
- PAYGO – local funds appropriated in the PAYGO fund for services such as housing, community development, and crisis assistance

Changes to Existing Financial Partners Funding

General Fund Discretionary

- Due to financial considerations, no new financial partners were accepted in FY 2021. Other than minor inflationary increases all existing financial partners received the same level of funding as FY 2020.

Dedicated Revenue Sources

- The FY 2021 recommended budgets for Charlotte Center City Partners and University City Partners Municipal Service Districts #1-5 support economic, cultural, and social development within designated districts. Their allocations are based on the valuation of properties within their respective district.
- The Charlotte Regional Visitors Authority budget is funded at the same level as FY 2020.

Federal Grant Funds

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

PAYGO Funds

- Agencies that only receive PAYGO funding are proposed to maintain their FY 2020 funding levels.

Federal & PAYGO Funds

- The Charlotte Mecklenburg Housing Partnership, which receives both PAYGO and federal grant funds will be funded at the same level as FY 2020.

Out of School Time Partners

- The total proposed annual Out of School Time Partner funding is \$852,000. Above and Beyond Students did not participate in the Out of School Time Partners program this year.

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

Summary of Financial Partners

General Fund Discretionary	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Arts & Science Council	\$3,190,823	\$3,190,823	\$3,190,823	\$3,190,823	0.0 %
Charlotte Regional Business Alliance	\$155,111	\$158,250	\$161,526	\$164,085	1.6 %
Community Building Initiative	\$50,000	\$50,000	\$50,000	\$50,000	0.0 %
Safe Alliance	\$333,977	\$286,914	\$397,038	\$397,038	0.0 %
Women's Business Center of Charlotte	-	-	\$50,000	\$50,000	0.0 %
YMCA- My Brother's Keeper	-	\$50,000	\$50,000	\$50,000	0.0 %
TOTAL	\$3,729,911	\$3,735,987	\$3,899,387	\$3,901,946	0.1 %

Dedicated Revenue Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Charlotte Center City Partners	\$4,164,496	\$5,195,899	\$5,809,879	\$5,810,182	0.0 %
University City Partners	\$743,095	\$792,329	\$1,070,020	\$1,090,489	1.9 %
Charlotte Regional Visitors Authority	\$18,896,727	\$16,218,480	\$17,546,420	\$17,546,420	0.0 %
Charlotte Regional Visitors Authority - Film Commission	\$150,000	\$150,000	\$150,000	\$150,000	0.0 %
TOTAL	\$23,954,318	\$22,356,708	\$24,576,319	\$24,597,091	0.1 %

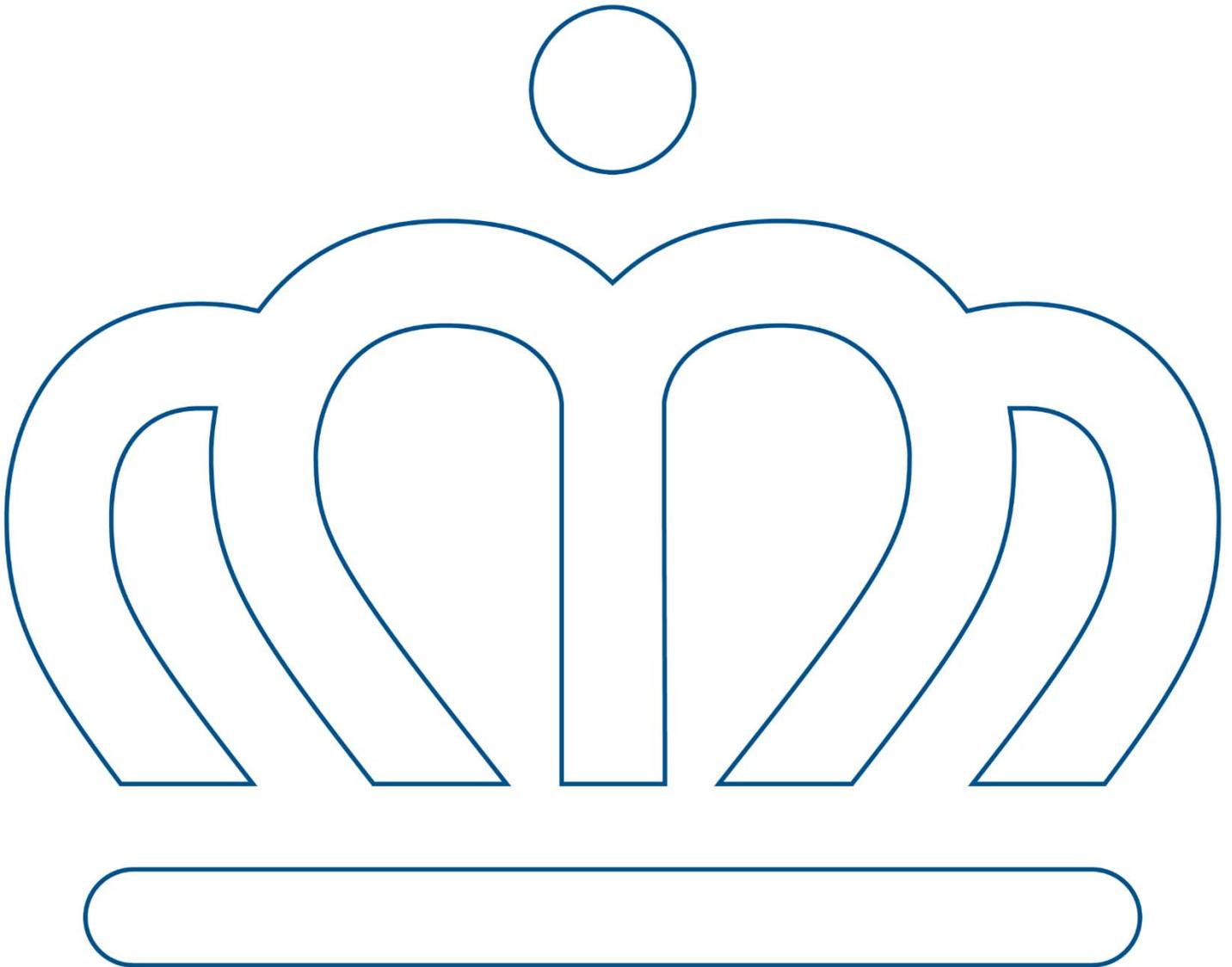
100% Federal Grant Funds	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Carolinas Care Partnership	\$2,362,276	\$2,234,184	\$2,725,653	\$2,860,489	4.9 %
Charlotte Family Housing	\$330,000	\$330,000	-	-	0.0 %
TOTAL	\$2,692,276	\$2,564,184	\$2,725,653	\$2,860,489	4.9 %

100% PAYGO Funds	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Crisis Assistance Ministry	\$380,000	\$380,000	\$425,000	\$425,000	0.0 %
TreesCharlotte	-	\$100,000	\$100,000	\$100,000	0.0 %
TOTAL	\$380,000	\$480,000	\$525,000	\$525,000	0.0 %

Federal & PAYGO Funds	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	0.0 %
Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte	\$231,000	\$231,000	\$231,000	\$231,000	0.0 %
TOTAL	\$2,091,000	\$2,091,000	\$2,091,000	\$2,091,000	0.0 %

Out of School Time Partners	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Above and Beyond Students	\$157,934	\$45,808	\$127,934	-	-100.0 %
Arts & Science Council Studio 345	\$95,700	\$59,998	-	-	0.0 %
Bethlehem Center	-	-	\$126,000	\$126,000	0.0 %
Charlotte Community Services Association	-	-	\$126,000	\$126,000	0.0 %
Greater Enrichment Program	\$200,000	\$200,000	\$200,000	\$200,000	0.0 %
Police Activities League	\$53,275	\$71,097	-	-	0.0 %
YWCA Central Carolinas	\$200,000	\$143,333	\$200,000	\$200,000	0.0 %
WINGS for Kids	-	-	\$200,000	\$200,000	0.0 %
Behailu Academy	\$66,000	\$5,160	-	-	0.0 %
TOTAL	\$772,909	\$525,396	\$979,934	\$852,000	-13.1 %

OVERVIEW



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Overview of the Budget Process

The city's annual budget is based on a July 1 – June 30 fiscal year and is guided by four adopted Strategic Priorities:

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

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

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
2. Budget deliberations and adoption, which is composed of the following:
 - A presentation of the City Manager's Proposed Budget to the Mayor and City Council,
 - Community engagement and feedback through the Public Hearing process, and
 - City Council adoption of the budget by June 30.

Budget Policy Development – Phase One (September – April)

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

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

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

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

Budget Policy Development – Phase One (continued)

Between February and April, several meetings are held with City Council to continue discussions related to key components of the city’s operating and capital budgets. City Council is engaged through two different series of meetings, Council Budget and Effectiveness Committee Meetings and Council Budget Workshops.

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

This year, the COVID-19 pandemic reached Charlotte in mid-March and caused the cancellation of both the March and April Budget and Effectiveness Committees and the April Budget Workshop. As staff transitioned to working from home, understanding the financial implications of COVID-19 in FY 2020 and FY 2021 became urgent. Instead of the originally planned April Budget Workshop, the City Manager provided a General Fund budget outlook, Enterprise Fund impact update, and a review of the federal CARES Act during the City Manager’s Report at the April 13 City Council Business Meeting.

The budget development policy phase concludes in May when the City Manager proposes a budget based on Council’s guidance and feedback from the Budget Workshops.

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. This budget covers the period July 1, 2020, to June 30, 2021. The FY 2021 budget is adopted by City Council through the appropriation ordinance. The approved budget document may include technical changes made after the City Manager’s presentation of the proposed budget.

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

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

1. One-on-One City Council Budget Briefings are held to provide opportunities for Council to make inquiries regarding the Manager’s Proposed Budget and provide feedback.
2. City Council offers budget adjustments and 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 Council Budget Straw Vote Meeting. A vote of six or more on any proposed adjustment advances the budget adjustment 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.
5. After the budget is adopted by Council, Strategy and Budget coordinates with city departments to close out the current fiscal year’s budget, enter budget data into the city’s financial system, and complete budget-related documents and publications. For the adopted budget to be amended, an action item and ordinance must be brought before City Council and receive a majority vote to be approved.

PHASE I – BUDGET POLICY DEVELOPMENT

September 2019

FY 2021 – 2025 Capital Budget Kick-off

October 2019

FY 2021 Operating Budget Kick-off

Budget Community Engagement at Open Streets 704 and Public Meetings

December 2019

City Council Business Meeting

- Approve FY 2021 Budget Meeting Schedule

Department Budget Presentations to City Manager and Strategy and Budget

January 2020

Council Budget and Effectiveness Committee Meeting

- Review Annual Strategy Meeting Agenda

Mayor and Council Annual Strategy Meeting

- FY 2021 Budget Outlook and Future Capital Plan
- Establish Goals for 2020 and Beyond
- Review and Revise City Council Priorities for 2020

Council Budget and Effectiveness Committee Meeting

- FY 2019 Audit Report
- Future Borrowing Plans
- Capital Project Updates
- Review Plan for Upcoming Committee Meetings and Workshops

February 2020

Mayor and Council Budget Workshop

- Charlotte-Mecklenburg Emergency Management
- Overview of Arts Support
- Financial Partner Applications
- Capital Project Updates
- Overview of Street Lighting Program

Council Budget and Effectiveness Committee Meetings

- General Capital Debt Model Overview and Update
- Water Budget Outlook
- Storm Water Budget Outlook
- Employer of Choice Compensation and Benefits Update

March 2020

Mayor and Council Budget Workshop

- Employer of Choice (Compensation and Benefits)
- Public Safety Enhanced Compensation: Year 2
- Strategic Energy Action Plan
- Water Budget Overview
- Storm Water Budget Overview

Council Budget and Effectiveness Committee Meeting

- Cancelled due to COVID-19

April 2020

Mayor and Council Budget Workshop

- Cancelled due to COVID-19

City Council Business Meeting

- City Manager’s Report with FY 2020 and FY 2021 Budget Outlook

PHASE II – BUDGET DELIBERATIONS AND ADOPTION

May 2020

City Manager’s Proposed FY 2021 Budget Presentation

One-on-One Council Budget Briefings

Public Hearing on Proposed Budget

Council Budget Adjustments Meeting

Council Budget Straw Votes Meeting

June 2020

Budget Adoption for FY 2021

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 Comprehensive Annual Financial Report (CAFR) for the General Fund using on a budget basis.

Major Governmental Funds include:

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

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

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

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

Enterprise Funds include:

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

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

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

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

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

Risk Management Fund – Account 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 Funds - Contributed by the city and its employees for benefits.

3. **Fiduciary Funds** – The city is the trustee, or fiduciary, for the 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 the Charlotte Firefighters' Retirement System members and their beneficiaries, and
 - Resources accumulated for the provision of other postemployment benefit payments for retirees and their beneficiaries.

Non-Major Governmental Funds

Special Revenue Funds

Special Revenue Funds are used to account for the 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.
- Tourism Operating Fund – Accounts for room occupancy and other tax revenues to be used for tourism purposes.
- NASCAR Hall of Fame Tax Fund – Accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.
- Municipal Services District Funds – Accounts for property tax on property within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.
- Grants Fund – Accounts for federal and state grants to be used for public safety, including police, fire and emergency management, and other governmental-type 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.
- Employment and Training Fund – Accounts for federal grants to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.
- State Street Aid 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.
- Emergency Communications Fund – Accounts for revenues remitted 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.

Permanent Fund

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

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

Charlotte City Council Members and City Manager



Vi Lyles
Mayor



Julie Eiselt
Mayor Pro-Tem



Braxton Winston II
At-Large



James Mitchell, Jr.
At-Large



Dimple Ajmera
At-Large



Larken Egleston
District 1



Malcolm Graham
District 2



Victoria Watlington
District 3



Renee Johnson
District 4



Matt Newton
District 5



Tariq Bokhari
District 6

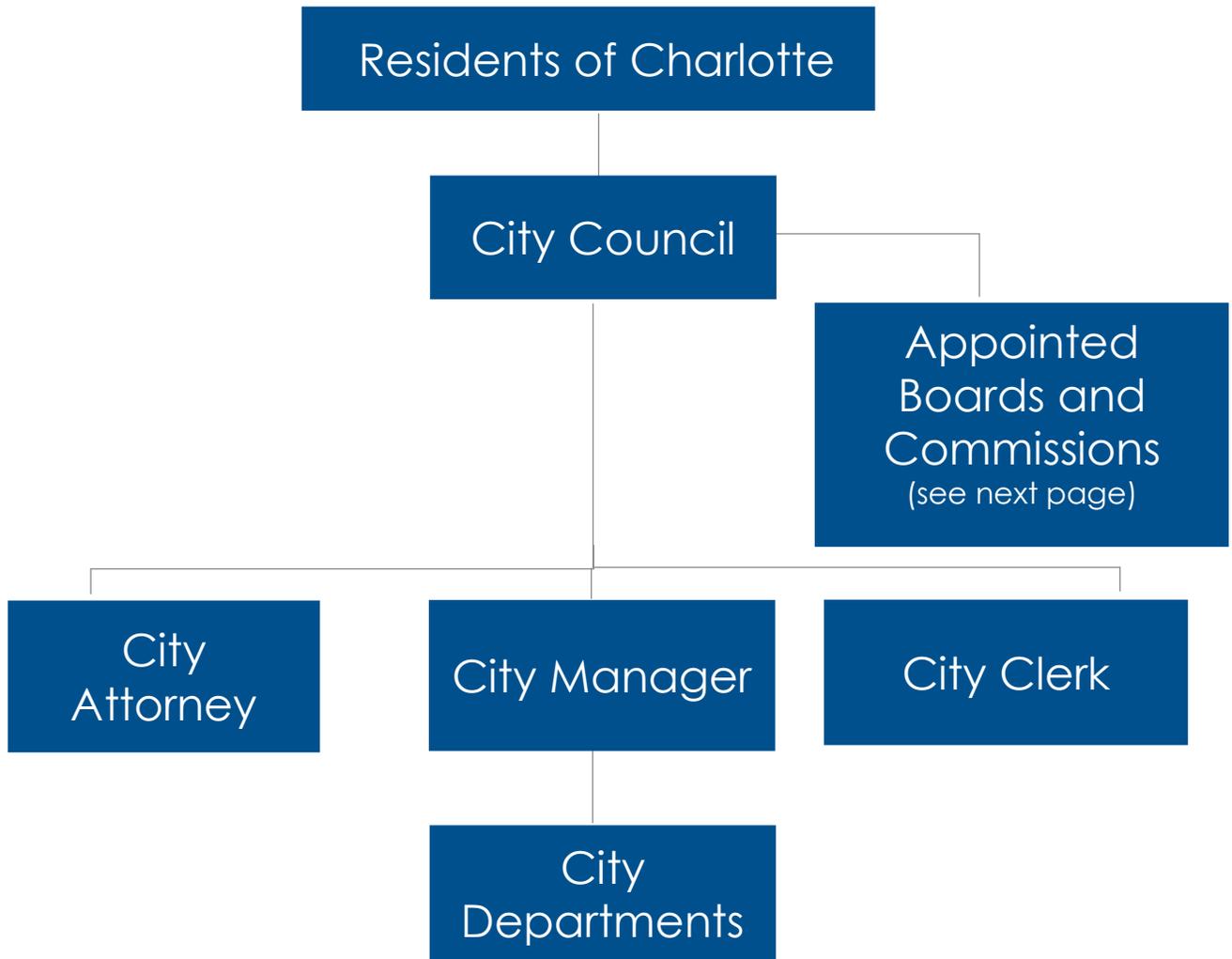


Ed Driggs
District 7



Marcus Jones
City Manager

Organizational Chart

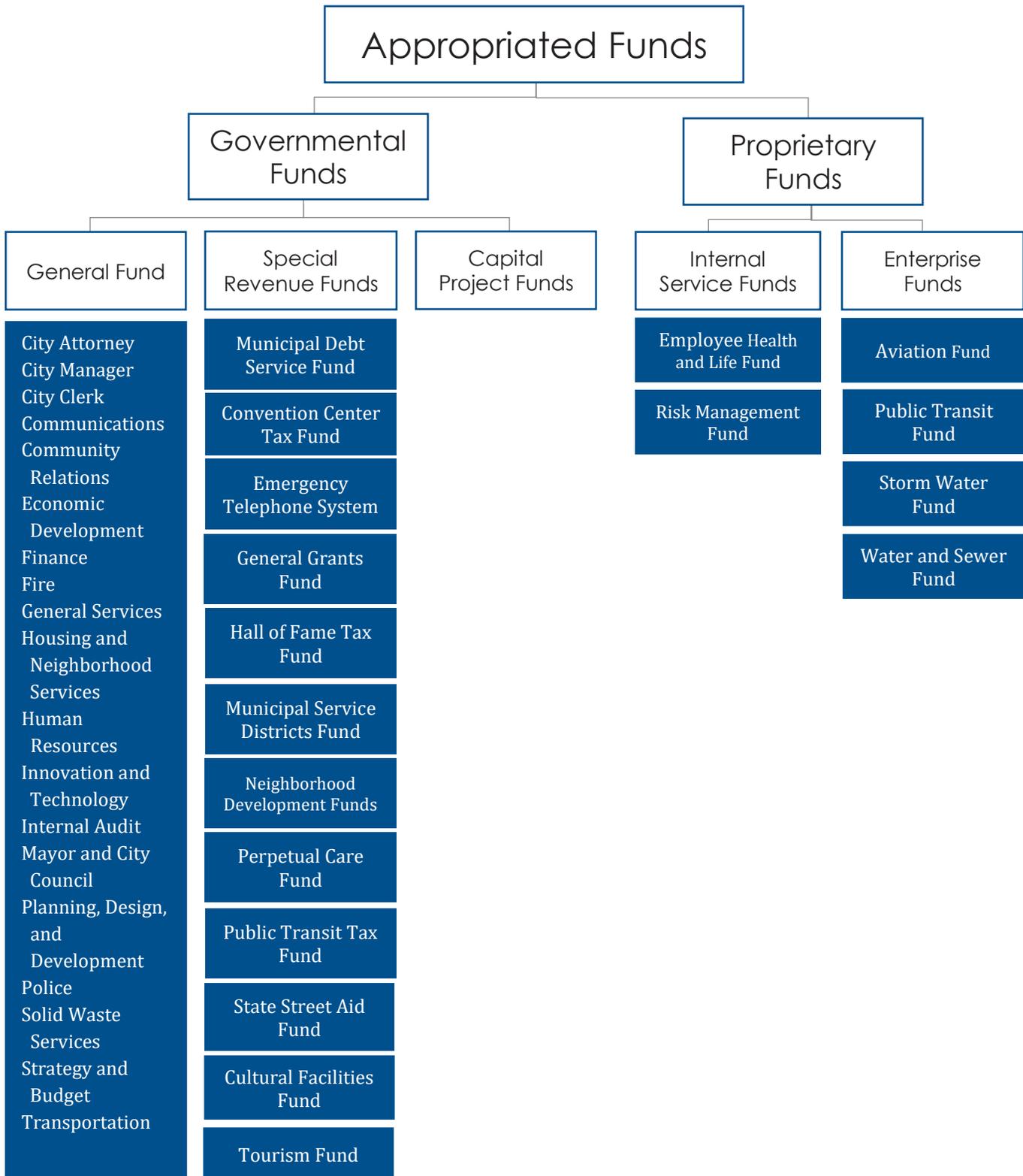


- Aviation
- Charlotte Area Transit System
- Communications
- Charlotte Water
- City Attorney's Office
- City Clerk's Office
- City Manager's Office
- Community Relations
- Economic Development
- Finance
- Fire
- General Services
- Housing and Neighborhood Services
- Human Resources
- Innovation and Technology
- Internal Audit
- Mayor and City Council
- Planning, Design, and Development
- Police
- Solid Waste Services
- Strategy and Budget
- Transportation

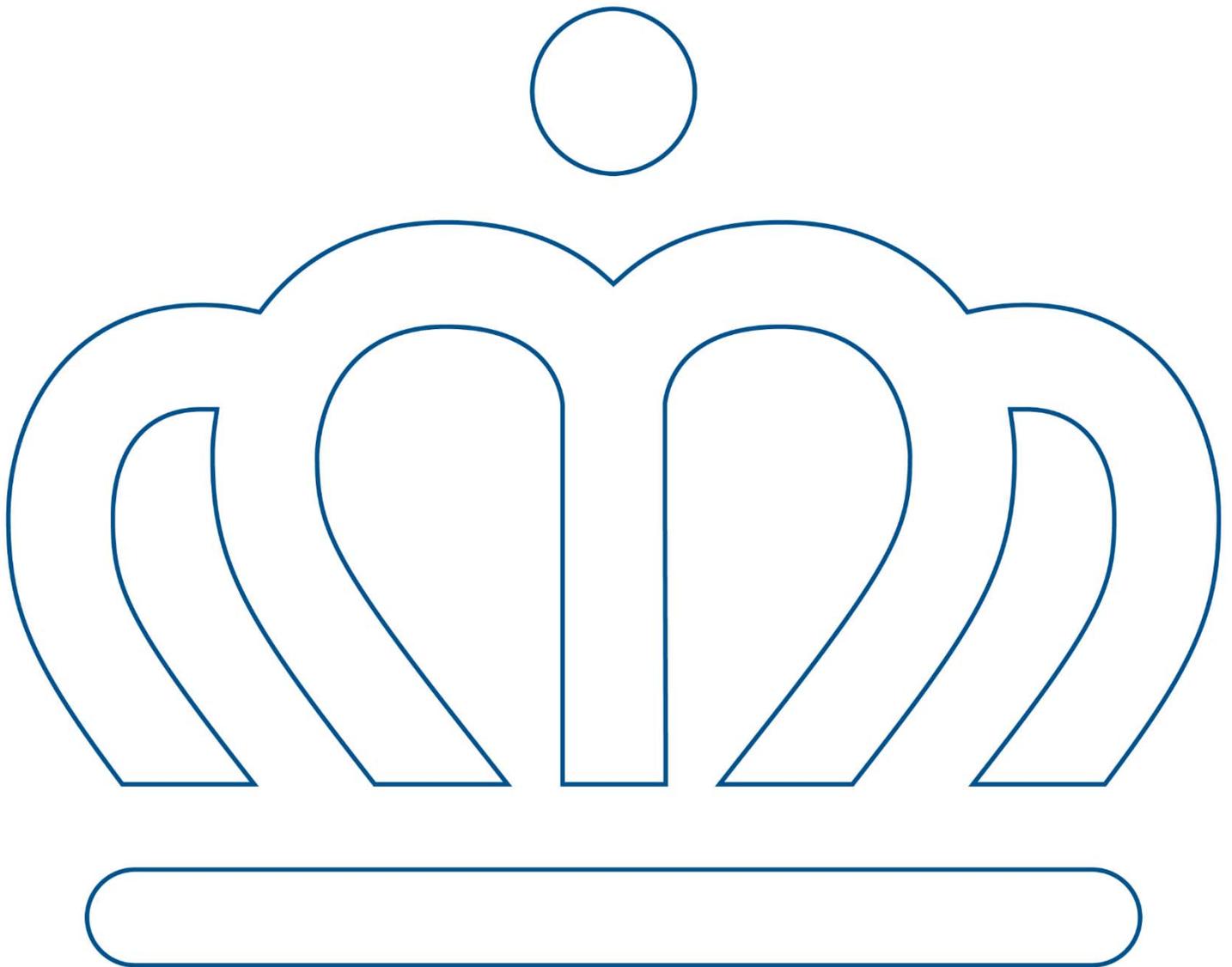
Appointed Boards

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

Chart of Accounts



STRATEGIC PRIORITIES



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STRATEGIC PRIORITIES

At the January 2020 City Council Annual Strategy Meeting, strategic priorities were confirmed, with a focus for FY 2021 on Accessibility, Mobility, and Connectivity. While COVID-19 is necessitating a shift in operations to deal with the most immediate needs, the strategic priorities serve to set a focus on the higher-level policy framework needed to guide the city's recovery and progress forward.

The annual review of the strategic priorities provides updated guidance and focus in achieving the city's vision. Part of this year's review included shifting the Environmental focus from the Neighborhood Development priority to more closely align with Transportation and Planning. While environmental considerations are woven across all that the city does, this designation signifies the direct linkage in planning for a sustainable environment across all initiatives. In addition, Council emphasized the core components within the Neighborhood Development strategic priority to be building and sustaining Great Neighborhoods and Safe Communities.

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

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

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

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

Building and maintaining great neighborhoods with a focus on community relations, safety, and housing.

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

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

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

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

The development of the Proposed FY 2021 Budget was guided by the strategic priorities with funding directed towards programs and services that support these priorities. The priorities serve as the foundation for funding decisions and setting objectives.

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

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

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

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



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

PRIORITY: Economic Development

(Economy, Jobs, and Upward Mobility)

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

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

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

Economic Development				
Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Increase business relocations and expansions	Number of company announcements	5	≥8	≥8
	Number of jobs (includes retained and new)	4,575	5,000	5,000
	Amount of private investment in the city	\$475,065,325	\$300,000,000	\$300,000,000
Leverage private investment	Total ratio of public to private investment	1:11	≥1:3	≥1:3
Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community	Percentage of land development reviews and inspections completed within projected timeframe and within an average of 2.5 review cycles	87%	95%	90%
Support minority small businesses	Number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions	30	≥30	≥30
Increase participants in apprenticeship programs	Number of participants in the apprenticeship program.	8	Increase by 25% (10 total apprentices)	Increase by 20%

PRIORITY: Neighborhood Development (Safe, Healthy, and Inclusive Communities)

This priority area encompasses a holistic approach for neighborhoods. A comprehensive focus on neighborhood development includes the public safety services of police and fire, affordable housing, enhancing community relations, and promoting diversity, equity, and inclusion for all. The major emphasis of this priority area is collaborating with the community with a focus on creating and maintaining great neighborhoods and safe communities across all of Charlotte.

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

Neighborhood Development				
Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Foster neighborhood driven revitalization and improvement	Number of active Keep Charlotte Beautiful Adopt-A-City Organizations engaged to assist with addressing neighborhood cleanliness throughout the city	311	350	350
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.82	≤2.0	≤2.0
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	90%	90%
Preserve and increase affordable housing	Number of new affordable housing units funded	1,199	900	900
	Number of units acquired and/or rehabilitated and restricted for low to moderate income residents	196	265	265
	Number of down payment assistance loans provided	314	325	325
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	87%	85%	87%
Reduce victimization	Percent increase in number of illegal guns seized over previous fiscal year	10.6%	≥5%	≥5%

Neighborhood Development				
Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Timely response to calls for service	Percent of 911 calls answered within 10 seconds	99%	90%	90%
	Percent of time first-due fire company responds within 6 minutes	84%	90%	90%

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

The Transportation, Planning, and Environment strategic priority encompasses Charlotte’s current and future land development, urban design, environmental considerations, and transportation needs to promote connectivity, accessibility, and mobility for residents and visitors citywide.

This priority area centers on developing the future of Charlotte through proactive land use planning and connecting neighborhoods with places to work and play while ensuring access to needed services and safe guarding the environment.

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

Transportation, Planning, and Environment				
Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Number of high injury network corridors that received street lighting	New Measure	3 Corridors	3 Corridors
	Miles of new sidewalks	7.2	≥ 10	≥ 10
	Miles of new bikeways	6.6	≥ 10	≥ 10
	Number of new pedestrian safety projects	43	≥ 15	≥ 25
	Number of new and upgraded signals	New Measure	New ≥ 2 Upgraded ≥ 10	New ≥ 2 Upgraded ≥ 10
Maintain existing infrastructure	Annual Pavement Condition Rating	82.05%	≥ 82.05%	≥ 85%
Protect the environment	Reduce sanitary sewer overflows per 100 miles of pipe	3.7	<3.5	<3.4
Provide transportation choices	Ridership (Light Rail, Bus, Streetcar, VanPool, and STS)	21,551,495	23,500,000	22,195,669
	On-time performance (Bus)	88%	85%	89%

FOUNDATIONAL FOCUS:

Well-Managed Government

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

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

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

- Charlotte Water employees being awarded from the North Carolina American Water Works Association / Water Environment Association (NCAWWA-WEA):
 - the Maintenance Technologist of the Year Award,
 - the Don Francisco Educator of the Year Award,
 - the Kasey Monroe Outstanding Service Award, and
 - 1st place in the Lab, Process Control, and Safety Events.
- Charlotte Water employees being awarded from the Water Environment Federation:
 - Operators Ingenuity Award and
 - the Operations Challenge Spirit Award.
- General Services receiving recognition in fleet services by:
 - Government Fleet magazine and the American Public Works Association in the 2020 Leading Fleet Awards.
 - Fleet Management being chosen for the 2019-2020 North Carolina Work-Based Learning Outstanding Employer of the Year Award by the North Carolina Work Based Learning Association (sponsored by North Carolina Community Colleges) for the city's partnership with Central Piedmont.
- Housing and Neighborhood Services being recognized for working with veterans by receiving the Veteran Bridge Home 2019 Partner of the Year Award.
- Human Resources being a finalist in:
 - 2019 Best in HR Awards, and
 - 2019 Healthiest Employers of Greater Charlotte Awards.
- Storm Water Services being recognized by the North Carolina Chapter of the American Public Works Association with:
 - the "Natural Systems Project of the Year" award for the Reedy Creek Stream Restoration Project, and
 - a staff member receiving the Public Works Leadership Award.

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

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

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

Well-Managed Government

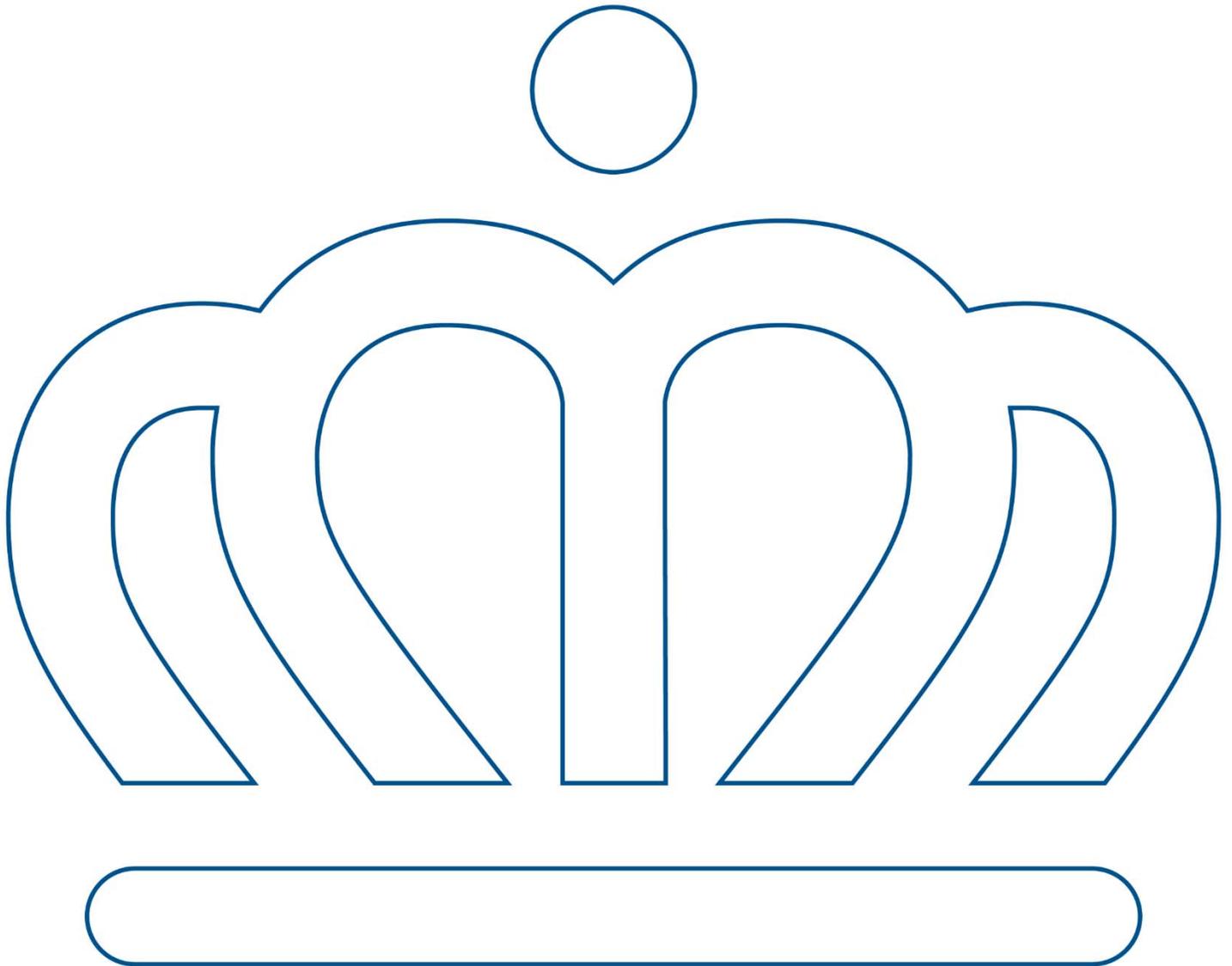
Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process	Percentage of responding applicants satisfied with applicant experience	New Measure	80%	80%
Deliver competitive audit services to facilitate a well-managed government.	Number of audits issued	16	15	16
Improve effectiveness and efficiency through organizational IT alignment	Identify citywide technology processes critical for IT re-alignment	New Measure	Implement at least 4 streamlined processes	Implement and enforce at least 2 processes
Maintain energy use practices so that city facilities compare favorably with available benchmark information in the South Atlantic region	Overall energy use intensity (EUI) - measured in thousands of British thermal units (BTUs) per square foot	EUI = 61.7 Percent Reduction = 18.2%	Maintain an Overall EUI <67 or reduction >15%	Maintain an Overall EUI <67 or reduction >15%
Maintain low-cost recycling and refuse collection	Curbside collection cost per ton recyclable materials	\$177/ton (North Carolina statewide average \$263)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$92/ton (North Carolina statewide average \$108)	< North Carolina statewide average	< North Carolina statewide average
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA rating	Maintain AAA credit rating	Maintain AAA credit rating
Operate efficient weekly curbside refuse collection	Average number of curbside garbage cart collections per hour	135	≥ 125	≥ 125
Overall customer satisfaction with Charlotte Area Transit System (CATS)	Overall net promoter score as expressed in net promoter surveys	58%	58%	58%
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean	100% Compliance	100% Compliance	100% Compliance

Well-Managed Government

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
	Water Act			
Promote Employee Wellness	Percentage of eligible employees opting for medical insurance who are electing the wellness incentive premium	93%	70%	80%
Provide services that efficiently meet the needs of 311 call center customers	Percent of 311 calls answered within 30 seconds	71.1%	70%	70%
	Call abandonment rate – Percent of all calls abandoned by the caller	3.5%	≤5%	≤5%

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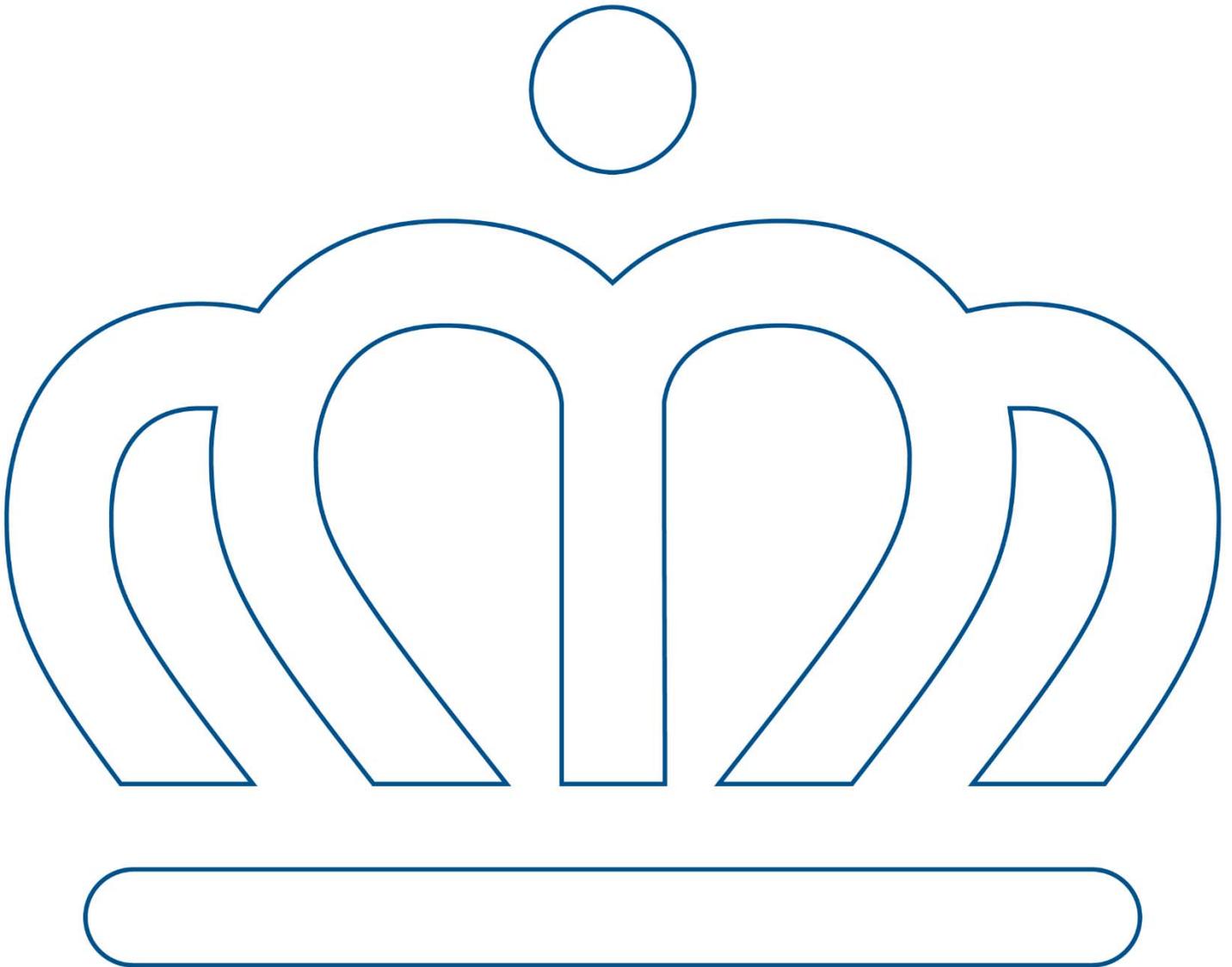
DEPARTMENT BUDGETS



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DEPARTMENT BUDGETS

GENERAL FUND



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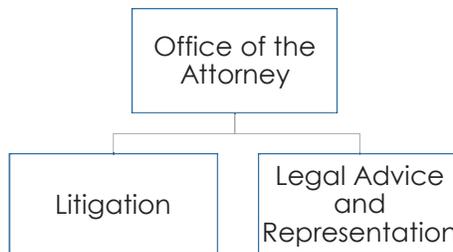
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$4,179,100	\$4,555,962	\$4,605,832	\$5,990,248	30.1 %
Operating Expenses	\$293,938	\$366,606	\$374,083	\$379,717	1.5 %
Departmental Charges	-\$2,374,922	-\$2,144,791	-\$2,257,033	-\$2,411,017	-6.8 %
Total Expenditures	\$2,098,116	\$2,777,777	\$2,722,882	\$3,958,948¹	45.4 %

¹FY 2021 includes the centralization of 8.00 FTEs from Police. Aside from this change, the FY 2021 proposed expenditures are \$2,773,081, a change of 1.8 percent from FY 2020.

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected personnel expenditures based on anticipated recovery</p> <p>Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$28,937
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$97,201
<p>Capture reimbursement for services provided to Enterprise funds</p> <p>Technical adjustment to adjust the Enterprise Fund contribution for legal services based on projected workload. This action also creates an Assistant City Attorney II position that will be reimbursed by CATS and reclassifies a Paralegal to an Assistant City Attorney II that will be reimbursed by Aviation.</p>	1.00	-\$153,984
<p>Centralize legal services in the City Attorney's Office</p> <p>Centralize and transfer eight Attorney positions from Police to the City Attorney's Office. A corresponding entry can be found in Police.</p>	8.00	\$1,185,867
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an updated to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	\$130,285
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$5,634
Net Change	9.00	\$1,236,066

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Provide opportunity for law students to gain work experience in government practice	Number and type of summer internships	New Measure	Two internships for 2 nd year students; one internship for 1 st year students	Two internships for 2 nd year students; one internship for 1 st year students
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Timely public record responses	Percent of public records requests responded to within two business days	New Measure	90%	90%
Enhance Attorney staff efficiency in technology	Attorney registration and participation in technology training courses	New Measure	100%	100%
Educate city employees on applicable legal issues	Prepare a blog entry of legal interests on city SharePoint site or website	New Measure	Quarterly	Quarterly

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer I	-	1.00	1.00
Administrative Officer III	1.00	-	1.00
Assistant City Attorney I	-	1.00	1.00
Assistant City Attorney II	5.00	6.00	11.00
City Attorney	1.00	-	1.00
Deputy City Attorney	1.00	1.00	2.00
Legal Secretary	2.00	-	2.00
Paralegal	5.00	-1.00	4.00
Senior Assistant City Attorney	12.00	2.00	14.00
Senior Assistant City Attorney Lead	2.00	-	2.00
Senior Deputy City Attorney	1.00	-1.00	-
Department Total FTE	30.00	9.00	39.00²

² FY 2021 includes the centralization of 8.00 FTEs from Police. Aside from this change, the FY 2021 proposed position total is 31.00, a change of 1.00 from FY 2020.

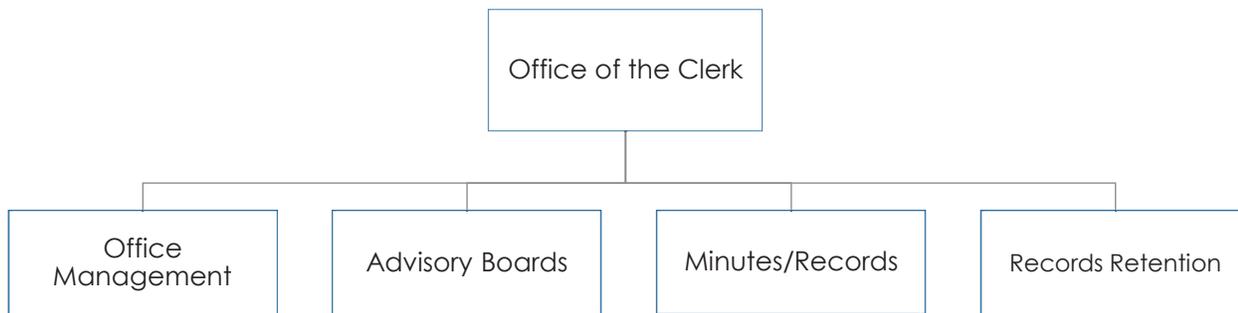
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Licenses, Fees, Fines	\$45,418	\$47,273	\$45,000	\$45,000	0.0 %
Charges for Current Services	\$1,200	\$6,400	\$400	\$400	0.0 %
Total Revenues	\$46,618	\$53,673	\$45,400	\$45,400	0.0 %
Expenditures					
Personnel Services	\$566,244	\$620,949	\$714,695	\$805,570	12.7 %
Operating Expenses	\$154,470	\$147,870	\$164,580	\$166,862	1.4 %
Total Expenditures	\$720,714	\$768,820	\$879,275	\$972,432	10.6 %
Net Expenditures	\$674,096	\$715,147	\$833,875	\$927,032	11.2 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$13,703
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	\$77,172
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$2,282
Net Change	-	\$93,157

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain permanent history of government actions	Percent of meetings completed, published to web and placed on agenda for Council approval within 30 days of original meeting	58%	98%	98%
Efficiently Administer Boards and Commissions	Percent of applications, nominations, and appointments processed	100%	100%	100%
Certify, maintain and process all official documents in timely manner	Percent of official documents certified and processed within 7 days of approval/ receipt	100%	100%	100%
Enhance public access to government records	Initiatives completed to advance public records request program and citywide records management program	Publish public records on Open Data Portal	Timely completion of public record requests and web upload of official documents	Timely completion of public record requests and web upload of official documents

Full-Time Equivalent (FTE) Position Summary

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

Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$2,188,463	\$2,335,544	\$2,513,264	\$2,390,834	-4.9 %
Operating Expenses	\$438,681	\$403,151	\$274,264	\$283,543	3.4 %
Total Expenditures	\$2,627,144	\$2,738,695	\$2,787,528	\$2,674,377	-4.1 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$14,741
<p>Adjust projected personnel expenditures based on anticipated recovery</p> <p>Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$39,628
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$41,764
<p>Reduce personnel support</p> <p>Reduce personnel costs by reclassifying a vacant Special Assistant to an Assistant to the City Manager II. No impact to services is anticipated from this action.</p>	-	-\$105,240
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	-\$19,326
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$24,020
	Net Change	-\$113,151

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Assistant City Manager	3.00	-	3.00
Assistant to City Manager II	2.00	1.00	3.00
City Manager	1.00	-	1.00
Deputy City Manager	1.00	-	1.00
Executive Assistant to City Manager	1.00	-	1.00
Executive Assistant to City Manager's Office	1.00	-	1.00
Intergovernmental Relations Manager	1.00	-	1.00
Special Assistant to City Manager	1.00	-1.00	0.00
Department Total FTE	11.00	-	11.00

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, public record requests, develop press releases, conduct crisis communications, and manage social media presence
- Provide marketing strategy, brand development and management, and coordinate city website information

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$3,166,338	\$3,131,508	\$3,490,910	\$3,566,769	2.2 %
Operating Expenses	\$731,712	\$717,652	\$722,373	\$720,953	-0.2 %
Departmental Charges	-	-	-\$94,164	-\$94,164	0.0 %
Total Expenditures	\$3,898,050	\$3,849,160	\$4,119,119	\$4,193,558	1.8 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate vacant Content Webmaster Supervisor</p> <p>Eliminate vacant Content Webmaster Supervisor in an effort to right-size the department's workforce. The duties of the position will be absorbed by existing staff to minimize service level impacts.</p>	-1.00	-\$91,874
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$10,080
<p>Adjust projected personnel expenditures based on anticipated recovery</p> <p>Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$18,921
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$55,157
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an updated to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	\$131,497
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$8,660
	Net Change	\$74,439

Performance Measure Highlights

Objective	Measure	2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Increase effective citywide communication efforts	Percent increase of weekly media clips, inquiries, and records requests over prior fiscal years	10%	10%	10%
Create consistent branding for the city	Number of creative solutions and graphic design projects	10% increase over FY 2018	10% increase over FY 2019	10% increase over FY 2020

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer II	1.00	-	1.00
Administrative Officer IV	1.00	-	1.00
Administrative Secretary I	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Chief Marketing Officer	1.00	-	1.00
Communications Director	1.00	-	1.00
Constituent Services Division Manager	1.00	-	1.00
Content Webmaster	2.00	-	2.00
Content Webmaster Supervisor	1.00	-1.00	0.00
Corporate Communication Specialist	6.00	-1.00	5.00
Corporate Communication Specialist Senior	4.00	-1.00	3.00
Creative Services Supervisor	1.00	-	1.00
Graphic Artist Senior	1.00	-	1.00
Mayor & City Council Support Specialist	3.00	1.00	4.00
Mayor & City Council Support Specialist Associate	1.00	-	1.00
Mayor & City Council Support Specialist Senior	1.00	-	1.00
Public Info Specialist Senior	1.00	-	1.00
Public Information Specialist	1.00	-	1.00
Public Service Coordinator	3.00	-	3.00
TV Station Manager	1.00	-	1.00
Video Producer/Director	1.00	-	1.00
Public Services Division Manager	-	1.00	1.00
Department Total FTE	34.00	-1.00	33.00

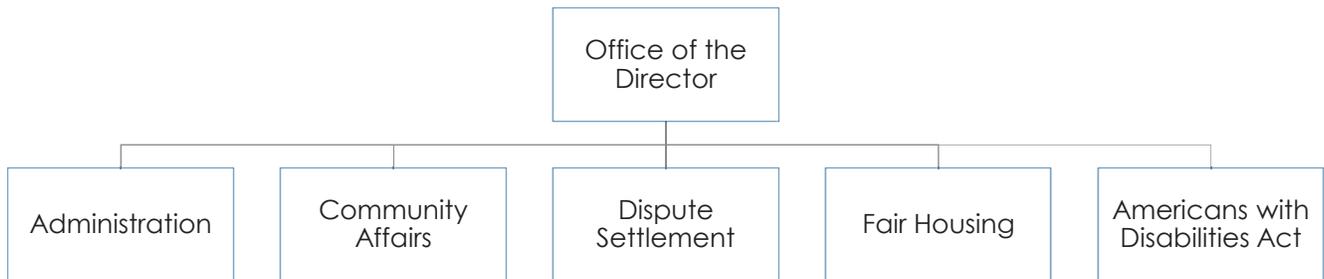
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$962,276	\$1,469,118	\$1,607,971	\$1,634,641	1.7 %
Operating Expenses	\$97,006	\$162,208	\$86,263	\$72,413	-16.1 %
Departmental Charges	-	-\$256,172	-\$179,710	-\$179,710	0.0 %
Total Expenditures	\$1,059,282	\$1,375,154	\$1,514,524	\$1,527,344	0.8 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$1,531
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$23,446
<p>Update personnel expenditure</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	\$3,224
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	-\$12,319
Net Change	-	\$12,820

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Improve human relations work process for International Community	Number of collaborations and partnerships with the international community	42	40	45
Improve service delivery to Community Relations members, volunteers, customers, and partners	Average rating on Community Relations survey of members, volunteers, customers, and partners regarding service delivery on a 5.0 scale	4.3	4.0	4.3
Investigate housing discrimination	Number of housing discrimination cases investigated	21	30	30
Prevent housing discrimination	Number of fair housing conciliation attempts	82	50	90
Reduce interpersonal and community conflicts	Percent of cases referred to Community Relations that are successfully resolved	87%	85%	87%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer I	1.00	-	1.00
Community Affairs Manager	1.00	-1.00	-
Community Programs Coordinator	1.00	1.00	2.00
Community Relations Administrator	1.00	-	1.00
Community Relations Manager	1.00	-	1.00
Community Relations Specialist	5.00	-	5.00
Deputy Community Relations Director	1.00	-	1.00
Director of Community Relations	1.00	-	1.00
Department Total FTE	12.00	-	12.00

Economic Development

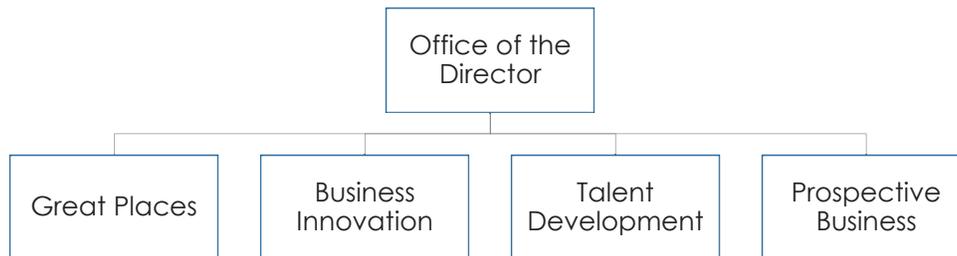
Mission Statement

Economic Development’s mission is to help Charlotte’s businesses and residents thrive. Collectively, the team advances the community through building great places, creating a climate where all businesses innovate and prosper, and developing a diversified talent pipeline.

Department Overview

- Provide services to build and sustain prosperity, retain jobs, increase the tax base
- Support public/private partnerships, business attraction and retention, small business and entrepreneurial growth, corridor revitalization, and workforce development

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$1,878,710	\$2,122,165	\$2,366,187	\$2,563,799	8.4 %
Operating Expenses	\$3,078,323	\$3,314,896	\$3,651,915	\$3,783,168	3.6 %
Departmental Charges	-\$102,049	-\$80,807	-\$80,807	-\$80,807	0.0 %
Total Expenditures	\$4,854,984	\$5,356,254	\$5,937,295	\$6,266,160	5.5 %

Economic Development

FY 2021 Adjustments

Budget Action	FTE	Amount
Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.	-	-\$12,440
Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.	-	-\$52,768
Update general fund impact of STIG and BIG payments Provide additional funds to reimburse companies who have qualified for tax reimbursement through the Business Investment (BIG) program or Synthetic Tax Increment Grant (STIG) program. These are offset by additional property tax revenue that the city receives.	-	\$140,792
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$37,597
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employee's Retirement System of 1.2 percent.	-	\$212,782
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$2,902
	Net Change	\$328,865

Economic Development

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2019 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Increase business relocations and expansions	Dollar amount of private investment in the city	\$475,065,325	\$300,000,000	\$300,000,000
	The number of new jobs (include retained and new)	4,575	5,000	5,000
	The level of participation by entrepreneurs in classes and events	250	>500	>200
	The number of company announcements	5	≥8	≥8
Leverage private investment in major redevelopment projects through public improvements	Leverage ratio public to private investment	1:11	≥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	30	≥30	≥30

Economic Development

Full-Time Equivalent (FTE) Position Summary

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

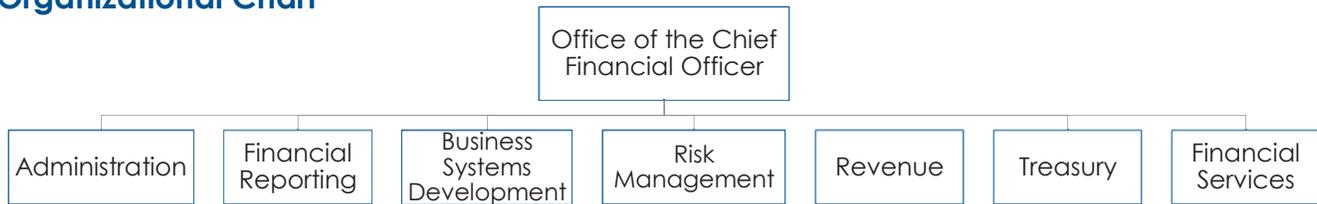
Mission Statement

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 providing financial information, systems and policies that meet fiduciary and regulatory responsibilities, address the operational needs of the city’s departments and serve the needs of our residents.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$20,152,590	\$10,893,010	\$8,564,642	\$8,392,038	-2.0 %
Operating Expenses	\$12,380,345	\$5,457,290	\$4,131,829	\$4,168,623	0.9 %
Capital Outlay	\$73,438	-	-	-	0.0 %
Departmental Charges	-\$14,074,020	-\$86,866	-\$89,275	-\$482,903	-440.9 %
Interfund Activity Support	\$60,089	\$70,081	\$61,481	\$61,481	0.0 %
Total Expenditures	\$18,592,443	\$16,333,515	\$12,668,677	\$12,139,239¹	-4.2 %

¹ FY 2021 includes the centralization of 1.00 FTE to the Department of Innovation and Technology. Aside from this change, the proposed FY 2021 expenditures are \$12,236,689, a change of -3.4 percent from FY 2020.

FY 2021 Adjustments

Budget Action	FTE	Amount
Eliminate vacant City Treasurer and Administrative Officer II Eliminate vacant City Treasurer and an Administrative Officer II in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.	-2.00	-\$215,497
Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.	-	-\$24,469
Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.	-	-\$45,734
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$96,387
Support maintenance for financial systems Technical adjustment to support contractual increases for maintenance of the city's financial management system, revenue collection system, and billing invoice system.	-	\$44,382
Centralize technology duties in Innovation and Technology Centralize and transfer the management and administration of technology services from departments to the Department of Innovation and Technology. A corresponding entry can be found in Innovation and Technology.	-1.00	-\$97,450
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent as well as the annualization of costs for three positions that are reimbursed by Charlotte Water.	-	-\$246,558

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$40,499
Net Change	-3.00	-\$529,438

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Follow Generally Accepted Accounting Principles to create an accurate Comprehensive Annual Financial Report	External auditor's opinion	Achieved unmodified opinion	Achieve an unmodified opinion	Achieve an unmodified opinion
Minimize the cost of incurring debt to finance capital projects	Credit rating from external rating agencies	Maintained AAA credit rating	Maintain AAA credit rating	Maintain AAA credit rating
Provide timely payment to city vendors	Percent of invoices paid within 30 days	72%	70%	70%

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accountant I	1.00	-	1.00
Accountant II	6.00	-1.00	5.00
Accountant III	2.00	-	2.00
Accountant IV	5.00	-	5.00
Accounting Specialist Senior	7.00	-	7.00
Accounting Technician	11.00	-	11.00
Administrative Officer I	1.00	-	1.00
Administrative Officer II	3.00	-	3.00
Administrative Officer III	1.00	-	1.00
Administrative Officer IV	1.00	-	1.00
Administrative Officer V	1.00	-	1.00
Administrative Secretary I	1.00	-	1.00
Assistant Chief Accountant	1.00	-	1.00
Assistant Finance Director	1.00	-1.00	0.00
Assistant Financial Services Manager	2.00	-	2.00
Business Systems Manager	1.00	-	1.00
Business System Specialist Associate	1.00	-	1.00
Business Systems Specialist Intermediate	5.00	-5.00	0.00
Business Systems Specialist	-	2.00	2.00
Business Systems Specialist Lead	1.00	1.00	2.00
Business System Specialist Senior	1.00	2.00	3.00
Central Cashier	1.00	-	1.00
Chief Accountant	1.00	-	1.00
Chief Financial Officer	1.00	-	1.00
City Treasurer	1.00	-1.00	0.00
Customer/Revenue Service Assistant Senior	4.00	-	4.00
Customer/Revenue Service Assistant	4.00	-	4.00
Customer/Revenue Service Specialist	3.00	-	3.00
Debt Manager	1.00	-	1.00
Deputy Director II	-	1.00	1.00
Finance Director	1.00	-1.00	0.00
Financial Accountant I	2.00	-	2.00
Financial Accountant II	3.00	1.00	4.00
Financial Accountant III	5.00	-	5.00
Financial Accountant IV	-	1.00	1.00
Financial Services Manager	2.00	-	2.00
Investment Manager	1.00	-	1.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Office Assistant V	1.00	-1.00	0.00
Revenue Collections Agent	3.00	-	3.00
Senior Technical Writer	1.00	-1.00	0.00
Department Total FTE	88.00	-3.00	85.00²

² FY 2021 includes the centralization of 1.00 FTE to the Department of Innovation and Technology. Aside from this change, the FY 2021 proposed position total is 86.00, a change of -2.00 from FY 2020.

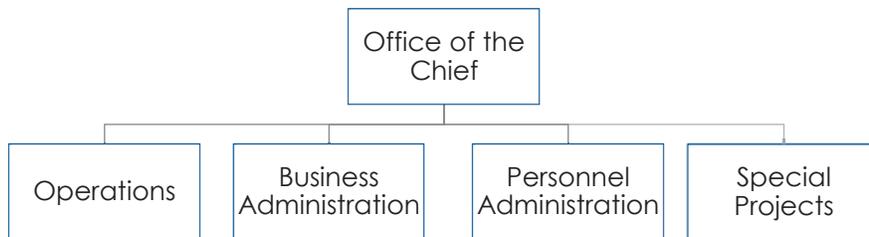
Mission Statement

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Intergovernmental	\$1,248,545	\$1,026,258	\$1,838,721	\$1,953,792	6.3 %
Licenses, fees, fines	\$1,651,405	\$2,062,997	\$1,394,775	\$2,444,495	75.3 %
Charges for current services	\$1,962,619	\$2,002,104	\$2,793,345	\$1,949,804	-30.2 %
Miscellaneous	\$36,036	\$33,264	\$33,264	\$33,000	-0.8 %
Interfund Fire charges	\$6,034,736	\$6,372,062	\$6,668,159	\$7,147,022	7.2 %
Other	-	\$117,814	-	-	0.0 %
Private contribution	-	\$68,991	-	-	0.0 %
Total Revenues	\$10,933,341	\$11,683,490	\$12,728,264	\$13,528,113	6.3 %
Expenditures					
Personnel Services	\$109,370,369	\$118,109,424	\$118,131,130	\$122,320,352	3.5 %
Operating Expenses	\$14,598,331	\$14,868,369	\$15,173,785	\$15,706,415	3.5 %
Capital Outlay	\$411,522	-	-	-	0.0 %
Departmental Charges	-\$263,797	-\$262,676	-\$284,793	-\$284,793	0.0 %
Total Expenditures	\$124,116,425	\$132,715,117	\$133,020,122	\$137,741,974¹	3.5 %
Net Expenditures	\$113,183,083	\$121,031,627	\$120,291,858	\$124,213,861	3.3 %

¹ FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 10.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed expenditures are \$139,121,196, a change of 4.6 percent from FY 2020.

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$101,376
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended. This action does not impact sworn Firefighter positions.</p>	-	-\$48,767
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$2,729,984
<p>Provide funds for enhanced compensation and pay structure changes Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2021 actions will become effective in November 2020 and include: a 2.5 percent step added to the top of Firefighter II; two 2.5 percent steps added to the top of Fire Engineer; 3.75 percent additional adjustments to Fire Captain steps; consolidation of four steps to two in both the Firefighter II and Fire Engineer pay plans; and consolidation of Fire Captain step one and two.</p>	-	\$1,326,722
<p>Provide funds for Fire Safety Grant Leverage grant funding to expand the health and safety office of the Charlotte Fire Department. The grant provides 75 percent funding for three additional firefighter positions to allow for three existing Fire positions to become safety officers.</p>	3.00	\$104,191
<p>Provide funds for Urban Search and Rescue (USAR) warehouse Provide funds to continue a lease for search and rescue equipment. The warehouse was previously paid for by an expired grant.</p>	-	\$127,000
<p>Support third party vendor for recruit testing Contract with a third party to evaluate and select Firefighter recruits as well as evaluate the selection process of candidates promoted to Division Chief. This provides an independent and objective process to ensure qualified candidates.</p>	-	\$213,999

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
<p>Provide funds for emergency management positions</p> <p>Expand the Charlotte-Mecklenburg Emergency Management Office by adding an Emergency Planner and an Emergency Planning Coordinator position to advance emergency management and preparedness in Charlotte-Mecklenburg and the surrounding region. This action also provides funding for an existing Emergency Planner position that was previously funded by a grant.</p>	3.00	\$184,854
<p>Provide funds for increased costs of retiree health investment account program</p> <p>Provide additional funds for retiree health investment account program for sworn public safety employees. The program provides \$1,040 annually to all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.</p>	-	\$80,352
<p>Annualize additional 1% employer contribution to deferred compensation plans</p> <p>Technical adjustment to provide a full year of funding for increased employer contribution to 457 plans for all employees in the Charlotte Firefighter's Retirement System. This additional contribution began January 2020.</p>	-	\$410,992
<p>Provide expenditure authority for revenue reimbursed deployment events</p> <p>Provide funds for overtime costs related to external revenue-reimbursed events. These funds will only be released to the department if external revenue is realized.</p>	-	\$170,000
<p>Centralize human resources duties in Human Resources</p> <p>Centralize and transfer the management and administration of human resource functions from departments to the Department of Human Resources. A corresponding entry can be found in Human Resources.</p>	-1.00	-\$140,013
<p>Centralize technology duties in Innovation and Technology</p> <p>Centralize and transfer the management and administration of technology services from departments to the Department of Innovation and Technology. A corresponding entry can be found in Innovation and Technology.</p>	-10.00	-\$1,239,209
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent, and a nine-month annualization of new positions related to Infill Fire Station 43.</p>	-	\$780,116

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Update allocations for Internal Service Providers (ISPs)	-	\$123,007
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	-5.00	\$4,721,852

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Timely response to calls for service: first-due total response time, all calls for service	Percent of calls responded to within six minutes	84%	90%	90%
Timely response to calls for service: fourth-due (effective firefighting force) total response time, structure fire call	Percent of calls responded to with an effective firefighting force (four companies) within 10 minutes 20 seconds	90%	90%	90%
Provide public education instruction to increase safety and health of families	Percent of CMS 3 rd graders receive fire prevention education in 111 schools	100%	100%	100%
Timely response to calls to 911: Receipt of call to phone pick-up	Percent of 911 calls answered within 10 seconds	99%	90%	90%
Efficient dispatch of companies: phone pick-up to dispatch	Percent of 911 calls dispatched within 60 seconds	98%	90%	90%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Provide training and development for emergency operations members	Conduct Emergency Operations Center (EOC) exercise	Completed	Conduct an annual EOC exercise that demonstrates full activation of the EOC	Conduct an annual EOC exercise that demonstrates full activation of the EOC
Maintain diversity	Percent of women and minorities involved in the firefighter applicant pool	44%	≥ 37%	≥ 37%

Full-Time Equivalent (FTE) Position Summary

Public Safety	FY 2020 FTE	Change in FTE	FY 2021 FTE
Battalion Fire Chief	37.00	-	37.00
Deputy Fire Chief	3.00	-	3.00
Division Fire Chief	7.00	-	7.00
Fire Captain	252.00	1.00	253.00
Fire Captain - Special Assignment	5.00	2.00	7.00
Fire Chief	1.00	-	1.00
Fire Fighter Engineer	201.00	-	201.00
Fire Fighter I	242.00	-31.00	211.00
Fire Fighter II	353.00	31.00	384.00
Public Safety Total FTE	1,101.00	3.00	1,104.00

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

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Fire Marshal	1.00	-	1.00
Fire Telecommunicator I	24.00	-	24.00
Fire Telecommunicator I Lead	7.00	-	7.00
Fire Telecommunicator II	6.00	-	6.00
Fire Telecommunicator III	2.00	-	2.00
GIS Analyst	1.00	-	1.00
Management Analyst	-	1.00	1.00
Management Analyst Senior	1.00	-	1.00
Office Assistant V	3.00	-	3.00
Software Developer Intermediate	1.00	-1.00	-
Software Developer Senior	1.00	-1.00	-
Storekeeper	2.00	-	2.00
Stores Supervisor	1.00	-	1.00
General Employee Total FTE	136.00	-8.00	128.00
Department Total FTE	1,237.00	-5.00	1,232.00²

² FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 10.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed position total is 1243.00, a change of 6.00 from FY 2020.

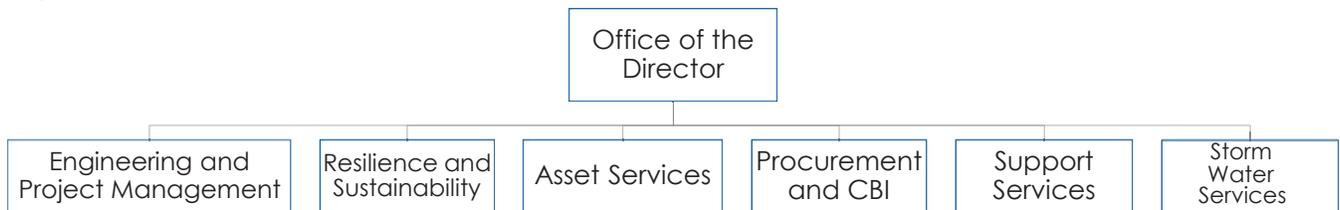
Mission Statement

Guide agencies through innovative and efficient deployment of resources to meet their missions and fulfill the needs of the city in a rapidly evolving and complex environment. Design and deliver expanded, shared services across departments and for the City of Charlotte to improve performance and save taxpayer money.

Department Overview

- Design, construction, maintenance, and sustainability of capital infrastructure projects, public facilities, and grounds
- Review and approve development site plans, storm drainage and erosion control plans, and inspect sites for compliance with erosion control regulations
- Manage the acquisition of real estate, goods, and services through competitive processes
- Administer the city's Minority, Women, and Small Business Enterprises (MWSBEs) program and policies
- Provide enterprise-wide fleet and operational equipment management and maintenance to the city and county

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Licenses, Fees, and Fines	\$7,330,866	\$4,271,768	\$3,886,835	\$2,895,880	-25.5 %
Intergovernmental-Local	\$786,729	\$2,263,076	\$2,449,362	\$3,054,357	24.7 %
Intergovernmental-Federal	-	\$6,192	-	-	0.0 %
Charges for Current Services	\$685,377	\$712,116	\$1,118,240	\$800,000	-28.5 %
Miscellaneous	\$845,145	\$781,706	\$1,128,678	\$1,024,000	-9.3 %
Administrative Charges	-	\$23,119	\$772,000	\$700,000	-9.3 %
Other	\$35,604	-	-	\$15,000	100.0 %
Sales of Assets	\$35,556	\$358,885	\$995,000	\$949,000	-4.6 %
Total Revenues	\$9,719,277	\$8,416,862	\$10,350,115¹	\$9,438,237	-8.8 %
Expenditures					
Personnel Services	\$29,738,288	\$38,383,324	\$44,857,777	\$44,580,767	-0.6 %
Operating Expenses	\$11,807,415	\$20,721,285	\$20,843,375	\$27,401,715	31.5 %
Capital Outlay	\$1,193	\$99,274	\$174,000	\$174,000	0.0 %
Departmental Charges	-\$23,709,389	-\$40,842,928	-\$39,477,164	-\$48,122,466	-21.9 %
Total Expenditures	\$17,837,507	\$18,360,955	\$26,397,988	\$24,034,016²	-9.0 %
Net Expenditures	\$8,118,230	\$9,944,093	\$16,047,873	\$14,664,779	-8.6 %

¹This page displays revenue from procurement and asset disposal services that was excluded from this department's Budget Overview in the FY 2020 Adopted Budget book.

²FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 11.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the proposed FY 2021 expenditures are \$25,987,187, a change of -1.6 percent from FY 2020.

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate vacant positions Eliminate vacant Administrative Officer V, Engineering Project Manager, Equipment Operator I, Equipment Parts Technician, Office Assistant V, and Real Estate Agent II in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-6.00	-\$494,490
<p>Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$84,388
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$358,043
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$645,588
<p>Implement city-wide Automatic Vehicle Locator System Support the Strategic Energy Action Plan and encourage safe driving behaviors by providing funds for the ongoing subscription and maintenance charges for 2,802 Automatic Vehicle Locator devices (AVLs). AVLs will provide data on fleet usage patterns that can be used to right-size the city's fleet; manage idling; examine the suitability of alternative fuels and electric vehicles and charging station locations; and inform employee driver training and preventative maintenance schedules.</p>	-	\$248,909
<p>Provide funds for Government Center and Old City Hall security personnel Technical adjustment to provide funds for the cost of CMPD officers assigned to the Government Center and a contractual increase in the security services contract.</p>	-	\$37,052
<p>Support contractual increase for HVAC preventative maintenance Technical adjustment to provide contractual funds for preventative maintenance of the Government Center's HVAC system.</p>	-	\$36,725

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for contractual increase in janitorial services contract Technical adjustment to provide contractual funds for janitorial services at the Government Center and Old City Hall.	-	\$9,359
Support contractual increase for parts supplier contract in Fleet operations Technical adjustment to provide contractual funds for the city's Fleet parts supply and management contract.	-	\$29,113
Support contractual increase in grounds and median maintenance contracts Technical adjustment to provide contractual funds for median maintenance and general grounds maintenance.	-	\$20,042
Centralize human resources duties in Human Resources Centralize and transfer the management and administration of human resources functions from departments to the Department of Human Resources. A corresponding entry can be found in Human Resources.	-1.00	-\$123,787
Centralize technology duties in Innovation and Technology Centralize and transfer the management and administration of technology services from departments to the Department of Innovation and Technology. A corresponding entry can be found in Innovation and Technology.	-11.00	-\$1,829,384
Realign procurement personnel and related expenses to provide acquisition services for CATS Transfer seven positions from CATS to General Services to provide acquisition functions and services. There is a corresponding position reduction in CATS for this adjustment, and CATS will reimburse the General Fund for associated costs.	7.00	-
Transfer Land Development funds to Planning, Design, & Development Technical adjustment to transfer non-personnel funds from the Department of General Services to the Department of Planning, Design, & Development. These funds will support the Land Development positions that were transferred in FY 2019. There is a corresponding entry in Planning, Design, & Development.	-	-\$275,712
Adjust departmental charge for Fleet Management services Technical adjustment for departmental charges to enable General Services to be reimbursed by other departments for Fleet Management services. This adjustment reflects a regular update of Fleet Management's charges and rates.	-	-\$571,419

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Adjust departmental charges	-	-\$327,779
Technical adjustment for departmental charges to enable General Services to be reimbursed by other departments for the cost of positions that provide services directly to specific departments, and other internal services such as building maintenance and landscape management. This adjustment reflects an anticipated increase in costs and is a routine action at the beginning of each budget cycle.		
Update personnel expenditures	-7.00	\$622,325
Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent. Lastly, this action reflects the elimination of seven vacant positions in Fleet Management related to the outsourcing of the city's Fleet parts supply and management.		
Update allocations for Internal Service Providers (ISPs)	-	\$51,917
Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.		
Net Change	-18.00	-\$2,363,972

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Partnering with customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community	Average number of reviews done	1.9 reviews	≤ 2.5 reviews	≤ 2.5 reviews
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Protect and expand a healthy tree canopy	Reduce the number of hazardous street trees	Removed 10 hazardous extreme priority street trees. 60% removed within 2 days.	Meet wait time for tree removal: Extreme priority: 2 days, High priority: 2 months, Medium/Low: 4 months	Meet wait time for tree removal: Extreme priority: 2 days, High priority: 2 months, Medium/Low: 4 months
	Achieve canopy-neutral impacts when comparing trees removed to trees planted by the city	Removed 919 trees. Planted 600 trees. Equates to 65% neutrality.	Maintain at least 100% canopy neutrality	Maintain at least 100% canopy neutrality
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain energy use practices so city facilities compare favorably with available benchmark information in the South Atlantic region	Overall energy use intensity (EUI) - measured in thousands of British thermal units (BTUs) per square foot	EUI = 61.7 Percent Reduction = 18.2%	Maintain an Overall EUI <67 or reduction >15%	Maintain an Overall EUI <67 or reduction >15%

Full-Time Equivalent (FTE) Position Summary

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

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Contracts Admin Specialist	3.00	1.00	4.00
Contracts Admin Specialist Lead	1.00	-	1.00
Courier	2.00	-	2.00
Courier Lead	1.00	-	1.00
Deputy Director I	-	2.00	2.00
Drafting Technician	5.00	-	5.00
Economic Development Program Manager	2.00	-	2.00
Energy Manager	1.00	-	1.00
Energy Management Specialist	2.00	-	2.00
Energy Sustainability Coordinator	2.00	-	2.00
Engineering Business Services Manager	1.00	-1.00	-
Engineering Contracts Manager	1.00	1.00	2.00
Engineering Contracts Specialist	8.00	-	8.00
Engineering Division Manager	3.00	-	3.00
Engineering Program Manager	11.00	-1.00	10.00
Engineering Project Coordinator	5.00	-	5.00
Engineering Project Manager	26.00	-2.00	24.00
Environmental Compliance Specialist	1.00	-	1.00
Equipment Management Division Manager	1.00	-	1.00
Equipment Operator I	2.00	-1.00	1.00
Equipment Operator II	7.00	-	7.00
Equipment Operator III	2.00	-	2.00
Equipment Parts Manager	1.00	-	1.00
Equipment Parts Team Leader	3.00	-1.00	2.00
Equipment Parts Technician	7.00	-7.00	0.00
Equipment Shop Manager	4.00	-	4.00
Equipment Shop Supervisor	9.00	-	9.00
Erosion Control Coordinator	6.00	-	6.00
Facilities Services Coordinator	1.00	-	1.00
Field Operations Supervisor	3.00	-	3.00
Fleet Specification Analyst	3.00	-	3.00
General Services Director	1.00	-	1.00
GIS Analyst	1.00	-1.00	-
GIS Coordinator	1.00	-1.00	-

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
GIS Technician	1.00	-	1.00
Government Plaza Property Manager	1.00	-	1.00
Government Plaza Security Coordinator	1.00	-	1.00
Heavy Equipment Service Evt	4.00	-	4.00
Heavy Equipment Service Evt Lead	1.00	-	1.00
Heavy Equipment Service Technician Associate	1.00	-	1.00
Heavy Equipment Service Technician Lead	4.00	-	4.00
Heavy Equipment Service Technician Master	12.00	-	12.00
Heavy Equipment Service Technician Senior	26.00	-	26.00
Horticulturist	1.00	-	1.00
HVAC Technician Senior	9.00	-	9.00
Labor Crew Chief II	8.00	-1.00	7.00
Laborer	2.00	-	2.00
Landscape Architect	1.00	-	1.00
Landscape Crew Member	2.00	-	2.00
Landscape Division Manager	1.00	-	1.00
Landscape Supervisor	2.00	-	2.00
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
Locksmith	1.00	-	1.00
Management Analyst	4.00	-1.00	3.00
Office Assistant IV	2.00	-1.00	1.00
Office Assistant V	1.00	-	1.00
Operations Manager Senior	1.00	-1.00	-
Operations Supervisor	5.00	1.00	6.00
Pesticide Applicator	2.00	-1.00	1.00
Plan Review Engineer	3.00	-	3.00
Planning/Design Engineer	3.00	-	3.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Procurement Services Assistant	1.00	-	1.00
Division Manager			
Procurement Services Division Manager	1.00	-1.00	-
Public Information Specialist Senior	2.00	-	2.00
Public Service Coordinator	1.00	-	1.00
Purchasing Agent	3.00	-	3.00
Real Estate Agent II	9.00	-	9.00
Real Estate Agent II Lead	1.00	-1.00	-
Real Estate Agent III	1.00	-	1.00
Real Estate Division Manager	1.00	-	1.00
Real Estate Program Manager	3.00	-	3.00
Resilience & Sustainability Officer	-	1.00	1.00
Safety Coordinator	1.00	-	1.00
Safety Supervisor	1.00	-	1.00
Senior Engineer	6.00	-	6.00
Senior Engineering Project Manager	14.00	1.00	15.00
Service Order Specialist	8.00	-	8.00
Small Business Program Manager	1.00	-1.00	-
Small Business Program Specialist	6.00	-	6.00
Software Developer Senior	1.00	-1.00	-
Stores Supervisor	1.00	-	1.00
Survey Mapping Manager	1.00	-	1.00
Survey Party Chief	9.00	-	9.00
Survey Supervisor	2.00	-	2.00
Survey Technician	6.00	-	6.00
Systems Maintenance Mechanic Senior	9.00	-	9.00
Tree Trimmer	7.00	-	7.00
Urban Forestry Specialist	1.00	-	1.00
Water Quality Program Admin	1.00	-	1.00
Department Total FTE	491.00	-18.00	473.00³

³FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 11.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 position total is 485.00, a change of -6.00 from FY 2020.

Housing and Neighborhood Services

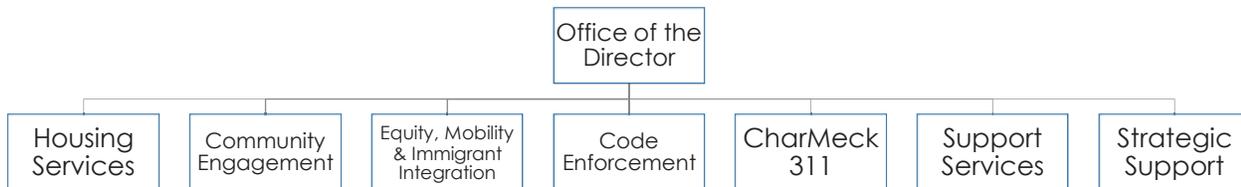
Mission Statement

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

Department Overview

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

Organizational Chart



Housing and Neighborhood Services

Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Intergovernmental-Local	\$1,411,560	\$1,287,932	\$1,335,207	\$1,277,684	-4.3 %
Licenses, Fees, and Fines	\$323,909	\$367,523	\$333,000	\$366,000	9.9 %
Charges for Current Services	\$921,951	\$930,821	\$911,000	\$920,000	1.0 %
Total Revenues	\$2,657,420	\$2,586,276	\$2,579,207	\$2,563,684	-0.6 %
Expenditures					
Personnel Services	\$16,168,889	\$17,047,296	\$18,924,447	\$18,709,129	-1.1 %
Operating Expenses	\$3,990,874	\$4,289,393	\$4,424,059	\$4,029,415	-8.9 %
Departmental Charges	-\$2,166,116	-\$2,149,580	-\$2,796,449	-\$2,796,449	0.0 %
Total Expenditures	\$17,993,647	\$19,187,109	\$20,552,057	\$19,942,095¹	-3.0 %
Net Expenditures	\$15,336,227	\$16,600,833	\$17,972,850	\$17,378,411	-3.3 %

¹FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 6.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the proposed FY 2021 expenditures are \$20,914,444, a change of 1.8 percent from FY 2020.

Housing and Neighborhood Services

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate vacant positions Eliminate vacant Administrative Officer I, Management Analyst, and Training Specialist in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-3.00	-\$223,420
<p>Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$54,374
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$104,172
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$306,458
<p>Provide additional resources to Office of Equity, Mobility, and Immigrant Integration Provide administrative support to further the mission of the Office of Equity, Mobility, and Immigrant Integration by funding a previously frozen Administrative Officer II. This action also includes the transfer of \$50,000 from International and Immigrant Community Outreach in the Non-Departmental section.</p>	-	\$128,188
<p>Realize one-time savings in lease for 311 call center Technical adjustment to realize one-time savings from the new lease for the 311 call center, which begins January 1, 2021, and provides for a free six-month term.</p>	-	-\$212,300
<p>Centralize human resources duties in Human Resources Centralize and transfer the management and administration of human resource functions from departments to the Department of Human Resources. A corresponding entry can be found in Human Resources.</p>	-1.00	-\$119,941

Housing and Neighborhood Services

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
<p>Centralize technology duties in Innovation and Technology Centralize and transfer the management and administration of technology services from departments to the Department of Innovation and Technology. A corresponding entry can be found in Innovation and Technology.</p>	-6.00	-\$852,408
<p>Remove unexpendable appropriation Technical adjustment to remove appropriation for a one-time donation the city previously anticipated receiving.</p>	-	-\$30,000
<p>Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent. Lastly, this adjustment includes unfreezing a position to provide for the enforcement of the city's Noise Ordinance.</p>	-	\$555,505
<p>Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	-\$3,498
Net Change		-10.00
		-\$609,962

Housing and Neighborhood Services

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Increase economic mobility, social capital, and career opportunities for youth	Number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences	302	220	220
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Preserve and create attractive and environmentally sustainable neighborhoods	Percent of nuisance cases resolved within 30 days	94%	90%	90%
Preserve and increase affordable housing	Number of new affordable housing units funded	1,199	900	900
	Number of units acquired and/or rehabilitated and restricted for low to moderate income residents	196	265	265
	Number of down payment assistance loans provided	314	325	325
Foster neighborhood-driven revitalization and improvement	Number of active Keep Charlotte Beautiful Adopt-A-City Organizations engaged to assist with addressing neighborhood cleanliness throughout the city	311	350	350

Housing and Neighborhood Services

Performance Measure Highlights (continued)

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Provide services that efficiently meet the needs of 311 call center customers	Percent of 311 calls answered within 30 seconds	71%	70%	70%
	Percent of all calls abandoned by the caller	3.5%	≤5%	≤5%
	Percent of CharMeck 311 customers surveyed that are satisfied with the service	N/A (biennial survey)	≥85%	≥85%
	Implement on-line chat capability	Implemented on-line chat capability	Fully implement on-line chat capability	Complete all necessary steps to activate a work-at-home for 311 (to be leveraged as needed)

Housing and Neighborhood Services

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
311 Contact Center Representative	41.00	-3.00	38.00
311 Contact Center Representative Lead	5.00	-	5.00
311 Contact Center Representative Senior	23.75	2.00	25.75
311 Contact Center Supervisor	7.00	-	7.00
311 Contact Center Program Analyst	9.00		9.00
311 Program Administrator	3.00	-	3.00
311 Program Manager	3.00	-	3.00
Administrative Officer I	4.00	-1.00	3.00
Administrative Officer II	3.00	1.00	4.00
Administrative Officer III	6.00	-	6.00
Administrative Officer IV	1.00	-1.00	-
Administrative Officer V	3.00	-1.00	2.00
Assistant Director	5.00	-2.00	3.00
Business Systems Specialist Intermediate	2.00	-2.00	-
Business Systems Specialist Lead	1.00	-1.00	-
Business System Specialist Senior	1.00	-1.00	-
Business Systems Program Manager	1.00	-1.00	-
Code Enforcement Coordinator	3.00	1.00	4.00
Code Enforcement Inspector	33.00	1.00	34.00
Code Enforcement Inspector Lead	11.00	-	11.00
Code Process Specialist	1.00	-	1.00
Community Relations Manager	1.00	-	1.00
Community Relations Specialist	-	1.00	1.00
Community & Commerce Specialist	13.00	-3.00	10.00
Content Webmaster	1.00	-	1.00
Customer/Revenue Service Specialist	5.00	-	5.00
Deputy Director I	-	1.00	1.00
Division Training Specialist	1.00	-1.00	-
Economic Development Program Manager	5.00	-1.00	4.00
Economic Development Specialist	1.00	-1.00	-
Operations Manager Senior	1.00	-	1.00
Housing Services Supervisor	1.00	-	1.00
Management Analyst	1.00	-1.00	0.00
Housing & Neighborhood Services Director	1.00	-	1.00
Area Supervisor	10.00	-	10.00

Housing and Neighborhood Services

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Operations Manager	1.00	1.00	2.00
Program Coordinator	3.00	3.00	6.00
Division Manager	3.00	2.00	5.00
Neighborhood Specialist	3.00	-	3.00
Office Assistant IV	10.00	-1.00	9.00
Office Assistant V	4.00	-	4.00
Public Information Specialist Senior	1.00	-	1.00
Public Service Coordinator	1.00	-1.00	-
Training Specialist	3.00	-1.00	2.00
Department Total FTE	236.75	-10.00	226.75²

²FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 6.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 position total is 233.75, a change of -3.00 from FY 2020.

Mission Statement

Help employees thrive by providing the city’s workforce valuable access to comprehensive benefits plans, learning and development opportunities, and competitive compensation, to meet the unique and changing needs of the workforce throughout the stages of their career life cycle.

Department Overview

- Support the organization by managing change, designing and implementing organizational development efforts and fostering a positive and inclusive work environment
- Lead workforce development programs to provide career academy, apprenticeship, and internship opportunities to the community
- Provide a comprehensive portfolio of compensation, benefits, and retiree benefits
- Provide a dynamic learning and education environment that aligns with the city’s vision and values
- Develop, deploy, and ensure compliance with Human Resources-related city policies and practices Manage the integrated Human Resource and Payroll system to include generating payroll and maintaining employee and applicant records

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$4,110,983	\$5,421,085	\$5,506,683	\$6,178,909	12.2 %
Operating Expenses	\$1,351,912	\$1,766,513	\$954,989	\$935,888	-2.0 %
Departmental Charges	-\$184,195	-\$938,276	-\$935,400	-\$1,003,911	-7.3 %
Total Expenditures	\$5,278,700	\$6,249,323	\$5,526,272	\$6,110,886¹	10.6 %

¹ FY 2021 includes the centralization of 6.00 FTEs from departments and 2.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed expenditures are \$5,609,512, a change of 1.5 percent from FY 2020.

FY 2021 Funding Adjustments

Budget Action	FTE	Amount
Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.	-	-\$15,491
Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.	-	-\$15,634
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$125,515
Adjust reimbursement from Internal Service Fund Adjust department charge to capture reimbursement from the Self Insurance Fund for personnel costs supporting the fund.	-	-\$68,511
Centralize human resources duties in Human Resources Centralize and transfer the management and administration of human resource functions from General Fund departments to the Department of Human Resources.	6.00	\$756,953
Centralize technology duties in Innovation and Technology Centralize the management and administration of technology services from departments to the Department of Innovation and Technology. A corresponding entry can be found in Innovation and Technology.	-2.00	-\$255,579
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$60,970
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	-\$3,609
Net Change	4.00	\$584,614

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Support the city's economic development goals through the Apprenticeship Program	Increase the number of people in the apprenticeship program	8	Increase by 25% (10 total apprentices)	Increase by 20%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Create an enhanced applicant experience through increased transparency and communication into the recruitment and selection process	Percent of responding applicants satisfied with applicant experience	New Measure	80%	80%
Promote Employee Wellness	Percent of eligible employees opting for medical insurance who are electing the wellness incentive premium	93%	70%	80%
Review administrative policies with the goal of breaking down barriers to employment through a focus on diversity, equity and inclusion	Number of policies reviewed with a Diversity, Equity & Inclusion lens	3	≥ 3	5

Full-Time Equivalent (FTE) Positions Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accountant II	1.00	-	1.00
Administrative Officer I	5.00	1.00	6.00
Administrative Officer II	1.00	-	1.00
Administrative Officer III	1.00	-	1.00
Administrative Officer IV	2.00	-	2.00
Administrative Officer V	3.00	7.00	10.00
Business Systems Specialist	2.00	-1.00	1.00
Deputy Director I	1.00	-	1.00
Director of Human Resources	1.00	-	1.00
Human Resources Analyst	18.00	-3.00	15.00
Human Resources Analyst Associate	2.00	-	2.00
Human Resources Division Manager	6.00	-1.00	5.00
Human Resources Management System Analyst	-	1.00	1.00
Office Assistant V	1.00	-	1.00
Payroll Manager	1.00	-	1.00
Payroll Specialist	2.00	-	2.00
Department Total FTE	47.00	4.00	51.00²

² FY 2021 includes the centralization of 6.00 FTEs from departments and 2.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 position total is 47.00, a change of 0.00 from FY 2020.

Innovation and Technology

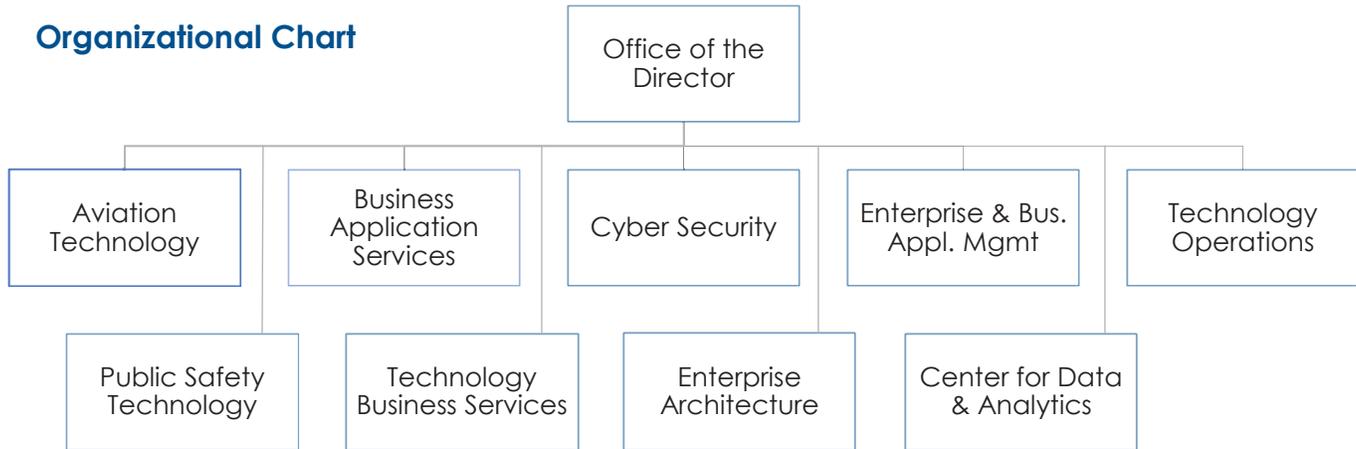
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Radio Services	\$3,723,110	\$3,662,836	\$3,606,311	\$3,563,385	-1.2 %
Total Revenues	\$3,723,110	\$3,662,836	\$3,606,311	\$3,563,385	-1.2 %
Expenditures					
Personnel Services	\$15,228,606	\$16,497,092	\$18,166,339	\$28,397,696	56.3 %
Operating Expenses	\$19,965,146	\$21,600,955	\$20,541,446	\$22,445,899	9.3 %
Capital Outlay	\$0	\$58,919	\$0	\$0	0.0 %
Departmental Charges	-\$6,451,713	-\$6,237,126	-\$5,552,873	-\$6,607,992	-19.0 %
Total Expenditures	\$28,742,039	\$31,919,840	\$33,154,912	\$44,235,603¹	33.4 %
Net Expenditures	\$25,018,929	\$28,257,004	\$29,548,601	\$40,672,218	37.6 %

¹ FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 74.00 FTEs from departments. Aside from these changes, the FY 2021 proposed expenditures are \$35,292,460, a change of 6.4 percent.

Innovation and Technology

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$45,736
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$218,424
<p>Provide Funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$401,013
<p>Provide funds for Microsoft enterprise agreement Provide funds for annual e365 subscription licenses which provides Microsoft Office suite applications for city employees.</p>	-	\$629,625
<p>Transition WAM position to the city's Cost Allocation Plan Technical adjustment to transition a web access management position into the city's cost allocation plan. This action results in an increase in expenditure costs that will be primarily offset by revenue from the city's Cost Allocation Plan.</p>	-	\$53,768
<p>Increase funds for software licensing and support Technical adjustment to provide funds for annual contractual increases for business planning and security related software</p>	-	\$33,955
<p>Support maintenance for recruitment software Technical adjustment to support contractual maintenance of the city's recruiting software, JobApps. This system allows for citywide coordinated enhanced tracking and engagement with applicants.</p>	-	\$97,900
<p>Support regional public safety radio network Technical adjustment to provide funds to support the regional public safety radio network managed by Innovation and Technology. Changing technology standards require additional funds for contractual services to support the network. A portion of the costs are reimbursed by regional partners.</p>	-	\$186,374

Innovation and Technology

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Adjust department charge for radio services Technical adjustments to update the department charge for providing radio service and support to city departments and outside agencies.	-	-\$387,969
Support for human resources management system Technical adjustment to support a contractual increase in PeopleSoft, the city's human resources management system.	-	\$136,500
Centralize human resources duties in Human Resources Centralize and transfer the management and administration of human resource functions from departments to the Department of Human Resources. A corresponding entry can be found in Human Resources.	-1.00	-\$132,033
Centralize technology duties in Innovation and Technology Centralize the management and administration of technology services from departments to the Department of Innovation and Technology. This action will increase efficiencies by standardizing operations and eliminating potential duplication of work. There are corresponding entries in Police, Fire, Finance, General Services, Housing and Neighborhood Services, Human Resources, Planning, Design & Development, Solid Waste Services, and Transportation.	74.00	\$9,085,478
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent. Lastly, this includes converting three frozen positions to network security positions and eliminating two frozen network communications positions.	-2.00	\$1,197,479
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: building maintenance; rent of land and buildings; telecommunication; insurance liabilities; insurance premiums; and risk administration.	-	\$42,761
Net Change		71.00
		\$11,080,691

Innovation and Technology

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Educate customers, promote transparency, and enhance accountability to customers	Develop and implement service agreements for each department	Agreements for 9 departments developed, 3 of which are ready for implementation	All departments	Perform service level agreement review for all departments; reviewing I&T compliance with agreed upon service levels
Improve effectiveness and efficiency through Organizational IT Alignment	Identify city-wide technology processes critical for IT re-alignment	New Measure	Implement at least 4 streamlined processes	Implement and enforce at least 2 processes
Secure the city	‘Secure your Systems’ marketing campaign to educate and test employees on common security techniques	New Measure	Launch Completed	Continue ‘Secure your Systems’ marketing campaign to educate and test employees on common security techniques by end of Q4
Operational excellence	Maintain high availability of critical emergency radio communications network	New Measure	New Measure	99.999% availability
	Percent of PC issues causing user downtime, repaired or replaced by the IT Service Desk within 4 hours	New Measure	New Measure	95%

Innovation and Technology

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accountant IV	1.00	-1.00	-
Active Directory Administrator	2.00	-	2.00
Active Directory Specialist	1.00	-	1.00
Administrative Officer I	3.00	-2.00	1.00
Administrative Officer II	1.00	-1.00	0.00
Administrative Officer III	-	4.00	4.00
Administrative Officer IV	1.00	-1.00	-
Administrative Officer V	1.00	-1.00	-
Administrative Secretary I	-	1.00	1.00
Administrative Services Manager	1.00	-1.00	-
Application Administrator	-	1.00	1.00
Application Development Manager	3.00	-1.00	2.00
Application Services Manager	2.00	-	2.00
Business Systems Manager	1.00	3.00	4.00
Business Systems Manager Senior	-	1.00	1.00
Business Systems Program Manager	-	2.00	2.00
Business Systems Specialist	-	16.00	16.00
Business Systems Specialist Lead	6.00	8.00	14.00
Business Systems Specialist Senior	-	16.00	16.00
Business Systems Supervisor	-	1.00	1.00
Chief Information Officer	1.00	-	1.00
Content Webmaster	-	1.00	1.00
Corporate Project Management Office Mgr	-	1.00	1.00
Corporate Technology Program Manager	-	1.00	1.00
Contracts Admin Specialist	1.00	-1.00	-
Data Analytics Manager	1.00	-	1.00
Data Analytics Specialist Lead	1.00	-1.00	-
Data Center Services Manager	1.00	-	1.00
Data Center Specialist	1.00	-	1.00
Data Services Manager	2.00	1.00	3.00
Data Storage Administrator	1.00	-	1.00
Database Administrator	2.00	2.00	4.00
Database Administrator Senior	4.00	-	4.00
Deputy Chief Information Officer	1.00	-	1.00
Electronics Technician II	9.00	-5.00	4.00
Equipment Parts Manager	1.00	-	1.00

Innovation and Technology

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
GIS Analyst	-	3.00	3.00
GIS Coordinator	-	1.00	1.00
GIS Supervisor	-	1.00	1.00
GIS Technician	-	1.00	1.00
IT Division Manager	-	2.00	2.00
Information Security Administrator	5.00	-	5.00
Information Security Analyst	1.00	-	1.00
Information Security Officer	1.00	-	1.00
Information Security Supervisor	2.00	2.00	4.00
Information Tech Administrator	22.00	4.00	26.00
Information Tech Supervisor	3.00	-1.00	2.00
Information Tech Team Lead	1.00	-	1.00
IT Client Services Manager	1.00	-	1.00
IT Client Support Manager	3.00	-	3.00
IT Communications Technician	1.00	-	1.00
IT Communications Service Manager	1.00	-	1.00
IT Enterprise Architect	1.00	-	1.00
IT Process Manager	2.00	2.00	4.00
IT Project Manager Associate	-	1.00	1.00
IT Project Manager	3.00	-	3.00
IT Project Manager Senior	4.00	-	4.00
IT Services Portfolio Manager	2.00	-1.00	1.00
Management Analyst	1.00	-	1.00
Middleware Specialist	1.00	-	1.00
Network Architect Senior	3.00	-	3.00
Network Communications Integrator Associate	4.00	1.00	5.00
Network Communications Integrator	13.00	-1.00	12.00
Network Communications Integrator Senior	2.00	-	2.00
Network Operations Supervisor	2.00	-	2.00
Planning Program Manager	-	1.00	1.00
Project Management Office Manager	1.00	-1.00	-
Senior Tech Service Specialist	3.00	-	3.00
Server Administrator	4.00	-1.00	3.00
Sharepoint Administrator	2.00	-	2.00
Software Developer Intermediate	1.00	-1.00	-

Innovation and Technology

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Software Developer	-	5.00	5.00
Software Developer Senior	3.00	3.00	6.00
Technical Support Coordinator	-	1.00	1.00
Technical Systems Specialist	2.00	3.00	5.00
Technology Services Officer	2.00	2.00	4.00
Training Specialist	1.00	-	1.00
Wireless Communications Manager	1.00	-	1.00
Department Total FTE	148.00	71.00	219.00 ²

² FY 2021 includes the centralization of 74.00 FTEs from departments and 2.00 FTEs to the Department of Human Resources. Aside from this change, the FY 2021 proposed position total is 146.00, a change of -2.00 from FY 2020.

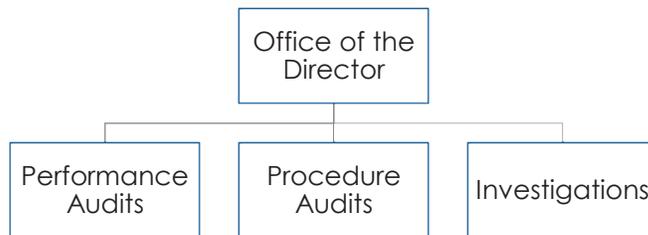
Mission Statement

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$1,046,204	\$1,112,353	\$1,297,816	\$1,358,435	4.7 %
Operating Expenses	\$229,959	\$171,228	\$125,628	\$118,637	-5.6 %
Total Expenditures	\$1,276,163	\$1,283,581	\$1,423,444	\$1,477,072	3.8 %

FY 2021 Adjustments

Budget Action	FTE	Amount
Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.	-	-\$3,866
Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.	-	-\$28,326
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$17,891
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employee's Retirement System of 1.2 percent.	-	\$67,929
Net Change	-	\$53,628

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Deliver competitive audit services to facilitate a well-managed government	Number of audits issued	16	15	16

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Deputy Internal Audit Manager	1.00	-	1.00
Internal Audit Manager	1.00	-	1.00
Internal Audit Supervisor	1.00	-	1.00
Internal Audit Supervisor IT	1.00	-	1.00
Internal Auditor	2.00	-	2.00
Internal Auditor Senior	5.00	-	5.00
Department Total FTE	11.00	-	11.00

Mission Statement

Set policies that ensure the delivery of quality public services and to promote the safety, health and quality of life of the city’s residents.

Department Overview

- Appoint the City Manager, City Attorney, City Clerk and various members to Board 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personal Services	\$541,452	\$555,494	\$569,203	\$581,466	2.2 %
Operating Expenses	\$212,683	\$241,141	\$178,065	\$178,065	0.0 %
Total Expenditures	\$754,135	\$796,635	\$747,268	\$759,531	1.6 %

FY 2021 Adjustments

Budget Action	FTE	Amount
Provide funds for a citywide compensation increase	-	\$5,564
<p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>		
Update personnel expenditures	-	\$6,699
<p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>		
Net Change	-	\$12,263

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2019 FTE	Change in FTE	FY 2020 FTE
Council Member	11.00	-	11.00
Mayor	1.00	-	1.00
Department Total FTE	12.00	-	12.00

Planning, Design, and Development

Mission Statement

To provide integrated planning services, create great places for our community, collaborate with community partners, guide growth with innovative and creative solutions, sustain our natural environment and community character, and design vibrant and inclusive places.

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Licenses, Fees, and Fines	\$1,641,885	\$1,518,960	\$2,531,040	\$1,664,363	-34.2 %
Charges for Current Services	\$545,511	\$3,897,973	\$4,301,237	\$5,082,420	18.2 %
Total Revenues	\$2,187,396	\$5,416,933	\$6,832,277	\$6,746,783	-1.3 %
Expenditures					
Personnel Services	\$6,540,884	\$9,029,396	\$10,859,300	\$10,475,570	-3.5 %
Operating Expenses	\$1,146,158	\$1,778,136	\$2,530,148	\$1,363,071	-46.1 %
Department Charges	-\$719,729	-\$733,748	-\$2,576,361	-\$1,228,492	52.3 %
Total Expenditures	\$6,967,312	\$10,073,784	\$10,813,087	\$10,610,149¹	-1.9 %
Net Expenditures	\$4,779,916	\$4,656,851	\$3,980,810	\$3,863,366	-3.0 %

¹ FY 2021 includes the centralization of 3.00 FTEs to the Department of Innovation and Technology. Aside from this change, the FY 2021 proposed expenditures are \$11,100,304, a change of 2.7 percent from FY 2020.

Planning, Design, and Development

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate Planner Associate and freeze Urban Forestry Supervisor, Planning Program Manager, and Construction Inspector</p> <p>Eliminate Planning Program Manager and freeze Urban Forestry Supervisor, Planner Associate and Construction Inspector, in an effort to right-size the Department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-1.00	-\$316,611
<p>Consolidate duties of Assistant City Manager and Planning Director</p> <p>Consolidate Assistant City Manager and Planning Director duties and responsibilities. No impact on services is anticipated from this action.</p>	-	-\$190,556
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$42,740
<p>Adjust projected personnel expenditures based on anticipated recovery</p> <p>Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$57,744
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$160,366
<p>Transfer Land Development costs from General Services</p> <p>Technical adjustment to align operating funds related to positions previously transferred from the Department of General Services to the Department of Planning, Design, & Development. There is a corresponding entry in General Services.</p>	-	\$275,712
<p>Centralize technology duties in Innovation and Technology</p> <p>Centralize and transfer the management and administration of technology services to the Department of Innovation & Technology. There is a corresponding entry in Innovation & Technology.</p>	-3.00	-\$490,155

Planning, Design, and Development

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	\$348,760
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$110,030
Net Change	-4.00	-\$202,938

Planning, Design, and Development

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs and Upward Mobility)				
Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community	Percent Land Development Reviews and Inspections completed by targeted timeframe within compliance	87%	95%	90%
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Charlotte Placemaking Program	Percent completion of Neighborhood Matching Grant and Placemaking Projects	50%	75%	75%
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Draft Charlotte's Unified Development Ordinance (UDO) and publish draft for public review and comment	Percent of UDO completed and published for the public to review	New Measure	New Measure	100%
Plan and Policy Implementation	Percent completion of 2020-2029 Transportation Improvement Program	60%	100%	100%

Planning, Design, and Development

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer I	4.00	-	4.00
Administrative Officer II	2.00	-	2.00
Administrative Officer III	2.00	-	2.00
Administrative Officer V	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Area Supervisor	1.00	-1.00	-
Business Systems Specialist Intermediate	1.00	-1.00	-
Business System Specialist Senior	1.00	-1.00	-
Code Enforcement Inspector	4.00	-	4.00
Code Enforcement Inspector Lead	2.00	-	2.00
Code Process Specialist	2.00	-	2.00
Construction Inspector	4.00	-	4.00
Construction Inspector Senior	1.00	-	1.00
Construction Supervisor	1.00	-	1.00
Deputy Planning Director	1.00	-	1.00
Engineering Services Investigator	2.00	-	2.00
Engineering Services Supervisor	1.00	-	1.00
Office Assistant V	1.00	1.00	2.00
Planner Associate	11.00	-	11.00
Planner	15.00	-	15.00
Planner Senior	9.00	2.00	11.00
Plan Review Engineer	1.00	-1.00	-
Planning Director	1.00	-	1.00
Planning Division Manager	5.00	-	5.00
Planning Program Manager	10.00	-2.00	8.00
Planning Project Manager	10.00	-2.00	8.00
Planning Project Manager Senior	4.00	3.00	7.00
Plans Reviewer	2.00	-1.00	1.00
Urban Forestry Specialist	6.00	-	6.00
Urban Forestry Supervisor	2.00	-1.00	1.00
Department Total FTE	108.00	-4.00	104.00 ²

² FY 2021 includes the centralization of 3.00 FTEs to the Department of Innovation and Technology. Aside from this change, the FY 2021 proposed position total is 107.00, a change of -1.00 from FY 2020.

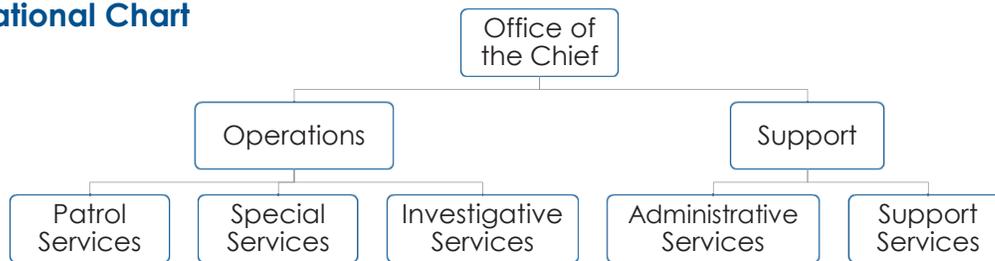
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Law Enforcement Services	\$23,568,666	\$20,113,341	\$21,959,646	\$22,494,957	2.4 %
Interfund Police Charges	\$7,469,657	\$9,306,018	\$9,713,092	\$10,076,572	3.7 %
Licenses, Fees, and Fines	\$1,891,557	\$1,912,584	\$1,893,760	\$1,887,000	-0.4 %
Convention Center Traffic	\$1,250,000	-	\$250,000	\$500,000	100.0 %
Charges for Services	\$144,339	\$114,783	\$142,500	\$132,500	-7.0 %
Other	\$199,865	\$179,546	\$140,000	\$140,000	0.0 %
Total Revenues	\$34,524,083	\$31,626,272	\$34,098,998	\$35,231,029	3.3 %
Expenditures					
Personnel Services	\$218,255,888	\$232,481,643	\$244,037,288	\$247,347,250	1.4 %
Operating Expenses	\$39,903,818	\$41,362,836	\$41,802,397	\$43,464,294	4.0 %
Capital Outlay	\$2,444,142	\$1,682,469	\$37,900	\$10,000	-73.6 %
Departmental Charges	-\$1,096,909	-\$411,126	-\$811,326	-\$618,324	23.8 %
Total Expenditures	\$259,506,939	\$275,115,822	\$285,066,259	\$290,203,220¹	1.8 %
Net Expenditures	\$224,982,856	\$243,489,550	\$250,967,261	\$254,972,191	1.6 %

¹ FY 2021 includes the centralization 1.00 FTE to the Department of Human Resources, 8.00 FTEs to the City Attorney's Office, and 32.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed expenditures are \$295,442,915, a change of 3.6 percent from FY 2020.

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate vacant positions</p> <p>Eliminate vacant Office Assistant IV and Administrative Officer I in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-2.00	-\$106,821
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in costs such as travel, training, mileage, food, printing, and office supplies, will be reduced based on anticipated utilization.</p>	-	-\$250,946
<p>Adjust projected personnel expenditures based on anticipated recovery</p> <p>Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions has ended. This action does not impact the sworn police positions.</p>	-	-\$170,542
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$6,255,609
<p>Provide funds for enhanced compensation and pay structure changes</p> <p>Support additional pay actions in the Public Safety Pay Plan beyond a typical salary increase. FY 2021 actions include: an additional five percent salary increase for top step Police Sergeants effective December 2020; a five percent Senior Police Officer II step added for Police Officers effective December 2020; a consolidation of Police Officer steps nine and ten in July 2020; and consolidation of Police Sergeant steps one and two in December 2020.</p>	-	\$2,075,486
<p>Support separation allowance for Law Enforcement Officers</p> <p>Technical adjustment to provide additional funds for the state mandated separation allowance for law enforcement officers from retirement until age 62.</p>	-	\$950,000
<p>Support body worn camera program</p> <p>Technical adjustment to provide funding in FY 2021 to support continuation of a body worn camera contract. The previous contract was supported using nongeneral funds. This action will result in continuity of service.</p>	-	\$899,339

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
<p>Provide funds for increased costs of retiree health investment account program Provide additional funds for retiree health investment account program for sworn public safety employees. The program provides \$1,040 annually to all sworn public safety employees hired on or after July 1, 2009, to assist with healthcare costs in retirement.</p>	-	\$144,648
<p>Provide increase for rent and leases Technical adjustment to support rent and lease increases at various police sites throughout the city. The increase includes funds for the Independence Division, South Division, North Division, and the University City Division.</p>	-	\$21,944
<p>Centralize legal services in the City Attorney's Office Centralize and transfer legal services to the City Attorney's Office. There is a corresponding entry in the Office of the City Attorney.</p>	-8.00	-\$1,185,867
<p>Centralize human resources duties in Human Resources Centralize and transfer the management and administration of human resource functions to the Department of Human Resources. There is a corresponding entry in the Department of Human Resources.</p>	-1.00	-\$111,323
<p>Centralize technology duties in Innovation and Technology Centralize and transfer the management and administration of technology services to the Department of Innovation & Technology. There is a corresponding entry in the Department of Innovation & Technology.</p>	-32.00	-\$3,942,505
<p>Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	-\$310,346
<p>Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	\$868,284
Net Change	-43.00	\$5,136,960

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Reduce victimization	Percent increase in number of illegal guns seized over previous fiscal year	10.6%	≥5%	≥5%
	Percent clearance rate for homicide cases	82.5%	≥75%	>75%
	Percent reduction in crime rates per 100,000 population	3.5%	>3%	>3%
Build trust and confidence with community	Percent of 911 calls answered within 10 seconds or less	91.6%	90%	90%
Reduce traffic fatalities	Number of DWI Checkpoints conducted	22	25	25
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain a diverse workforce	Percent of applicant base that are minorities and/or females	64.3%	≥60%	≥60%

Full-Time Equivalent (FTE) Position Summary

Law Enforcement Officers	FY 2020 FTE	Change in FTE	FY 2021 FTE
Police Chief	1.00	-	1.00
Deputy Police Chief	5.00	-	5.00
Police Major	14.00	-	14.00
Police Captain	35.00	-	35.00
Police Lieutenant	45.00	-	45.00
Police Sergeant	157.00	-	157.00
Police Officer	1,725.00	-	1,725.00
Sworn Total	1,982.00	-	1,982.00

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

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

General Employees	FY 2020 FTE	Change in FTE	FY 2021 FTE
Const Contracts Admin Coordinator Lead	-	1.00	1.00
Content Webmaster	1.00	-1.00	-
Contract Technician	1.00	-	1.00
Contracts Admin Coordinator	1.00	-1.00	-
Crime Lab Technician	1.00	-	1.00
Crime Laboratory Director	1.00	-	1.00
Crime Scene Technician	28.00	-	28.00
Crime Scene Technician Senior	6.00	-	6.00
Criminalist DNA Analyst	4.00	-	4.00
Criminalist Drug Chemistry	3.00	-	3.00
Criminalist Firearms Toolmarks	1.00	1.00	2.00
Criminalist Questioned Document Specialist	1.00	-	1.00
Criminalist Serology	1.00	-	1.00
Criminalist Trainee	1.00	-1.00	0.00
Customer/Revenue Serv. Assist	7.00	-	7.00
Data Analytics Manager	1.00	-	1.00
Data Analytics Specialist	9.00	-	9.00
Data Analytics Specialist Lead	3.00	-	3.00
Data Analytics Specialist Senior	2.00	-	2.00
Data Analytics Supervisor	1.00	-	1.00
Database Administrator	2.00	-2.00	-
Deputy City Attorney	1.00	-1.00	-
DNA Analysis Team Leader	2.00	-	2.00
Domestic Violence Counselor	4.00	-	4.00
Engineering Business Services Manager	1.00	-1.00	0.00
Fleet Specification Analyst	1.00	-	1.00
GIS Analyst	1.00	-1.00	-
H&NS Program Coordinator	2.00	-	2.00
Information Technology Administrator	1.00	-1.00	-
Information Technology Supervisor	1.00	-1.00	-
IT Project Manager Associate	1.00	-1.00	-
Kennel Attendant	9.00	-	9.00
Kennel Supervisor	2.00	-	2.00
Latent Fingerprint Examiner	3.00	-	3.00
Latent Fingerprint Supervisor	1.00	-	1.00
Management Analyst	5.00	-	5.00
Management Analyst Senior	2.00	-	2.00
Network Communication Integrator	1.00	-1.00	-

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

General Employees	FY 2020 FTE	Change in FTE	FY 2021 FTE
Non-Emergency Police Services Manager	1.00	-	1.00
Office Assistant IV	12.00	-2.00	10.00
Office Assistant V	6.00	-	6.00
Operations Supervisor	1.00	-	1.00
Paralegal	1.00	-1.00	-
Police Aircraft Mechanic	1.00	-	1.00
Police Communications Services Supervisor	1.00	-	1.00
Police Customer Service Team Lead	5.00	-	5.00
Police Investigation Technician	44.00	-	44.00
Police Property Control Supervisor	3.00	-	3.00
Police Property Control Technician	14.00	-	14.00
Police Property Manager	1.00	-	1.00
Police Records Supervisor	1.00	-	1.00
Police Records Technician	5.00	-	5.00
Police Support Technician	16.00	-	16.00
Police Telecommunicator Supervisor	14.00	-	14.00
Police Telecommunicator	125.50	-	125.50
Polygraph Examiner	1.00	-	1.00
Public Info Specialist Senior	2.00	-	2.00
Public Service Coordinator	1.00	-	1.00
Public Services Division Manager	1.00	-	1.00
Quality Assurance Analyst	1.00	-	1.00
Recreation Specialist	1.00	-	1.00
Safety Coordinator	1.00	-	1.00
Senior Assistant City Attorney	2.00	-2.00	-
Software Developer Intermediate	3.00	-3.00	-
Software Developer Senior	1.00	-1.00	-
Senior Business Systems Manager	1.00	-1.00	-
Technical Systems Specialist	3.00	-3.00	-
Training Specialist	1.00	1.00	2.00
Veterinary Technician	1.00	-	1.00
Non-LEO Total FTE	516.50	-43.00	473.50
Department Total FTE	2,498.50	-43.00	2,455.50 ²

² FY 2021 includes the centralization of 8.00 FTEs to the City Attorney's Office, 1.00 FTE to the Department of Human Resources, and 32.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed position total is 2,496.50, a change of -2.00 from FY 2020.

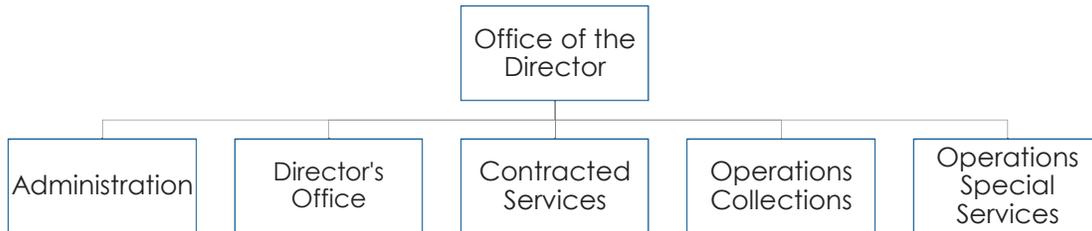
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Intergovernmental-state	-	\$733,357	\$595,000	\$585,000	-1.7 %
Licenses, fees, fines	\$13,471,389	\$16,112,935	\$20,310,000	\$24,385,230	20.1 %
Miscellaneous	\$299,053	\$150,569	\$190,000	\$120,000	-36.8 %
Total Revenues	\$13,770,442	\$16,996,861	\$21,095,000	\$25,090,230	18.9 %
Expenditures					
Personnel Services	\$20,767,275	\$22,398,083	\$23,608,432	\$23,668,753	0.3 %
Operating Expenses	\$35,529,886	\$39,505,750	\$41,709,790	\$44,978,542	7.8 %
Capital Outlay	\$79,388	\$27,848	-	-	0.0 %
Departmental Charges	-\$873,905	-\$1,530,754	-\$1,639,757	-\$972,839	40.7 %
Total Expenditures	\$55,502,644	\$60,400,927	\$63,678,465	\$67,674,456	6.3 %
Net Expenditures	\$41,732,202	\$43,404,066	\$42,583,465	\$42,584,226	0.0 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate vacant Storekeeper Senior</p> <p>Eliminate vacant Storekeeper Senior position in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-1.00	-\$73,703
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$20,489
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$294,869
<p>Provide funds for tipping and contractual fee increases</p> <p>Technical adjustment to provide funds for contractual increases in garbage and recycling collection, and for tipping fee increases on garbage and yard waste disposal.</p>	-	\$2,527,675
<p>Recover cost for service from CATS</p> <p>Technical adjustment to recover expanding costs associated with cleaning services for CATS. Solid Waste Services cleans refuse along the CATS Blue and Gold Line Light Rail daily including, but not limited to, public receptacles, associated parking areas, elevators, and provides disposal services.</p>	-	-\$53,999
<p>Reduce utilization of temporary staffing service based on anticipated utilization</p> <p>Reduce funding for temporary staffing based on anticipated utilization. No impact to services is anticipated.</p>	-	-\$68,400
<p>Centralize technology duties in Innovation and Technology</p> <p>Centralize and transfer the management and administration of technology services to the Department of Innovation & Technology. No budget impacts due to Solid Waste reimbursing Innovation and Technology through a Departmental chargeout. There is a corresponding entry in Innovation & Technology.</p>	-6.00	-

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$560,072
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$829,966
Net Change	-7.00	\$3,995,991

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Maintain a clean city for all residents	Annual Keep Charlotte Beautiful Litter Index Rating assessment	1.82	≤2.0	≤2.0
Prevent vehicular accidents and personal injuries	Average number of hours of monthly safety training	235	200	200
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Reduce the number of pounds of residential waste sent to the landfill	Number of pounds of food waste diverted from landfill	11,700 pounds food waste diverted	18,300 pounds food waste diverted ¹	N/A
Reduce harmful greenhouse gas emissions	Number of alternative fuel vehicles	35	>35	Increase alternative fuel vehicles over preceding year
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain low-cost collection	Curbside collection cost per ton recyclable materials	\$177 (North Carolina statewide average \$263)	< North Carolina statewide average	< North Carolina statewide average
	Curbside collection cost per ton refuse	\$92 (North Carolina statewide average \$108)	< North Carolina statewide average	< North Carolina statewide average
Operate efficient weekly curbside refuse collection	Average number of curbside garbage cart collections per hour	135	≥ 125	≥ 125

¹Compost Pilot Program goal of 30,000 pounds of diverted food waste crossed fiscal years 2019 and 2020

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer I	4.00	-1.00	3.00
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
Business System Specialist Senior	2.00	-2.00	-
Business Systems Manager	1.00	-1.00	-
Community Programs Coordinator	1.00	-	1.00
Contract Technician	8.00	-	8.00
Contracts Admin Specialist	1.00	-	1.00
Deputy Solid Waste Services Director	2.00	-	2.00
Equipment Operator III	15.00	-	15.00
Field Operations Supervisor	4.00	-	4.00
GIS Analyst	1.00	-1.00	-
GIS Supervisor	1.00	-1.00	-
GIS Technician	1.00	-1.00	-
Labor Crew Chief II	15.00	1.00	16.00
Management Analyst	1.00	-	1.00
Management Analyst Senior	1.00	-	1.00
Office Assistant IV	2.00	-	2.00
Office Assistant V	4.00	-	4.00
Operations Supervisor	5.00	-	5.00
Public Information Specialist Senior	1.00	-	1.00
Public Service Coordinator	1.00	-	1.00
Sanitation Equip Operator Senior	70.00	-	70.00
Sanitation Equipment Operator	69.00	-	69.00
Sanitation Team Leader	5.00	-	5.00
Sanitation Technician	58.00	-1.00	57.00
Sanitation Technician Senior	28.00	1.00	29.00
Solid Waste Services Director	1.00	-	1.00
Storekeeper Senior	1.00	-1.00	-
Training Specialist	1.00	-	1.00
Department Total FTE	316.00	-7.00	309.00

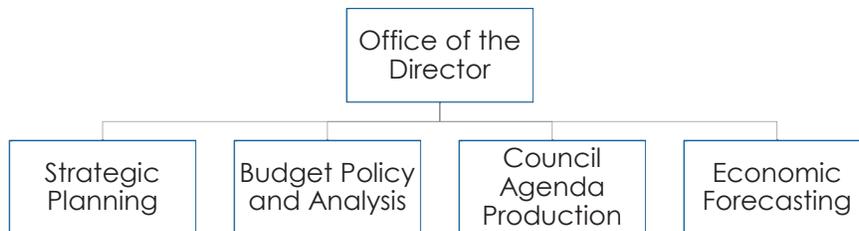
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$1,864,134	\$2,204,674	\$2,238,026	\$2,113,873	-5.5 %
Operating Expenses	\$240,730	\$127,154	\$196,145	\$191,227	-2.5 %
Departmental Charges	-\$71,169	-\$108,190	-\$110,384	-\$110,384	0.0 %
Total Expenditures	\$2,033,695	\$2,223,638	\$2,323,787	\$2,194,716	-5.6 %

FY 2021 Adjustments

Budget Action	FTE	Amount
Eliminate vacant Strategy and Budget Analyst Eliminate vacant Strategy and Budget Analyst in an effort to right-size the department's workforce. The duties of the position will be absorbed by existing staff to minimize service level impacts.	-1.00	-\$96,096
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$27,688
Adjust projected non-personnel expenditures based on anticipated recovery Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.	-	-\$7,142
Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.	-	-\$23,942
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	-\$31,803
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$2,224
	Net Change	-\$129,071

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Prepare high quality budget documents that follow best practices	GFOA Distinguished Budget award	Received	Receive	Receive
	Number of days between end of financial quarter and quarterly budget report published	New Measure	30 days	30 days
Promote strong financial management	Percent of variance between forecasted and actual revenue received	1%	≤ 3%	≤ 3%
Provide for sustainable delivery of services	Propose a structurally balanced budget in which ongoing revenues meet ongoing expenditures	Achieved	Achieve	Achieve

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer II	0.00	1.00	1.00
Administrative Officer III	1.00	-1.00	0.00
Business Systems Supervisor	1.00	-1.00	-
Deputy Strategy & Budget Director	1.00	-	1.00
Economist	1.00	-	1.00
Financial Process Manager	0.00	1.00	1.00
Management Analyst	1.00	-1.00	-
Strategy and Budget Director	1.00	-	1.00
Strategy and Budget Analyst	4.00	-2.00	2.00
Strategy and Budget Analyst Associate	3.00	1.00	4.00
Strategy and Budget Analyst Senior	2.00	2.00	4.00
Strategy and Budget Manager	2.00	-1.00	1.00
Department Total FTE	17.00	-1.00	16.00

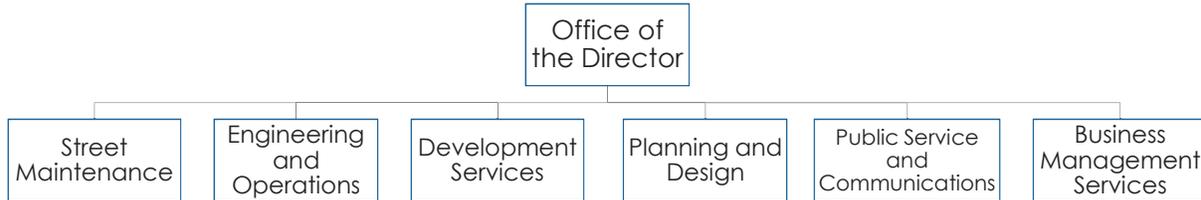
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Intergovernmental - State	\$1,418,722	\$514,343	\$875,000	\$875,000	0.0 %
Licenses, Fees, Fines	\$4,604,618	\$3,538,943	\$3,694,295	\$3,297,475	-10.7 %
Charges for Current Services	\$3,865,859	\$2,174,652	\$2,756,200	\$2,709,040	-1.7 %
Miscellaneous	\$6,050	\$4,600	\$6,000	\$6,000	0.0 %
Other	\$96,526	\$131,989	\$19,550	\$22,750	16.4 %
Total Revenues	\$9,991,775	\$6,364,527	\$7,351,045	\$6,910,265	-6.0 %
Expenditures					
Personnel Services	\$29,598,029	\$31,096,609	\$33,788,016	\$33,519,843	-0.8 %
Operating Expenses	\$11,162,521	\$10,465,698	\$10,932,822	\$10,758,732	-1.6 %
Departmental Charges	-\$15,830,428	-\$16,820,080	-\$16,747,600	-\$16,747,600	0.0 %
Total Expenditures	\$24,930,122	\$24,742,227	\$27,973,238	\$27,530,975¹	-1.6 %
Net Expenditures	\$14,938,347	\$18,377,700	\$20,622,193	\$20,620,710	0.0 %

¹FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 3.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed expenditures are \$28,029,317, a change of 0.2 percent from FY 2020.

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Eliminate vacant positions</p> <p>Eliminate vacant Construction Inspector, Engineering Assistant, Engineering Project Manager, Travel Demand Modeler, two Office Assistants, and two Traffic Signal Electricians in an effort to right-size the department's workforce. The duties of the positions will be absorbed by existing staff to minimize service level impacts.</p>	-8.00	-\$616,759
<p>Adjust projected non-personnel expenditures based on anticipated recovery</p> <p>Adjust discretionary non-personnel budget based on anticipated recovery period from COVID-19. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced based on anticipated utilization.</p>	-	-\$52,978
<p>Adjust projected personnel expenditures based on anticipated recovery</p> <p>Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$137,055
<p>Provide funds for a citywide compensation increase</p> <p>Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$441,142
<p>Centralize human resources duties in Human Resources</p> <p>Centralize and transfer the management and administration of human resource functions to the Department of Human Resources. A corresponding entry can be found in Human Resources.</p>	-1.00	-\$129,856
<p>Centralize technology duties in Innovation and Technology</p> <p>Centralize and transfer the management and administration of technology services to the Department of Innovation and Technology. A corresponding entry can be found in Innovation and Technology.</p>	-3.00	-\$368,486

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Update personnel expenditure	-	\$533,341
<p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>		
Update allocations for Internal Service Providers (ISPs)	-	-\$111,612
<p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>		
Net Change	-12.00	-\$442,263

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Identify barriers to Americans with Disabilities Act (ADA) compliance in public right-of-way	Number of improvements made in implementing ADA transition plan	New Measure	85	90
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Advance transportation projects supporting growth, walkability, bicycle-friendliness, and Vision Zero Action Plan	Number of high injury network corridors that received street lighting	New Measure	3 Corridors	3 Corridors
	Miles of new sidewalks	7.2	≥ 10	≥ 10
	Miles of new bikeways	6.6	≥ 10	≥ 10
	Number of new pedestrian safety projects	43	≥ 15	≥ 25
	Number of new and upgraded signals	New Measure	New ≥ 2 Upgraded ≥ 10	New ≥ 2 Upgraded ≥ 10
Maintain existing infrastructure	Percent of emergency signal service requests responded to within 1 hour during regular shift; and percent of service requests responded to within 2 hours during on-call shift	97%; 100%	95%; 98%	95%; 95%
	Annual Pavement Condition Rating	82.05%	≥ 82.05%	≥ 85%
	Percent of pothole service requests responded to within 5 business days; percent of emergency service requests within 4 hours	83%; No pothole emergency requests	95%; 100%	95%; 100%
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Encourage a safety conscious culture for employees	Percent of employee safety compliance	New Measure	100% Compliance	100% Compliance

Full-Time Equivalent (FTE) Position Summary

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

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Labor Crew Chief I	17.00	-	17.00
Labor Crew Chief II	43.00	-	43.00
Management Analyst	-	1.00	1.00
Mason	31.00	-	31.00
Office Assistant IV	6.00	-3.00	3.00
Office Assistant V	1.00	-	1.00
Operations Supervisor	6.00	-	6.00
Public Information Specialist Senior	2.00	-	2.00
Public Service Coordinator	1.00	-	1.00
Safety Coordinator Senior	2.00	-	2.00
Service Dispatcher	2.00	-	2.00
Sign and Marking Technician	3.00	-	3.00
Sign Fabrication Supervisor	1.00	-	1.00
Sign Fabricator	3.00	-	3.00
Signal Systems Specialist	2.00	-	2.00
Special Events Coordinator	1.00	-	1.00
Special Events Coordinator Senior	1.00	-	1.00
Special Events Supervisor	1.00	-	1.00
Storekeeper Senior	3.00	-	3.00
Stores Supervisor	1.00	-	1.00
Street Crew Member	52.00	-	52.00
Street Maintenance Operations Manager	2.00	-	2.00
Technology Support Coordinator	1.00	-1.00	-
Traffic Counter II	0.75	-	0.75
Traffic Electronics Technician I	3.00	-	3.00
Traffic Electronics Supervisor	1.00	-1.00	-
Traffic Signal Electrician	8.00	-1.00	7.00
Traffic Signal Electrician Lead	4.00	-1.00	3.00
Training Specialist	1.00	-	1.00
Transportation Analyst	2.00	-	2.00
Transportation Electronics Technician II	5.00	-	5.00
Transportation Electronics Technician II Lead	2.00	-	2.00
Transportation Electronics Supervisor	-	1.00	1.00
Transportation Engineering Manager	4.00	-	4.00
Transportation Planner I	1.00	-	1.00
Transportation Planner II	5.00	-	5.00
Transportation Planner III	3.00	-	3.00

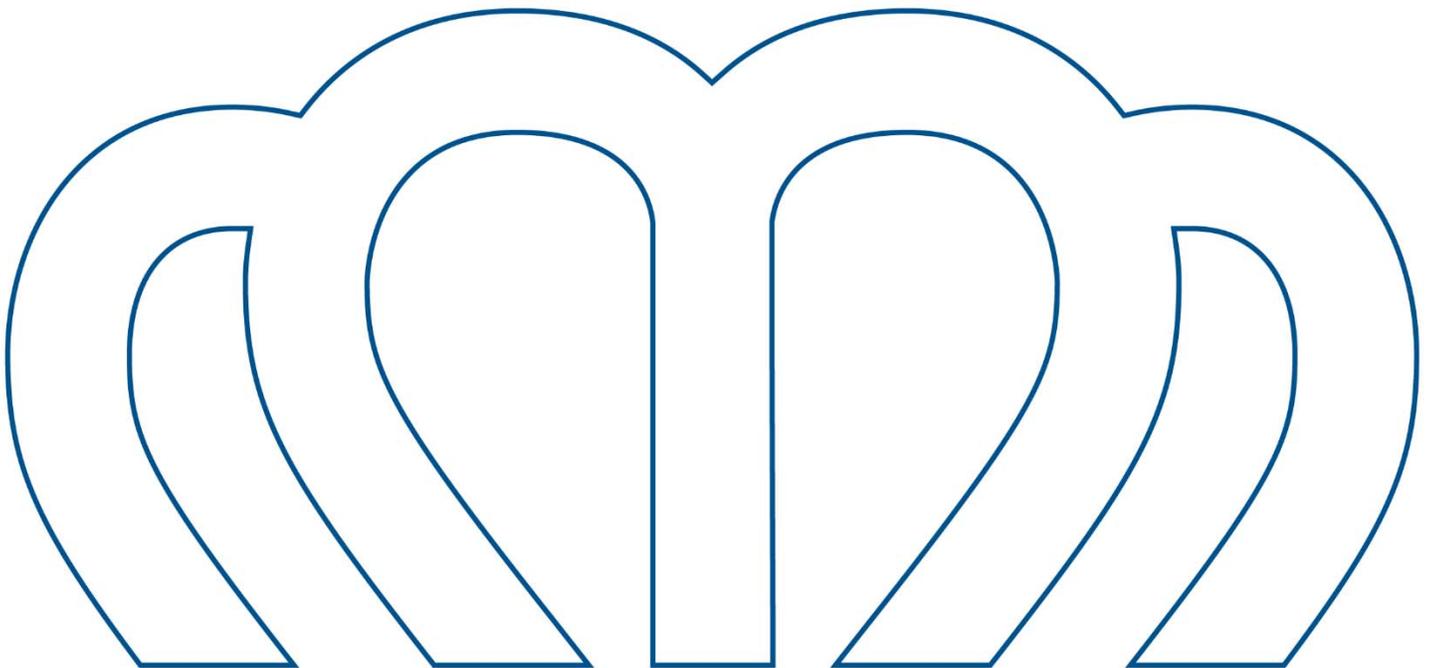
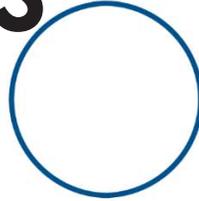
Full-Time Equivalent (FTE) Position Summary (continued)

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Transportation Planning Division Manager	1.00	-	1.00
Transportation Planning Program Manager	2.00	-	2.00
Travel Demand Modeler	2.00	-1.00	1.00
Travel Demand Modeler Senior	2.00	-	2.00
Travel Demand Modeling Program Manager	1.00	-	1.00
Department Total FTE	424.75	-12.00	412.75²

²FY 2021 includes the centralization of 1.00 FTE to the Department of Human Resources and 3.00 FTEs to the Department of Innovation and Technology. Aside from these changes, the FY 2021 proposed position total is 416.75, a change of -8.00 from FY 2020.

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DEPARTMENT BUDGETS 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 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Arts and Science Council Supports cultural and arts agencies throughout the city by providing cultural education programs, cultural planning, grant making, public art, and workshops for the cultural community.	\$3,190,823	\$3,190,823	\$3,190,823
Cable Access Television Support The city receives sales tax revenue from the state, some of which is required to support the Charlotte Mecklenburg Public Access Corporation, as well as public, educational, or governmental access channels provided by CPCC, UNCC, and the city.	-	\$636,313	\$557,206
Charlotte Regional Visitors Authority (CRVA) Funds the city's general tourism marketing services contract with CRVA. The annual amount is based on a portion of projected collections of the occupancy tax and a \$35,000 city contribution for special events.	\$5,752,992	\$6,243,723	\$5,035,596
Charlotte Regional Business Alliance Supports business and economic development as well as regional marketing. FY 2021 increase is based on a \$0.30 per capita formula.	\$158,250	\$161,526	\$164,085
CIAA Men's Basketball Tournament Funds previously used to host the CIAA Men's Basketball Tournament.	\$300,000	\$300,000	-
Citizens Review Board Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.	\$49,927	\$80,000	\$80,000
City Burials Funds burials in city-owned cemeteries for indigent citizens.	\$3,400	\$3,400	\$3,400
City Participation in Regional Grants and Organizations Supports organizations such as the Charlotte Regional Transportation Planning Organization and provides a match for the Unified Planning Work Program grants for regional transportation planning to allow implementation in an efficient manner.	\$348,000	\$348,000	\$348,000

COMMUNITY INVESTMENTS (continued)	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Community Building Initiative Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity.	\$50,000	\$50,000	\$50,000
Elections Office Provides the city's share of the normal expenses of the County Elections Office, per the cost-sharing formula in the City-County Interlocal Agreement.	\$2,040,998	\$2,679,329	\$2,245,229
International and Immigrant Community Outreach Partnership with the Office of International Relations and Charlotte-Mecklenburg Library to increase the outreach and programming for international and immigrant communities. In FY 2021 the funds have been moved to Housing and Neighborhood Services.	-	\$50,000	-
Library Provides funding for maintenance for the Charlotte-Mecklenburg Library.	\$2,500	\$2,500	\$2,500
Mecklenburg Towns' Tourism Subsidy Distributes a portion of the occupancy and prepared food and beverage taxes to Mecklenburg County's six towns. The annual amount and distribution are determined per North Carolina General Statute.	\$4,183,129	\$4,223,729	\$3,430,417
Micro Grants The JumpStart Grant program provides small grants to community organizations. In FY 2020 funding was transferred to the PAYGO fund.	\$95,947	-	-
My Brother's Keeper Partnership with the YMCA for the My Brother's Keeper (MBK) initiative. The 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
Safe Alliance Provides counseling and guidance for crime victims and their families.	\$382,552	\$397,038	\$397,038
Women's Business Center of Charlotte Provides substantive training for women interested in starting businesses or managing current business through impactful educational training opportunities that stimulate growth.	-	\$50,000	\$50,000
Total Community Investments	\$16,608,518	\$18,466,381	\$15,604,294

INFRASTRUCTURE INVESTMENTS	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Capital Support (Pay-As-You-Go Sales Tax)¹ Transfers a portion of sales tax revenues to the Pay-As-You-Go (PAYGO) Fund to support capital and other one-time programs. Beginning in FY 2021, sales tax revenues will be directly appropriated to the Pay-As-You-Go Fund, eliminating the necessity of a transfer.	\$20,919,558	\$22,330,119	- ¹
Other Transfers to Capital Funds Miscellaneous transfers made to other capital funds to support infrastructure needs.	\$1,923,749	-	-
Maintenance of Public Spaces Provides funding for facility maintenance expenses for overstreet walkways and other facilities not assigned to specific departments.	\$191,913	\$195,751	\$199,264
Street Lighting Represents electrical operating costs for the city's street lighting program. FY 2021 captures savings from a realignment of Duke Energy's rate formula into a single Public Lighting rate for all street lights outside of the Uptown area.	\$9,345,737	\$9,828,023	\$9,478,023
Street Resurfacing² Supplemental funding to the Powell Bill street maintenance fund for street resurfacing. Beginning in FY 2021 supplemental funding will be provided by the city's Pay-As-You-Go Fund and Capital Investment Plan.	\$4,261,000	\$4,261,000	- ²
Total Infrastructure Investments	\$36,641,957	\$36,614,893	\$9,677,287

¹ In FY 2021 Sales Tax will be directly appropriated to the PAYGO Fund, eliminating the necessity of a transfer.

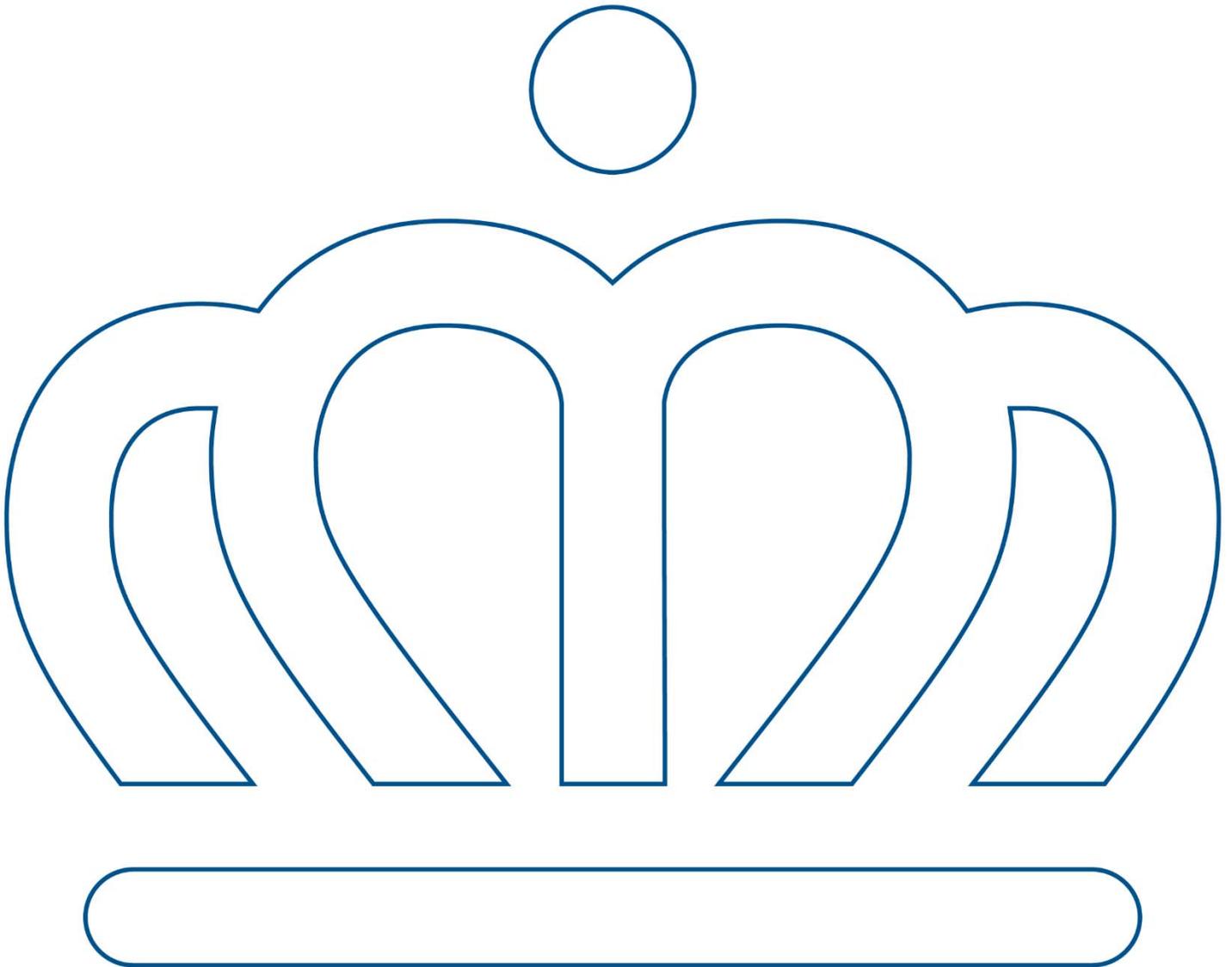
² In FY 2021 Street Resurfacing funding will be provided directly by the PAYGO Fund and Capital Investment Plan, eliminating the necessity of a transfer.

ORGANIZATIONAL INVESTMENTS	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Annual Audit Represents the pro rata amount charged to the General Fund for the city's annual audit.	\$48,075	\$74,283	\$74,283
Charlotte-Mecklenburg Government Center Rent Funds used for building rent in unoccupied areas.	-	\$34,079	\$31,740
City Memberships and Subscriptions			
UNC-Chapel Hill School of Government	\$104,862	\$106,753	\$110,197
NC League of Municipalities	\$109,897	\$109,806	\$113,100
Alliance for Innovation	-	\$8,250	\$8,498
US Conference of Mayors	\$26,216	\$26,216	\$27,002
National League of Cities	\$25,490	\$25,490	\$26,255
NC Metropolitan Coalition	\$20,225	\$20,823	\$21,448
Centralina Council of Governments	\$199,262	\$202,857	\$208,943
City Storm Water Fee Supports a portion of the annual impervious area payment for storm water services. Impervious areas include city roads, buildings, parking lots, and sidewalks.	\$4,558,259	\$4,539,291	\$4,539,291
Citywide Attrition Rate Attrition rate based on additional projected savings from staff turnover held centrally for all General Fund departments.	-	-	-\$1,100,000
Contributions and Grants Provides a reserve for any miscellaneous grants or contributions received during the year.	\$14,884	\$200,000	\$150,000
County Storm Water Supports the city's payment of its County storm water fees based on the impervious area of streets dedicated to the City of Charlotte.	\$2,019,705	\$2,019,705	\$2,019,705
County Tax Office Provides funding for reimbursement of expenses for collecting auto license fees.	\$309,608	\$299,259	\$299,259
Intergovernmental Support Provides the General Fund share of the contract for lobbying services with the state and federal government for intergovernmental consulting.	\$154,250	\$123,840	\$123,840
Municipal Equipment Contribution for annual purchase of capital equipment such as police cars, fire trucks, and solid waste trucks.	\$19,529,452	\$19,065,411	\$19,065,411

ORGANIZATIONAL INVESTMENTS (continued)	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Reimbursable Accident Repairs Provides funding for the repair of accident-damaged vehicles by third parties.	\$311,083	\$200,000	\$200,000
Retirement and Other Reserves Provides a contingency for payouts due to retirement and for unanticipated needs.	\$864,753	\$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 and Culture.	\$1,291,024	\$1,291,024	\$1,291,024
Undesignated Balance Operating contingency funds used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.	-	\$35,435	\$71,270
Total Organizational Investments	\$29,587,045	\$29,382,522	\$28,281,266
EMPLOYEE INVESTMENTS	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Enhanced General Employee Compensation Funds were used in FY 2020 to provide additional compensation beyond a three percent salary increase. Funds remaining in FY 2021 are for the Career Training Academy.	-	\$1,000,000	\$107,526
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.	\$497,349	\$469,517	\$417,617
Health Care Premium Relief Program Funds for a rebate incentive for city employees if their family income is below \$55,000 and they are not able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.78 percent of their weekly salary.	-	\$100,000	\$100,000
Transit Passes for City Employees Provide all access transit passes to all city employees for an employee contribution of \$33 per employee.	\$374,484	\$334,484	\$374,484
Total Employee Investments	\$871,833	\$1,904,001	\$999,627
Total Non-Departmental	\$83,705,956	\$86,367,800	\$54,562,474

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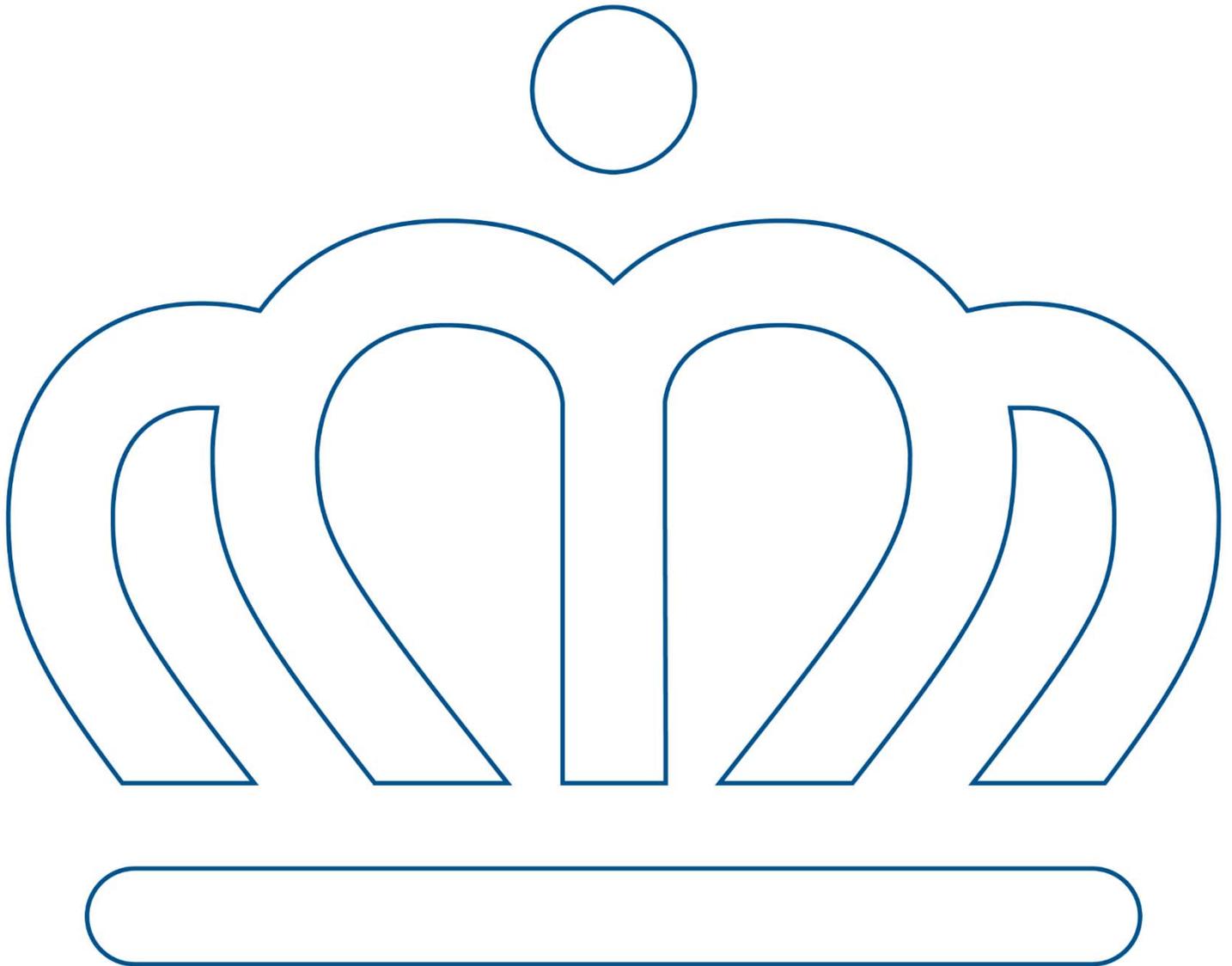
NONGENERAL FUNDS



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NONGENERAL FUNDS

ENTERPRISE FUNDS



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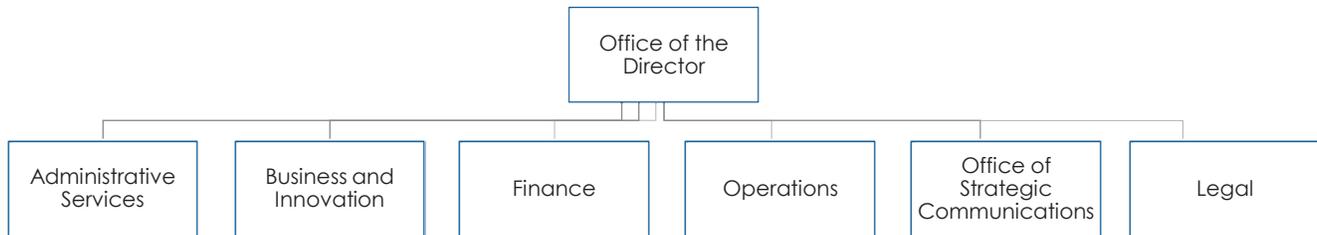
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Terminal Area	\$54,782,322	\$65,298,032	\$72,858,392	\$70,431,822	-3.3 %
Airfield	\$28,437,369	\$30,969,112	\$31,321,579	\$31,103,344	-0.7 %
Concessions	\$51,991,446	\$56,115,986	\$59,733,245	\$43,994,694	-26.3 %
Rental Car	\$15,666,017	\$16,817,311	\$16,965,205	\$13,117,503	-22.7 %
Parking	\$59,642,084	\$62,162,942	\$60,371,123	\$47,305,999	-21.6 %
Fixed Base Operator	\$18,475,833	\$22,733,480	\$25,596,121	\$18,623,059	-27.2 %
Other	\$10,392,718	\$13,221,462	\$14,210,319	\$5,574,459	-60.8 %
Total Operating Revenues	\$239,387,789	\$267,318,326	\$281,055,984	\$230,150,880	-18.1 %
Passenger Facility Charge Fund	\$60,374,092	\$63,160,877	\$62,505,674	\$53,862,221	-13.8 %
Contract Facility Charge Fund	\$13,350,728	\$13,569,508	\$13,822,098	\$11,075,680	-19.9 %
Discretionary Fund	\$96,378,867	\$84,909,663	\$61,608,833	\$58,460,498	-5.1 %
Total Revenues	\$409,491,476	\$428,958,374	\$418,992,589	\$353,549,279	-15.6 %

Budget Overview (continued)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$41,689,649	\$48,809,023	\$59,725,458	\$63,065,213	5.6 %
Operating Expenses	\$79,297,171	\$88,161,065	\$112,555,744	\$100,240,815	-10.9 %
Capital Outlay	\$1,696,558	\$1,800,860	\$2,209,500	\$2,097,500	-5.1 %
Grants, Contributions, and Other	\$19,743,927	\$20,574,327	\$21,104,922	\$23,226,062	10.1 %
Departmental Charges	-\$1,153,597	-\$1,493,124	-\$4,318,245	-\$4,575,173	-5.9 %
Operating Expenditures	\$141,273,708	\$157,852,151	\$191,277,379	\$184,054,417	-3.8 %
Discretionary and Debt Support¹	\$180,637,253	\$157,236,947	\$185,940,196	\$141,521,581	-23.9 %
Total Expenditures	\$321,910,961	\$315,089,098	\$377,217,575	\$325,575,998	-13.7 %
Reserved for Future Years	\$87,580,515	\$113,869,277	\$41,775,014	\$27,973,281	-33.0 %

¹Passenger Facility Charge and Customer Facility Charge are included.

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Recognize other contractual and programmatic savings Reduce funds for contractual services and programmatic support based on achieved savings gained through efficiencies.</p>	-	-\$12,444,937
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$720,559
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$897,132
<p>Adjust capital equipment funding Technical adjustment to update the costs for new vehicles and equipment based on capital needs to support fixed based operations. Aviation owns and maintains a large fleet of vehicles and other equipment for airport operations.</p>	-	-\$112,000
<p>Increased reimbursement from capital projects Increase reimbursement from capital projects based on the cost of positions supporting the capital program and a higher percentage of existing staff's time spent on managing the capital program. This is a routine action that occurs at the beginning of the budget cycle.</p>	-	-\$256,928
<p>Increase contribution to discretionary and debt support Technical adjustment to update the cash transfer to capital projects based on Aviation's financial planning and capital project schedule. This is a routine action that occurs at the beginning of the budget cycle.</p>	-	\$17,190,218
<p>Update contribution for central support services and public safety services Technical adjustment to adjust funds for the city's central support services as well as the critical life safety and law enforcement operations provided at the airport by Charlotte Mecklenburg Police Department and Charlotte Fire Department.</p>	-	\$2,121,140

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$3,163,182
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$130,008
Net Change	-	\$9,967,256

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Economic Development (Economy, Jobs and Upward Mobility)				
Provide access to job training and employment opportunities for youth and adults	Number of apprentices in Aviation's Apprenticeship Program	4	≥ 6	≥ 6
	Number of students in summer and/or year-long internship opportunities	11	≥ 8	≥ 8
Strategic Priority Area: Neighborhood Development (Safe, Healthy, and Inclusive Communities)				
Engage with and support the community	Regularly meet with Aviation Neighborhood Committee	Achieved	Meet quarterly with the Aviation Neighborhood Committee	Meet quarterly with the Aviation Neighborhood Committee
	Number of residents completing the Aviation Academy (8-month program)	26	≥25	≥25
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Infrastructure growth that provides access to the Charlotte Douglas International Airport	Progress on studies and land acquisitions	Studies scoped & initiated	Finalize on-going studies and land acquisition projects in Central area of the Destination District	Continue implementation of the Central area of the Destination District. Finalize procurement process to select a development partner.
Maintain and support Charlotte's transportation assets	Progress to provide fully operational electric transit fleet services	New Measure	Complete the infrastructure to support the transition to all electric transit fleet	Increase use of electric transit fleet at Airport

Performance Measure Highlights (continued)

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Maintain Airport's Ratings	Debt service coverage ratio	5.1	Generate debt service coverage ratio of 1.25 or greater	Generate debt service coverage ratio of 1.25 or greater
Expand tax base and revenues	Cost per enplaned passenger for all large hub airports as defined by the Federal Aviation Administration	\$1.55	≤ \$10.65	≤ \$10.65

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accountant II	3.00	-	3.00
Accountant III	2.00	-	2.00
Accountant IV	1.00	-	1.00
Accounting Technician	3.00	-	3.00
Administrative Officer I	10.00	1.00	11.00
Administrative Officer II	18.00	1.00	19.00
Administrative Officer III	14.00	1.00	15.00
Administrative Officer IV	4.00	3.00	7.00
Administrative Officer V	4.00	-	4.00
Administrative Services Manager	1.00	-	1.00
Airfield Maintenance Crew Chief	6.00	-	6.00
Airfield Maintenance Technician I	13.00	-2.00	11.00
Airfield Maintenance Technician II	9.00	-	9.00
Airfield Maintenance Technician III	9.00	4.00	13.00
Airport Business Revenue Manager	2.00	-	2.00
Airport Development Manager	2.00	-	2.00
Airport Electronics Technician Lead	2.00	-1.00	1.00
Airport Electronics Technician Senior	9.00	1.00	10.00
Airport Engineer	2.00	-	2.00
Airport Facilities Superintendent	1.00	-1.00	0.00
Airport Financial Services Manager	1.00	-1.00	-
Airport Operations Manager I	15.00	2.00	17.00
Airport Operations Manager II	8.00	-	8.00
Airport Operations Manager III	2.00	-	2.00
Airport Operations Officer I	23.00	-	23.00
Airport Operations Officer II	41.00	-	41.00
Airport Operations Officer III	38.00	1.00	39.00
Airport Operations Supervisor I	16.00	-1.00	15.00
Airport Operations Supervisor II	17.00	1.00	18.00
Airport Operations Superintendent	1.00	-1.00	-
Airport Shuttlebus Dispatcher	6.00	1.00	7.00
Airport Shuttlebus Driver	104.00	-	104.00
Airport Technology Manager	1.00	-	1.00
Airports Services Representative	35.00	-3.00	32.00
Associate Planner	1.00	-1.00	-
Assistant Maintenance Mechanic	12.00	-2.00	10.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Aviation Director	1.00	-	1.00
Building Maintenance Assistant	2.00	-2.00	-
Business System Specialist Associate	6.00	-	6.00
Business Systems Specialist Intermediate	1.00	-1.00	-
Business Systems Specialist	-	1.00	1.00
Business Systems Specialist Lead	2.00	-	2.00
Business Systems Manager Senior	-	1.00	1.00
Business Systems Program Manager	1.00	-	1.00
Business Systems Supervisor	5.00	-	5.00
Carpenter Senior	5.00	-	5.00
Chief Airport Construction Inspector	3.00	-	3.00
Chief Locksmith	1.00	-	1.00
Chief Maintenance Mechanic	15.00	1.00	16.00
Community Programs Coordinator	1.00	-	1.00
Construction Inspector	3.00	-	3.00
Construction Inspector Senior	1.00	-	1.00
Content Webmaster	1.00	-1.00	-
Contract Technician	1.00	-1.00	-
Contracts Admin Coordinator	5.00	-	5.00
Contracts Admin Specialist	4.00	1.00	5.00
Contracts Admin Specialist Lead	1.00	-	1.00
Conveyor Load Bridge Technician	12.00	-	12.00
Conveyor Load Bridge Technician Lead	3.00	-	3.00
Conveyor Load Bridge Technician Senior	11.00	-	11.00
Data Storage Administrator	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
Drafting Technician Senior	-	1.00	1.00
Electronics Technician II	2.00	-1.00	1.00
Energy Sustainability Coordinator	1.00	-	1.00
Engineer Planning & Design	-	3.00	3.00
Engineering Assistant	4.00	-3.00	1.00
Engineering Program Manager	3.00	-	3.00
Engineering Project Coordinator	6.00	1.00	7.00
Engineering Project Manager	6.00	-	6.00
Environmental Compliance Specialist	1.00	-	1.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Environmental Program Coordinator	1.00	-	1.00
Equipment Operator I	1.00	-	1.00
Equipment Operator II	2.00	-	2.00
Equipment Parts Technician	-	1.00	1.00
Equipment Shop Supervisor	1.00	-	1.00
Facilities/Property Supervisor	1.00	-	1.00
Field Operations Supervisor	3.00	-	3.00
GIS Analyst	1.00	-	1.00
GIS Technician	2.00	-	2.00
Graphic Artist Senior	1.00	-	1.00
Heavy Equipment Service Technician Lead	2.00	-	2.00
Heavy Equipment Service Technician Master	2.00	-	2.00
Heavy Equipment Service Technician Senior	10.00	-	10.00
HVAC Technician	1.00	-	1.00
HVAC Technician Senior	11.00	1.00	12.00
Information Technology Administrator	9.00	-	9.00
IT Communications Technician	1.00	-	1.00
IT Project Manager	1.00	-	1.00
Labor Crew Chief I	1.00	-	1.00
Labor Crew Chief II	3.00	-	3.00
Laborer	2.00	-2.00	-
Landscape Supervisor	1.00	-	1.00
Light Equipment Service Technician	9.00	-	9.00
Locksmith	3.00	-	3.00
Management Analyst	2.00	-	2.00
Network Communications Integrator	2.00	-	2.00
Network Communications Integrator Senior	1.00	-	1.00
Office Assistant III	3.00	-	3.00
Office Assistant IV	6.00	-1.00	5.00
Office Assistant V	2.00	-1.00	1.00
Operations Supervisor	5.00	-	5.00
Planner Associate	-	1.00	1.00
Principal Planner	3.00	-	3.00
Planning Project Manager Senior	-	1.00	1.00
Process Improvement Manager	-	1.00	1.00
Public Info Specialist Senior	4.00	-1.00	3.00
Public Information Specialist	5.00	-2.00	3.00

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

Position Title	FY 2020 FTE	Change in FTE	FY2021 FTE
Public Service Coordinator	1.00	-	1.00
Real Estate Agent II	2.00	-	2.00
Real Estate Agent III	1.00	-	1.00
Safety Coordinator	1.00	-	1.00
Safety Supervisor	2.00	-1.00	1.00
Senior Drafting Technician	1.00	-1.00	-
Service Order Specialist	1.00	-	1.00
Small Business Program Administrator	1.00	-	1.00
Software Developer Associate	1.00	-	1.00
Senior Business Systems Manager	1.00	-1.00	-
Senior Planning Coordinator	1.00	-1.00	-
Storekeeper	3.00	-	3.00
Storekeeper Senior	3.00	-	3.00
Stores Supervisor	1.00	-	1.00
Superintendent of Airport Facilities	-	1.00	1.00
Superintendent of Airport Operations	0.00	1.00	1.00
Systems Maintenance Mechanic Senior	12.00	-	12.00
Systems Maintenance Mechanic	23.00	1.00	24.00
Technical Systems Specialist	1.00	-	1.00
Training Specialist	1.00	-1.00	-
Transportation Planning Division Manager	1.00	-	1.00
Web Content Administrator	1.00	-	1.00
Department Total FTE	708.00	-	708.00

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Contribution from Aviation Operating	\$44,694,000	\$51,046,861	\$55,272,158	\$61,189,790	10.7%
Contribution from Rental Car Facilities	\$4,447,869	\$4,444,324	\$4,469,501	\$4,475,944	0.1%
Proceeds from Sale of Debt	-	\$10,434,594	-	\$1,236,000	100.0%
Premium from Sale of Debt	-	\$19,655,520	\$2,300,000	-	-100.0%
Transfer from Capital	-	\$89,956,042	-	-	0.0%
Interest on Investments	\$944,000	\$1,878,711	-	-	0.0%
Total Revenues	\$50,085,869	\$177,416,052	\$62,041,659	\$66,901,734	7.8%
Expenditures					
Retirement of Debt	\$13,135,000	\$14,780,000	\$22,085,000	\$24,415,000	10.6%
Interest on Debt	\$35,883,000	\$35,869,558	\$39,353,259	\$41,044,834	4.3%
Cost of Bond Sale	\$18,000	\$2,031,282	-	\$1,236,000	100.0%
Fees and Other Charges	\$524,000	\$319,842	-	\$205,900	100.0%
Payment to Refunding Escrow Agent	-	\$101,265,388	\$603,400	-	-100.0%
Transfers to Operating Fund	\$124,000	\$594,213	-	-	0.0%
Total Expenditures	\$49,684,000	\$154,860,283	\$62,041,659	\$66,901,734	7.8%

Charlotte Area Transit System

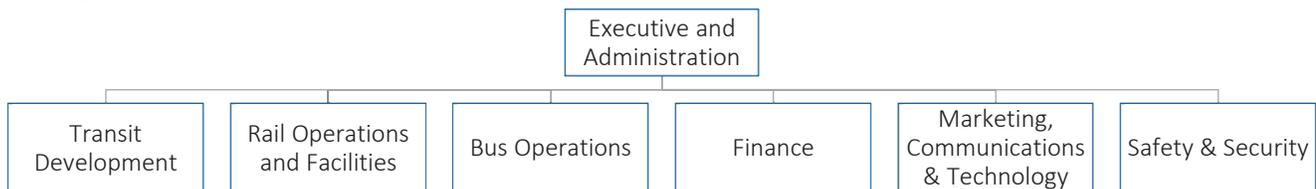
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues¹					
Article 43 Sales Tax	\$103,021,757	\$107,535,197	\$109,933,384	\$105,980,101	-3.6 %
Federal Grants	\$14,912,968	\$14,937,942	\$23,871,704	\$17,581,481	-26.4 %
Interlocal Agreements	\$211,508	\$211,508	\$211,508	\$211,508	0.0 %
State Grants	\$11,218,295	\$8,041,566	\$8,104,818	\$11,284,406	39.2 %
Advertising	\$1,774,717	\$2,101,150	\$1,906,800	\$2,672,971	40.2 %
Other Charges	\$2,767,527	\$1,506,515	\$1,359,972	\$1,715,299	26.1 %
Passenger Fares	\$25,042,616	\$26,687,287	\$28,162,737	\$23,552,867	-16.4 %
Interest Earnings	\$843,251	\$4,350,202	\$941,000	\$1,463,595	55.5 %
Miscellaneous Revenue	\$204,002	\$713,010	\$2,516,188	\$2,171,931	-13.7 %
Sale of Assets	\$153,781	\$262,303	-	\$400	100.0 %
Transit Pay-Go Transfer	\$23,251,239	\$23,360,492	\$24,101,575	\$26,719,155	10.9 %
CATS Control Account	\$5,449,684	\$992,121	-	-	0.0 %
Total Revenues	\$188,851,345	\$190,699,293	\$201,109,686	\$193,353,714	-3.9 %

Charlotte Area Transit System

Budget Overview (continued)

Expenditures¹

Personnel Services	\$99,644,938	\$98,875,437	\$105,188,459	\$110,422,650	5.0 %
Operating Expenses	\$49,615,178	\$52,837,773	\$59,769,975	\$59,521,160	-0.4 %
Capital Outlay	-	\$272	-	-	0.0 %
City Administrative Costs	\$3,610,340	\$4,880,357	\$5,456,047	\$5,761,271	5.6 %
Department Charges	-\$4,980,262	-\$2,816,593	-\$887,568	-\$106,057	88.1 %
Transfer to CIP	\$4,607,165	\$294,705	\$981,601	-	-100.0 %
Subtotal Operating	\$152,497,359	\$154,071,951	\$170,508,514	\$175,599,024	3.0 %
Transfer to Debt Service	\$15,661,328	\$18,224,238	\$17,667,788	\$16,975,589	-3.9 %
Transfer to Control Account	\$18,317,757	\$20,036,197	\$12,933,384	\$779,101	-94.0 %
Total Expenditures	\$186,476,444	\$192,332,386	\$201,109,686	\$193,353,714	-3.9 %

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

FY 2021 Adjustments

Budget Action	FTE	Amount
Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.	-	-\$683,789
Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.	-	\$1,272,292
Provide additional funding for Development & Planning Provide additional funds to the CATS Development and Planning sections for construction management software, regional planning, and staff to support the 2030 Transit Plan.	3.00	\$573,886
Add positions to support a well-managed agency Provide additional funds to support additional staff in Marketing and Communications, Administration, and Human Resources divisions.	4.00	\$137,560

Charlotte Area Transit System

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
<p>Provide funds for technology support and administration</p> <p>Provide funds for additional staff to support the ongoing technology needs of operational equipment and software and support a cost increase for Ticket Vending Machine support and Passenger Information Display systems.</p>	5.00	\$461,890
<p>Realign procurement personnel and related expenses to provide acquisition services for CATS</p> <p>Transfer seven positions to the Department of General Services to provide acquisition functions and services to CATS. There is a corresponding position addition in General Services for this adjustment, and CATS will reimburse the General Fund for these costs.</p>	-7.00	-
<p>Provide funds for facilities support</p> <p>Provide additional funds for enhanced solid waste services at CATS facilities as a result of opening Gold Line Phase II.</p>	-	\$148,691
<p>Provide funds for the opening of Gold Line Phase II</p> <p>Provide additional operating funds for the operation of Gold Line Phase II, which has an anticipated revenue service date in FY2021.</p>	-	\$2,011,846
<p>Provide funds for Bus, STS, and Rail Maintenance costs</p> <p>Support the cost of incremental maintenance equipment and service on the S70 Light Rail Vehicles, signal work and maintenance cost on the original Blue Line Track.</p>	-	\$2,501,022
<p>Provide an adjustment for fuel</p> <p>Technical adjustment to decrease the usage and cost of fuel based on ridership demand. CATS purchases fuel futures through a hedging program that locks in the price of diesel and provides budget stability.</p>	-	-\$1,563,444
<p>Provide an adjustment for utilities</p> <p>Technical adjustment to decrease utility cost based on anticipated service and usage.</p>	-	-\$550,743
<p>Update budget for City Cost Allocation Plan</p> <p>Technical adjustment to update funds needed to support the Citywide Cost Allocation Plan. Central service staff includes a proportional share of costs for departments such as Finance, Human Resources, and Innovation and Technology.</p>	-	\$36,224

Charlotte Area Transit System

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
<p>Adjust debt service transfer</p> <p>Technical adjustment to lower the amount of local funding for an annual debt service transfer. CATS pays debt service from federal, state, and local revenue sources.</p>	-	-\$692,199
<p>Reduce transfer to control account for future use</p> <p>Technical adjustment to account for the difference between projections of expected revenue and requirements for operating expenses and capital investments.</p>	-	-\$12,154,283
<p>Update personnel expenditures</p> <p>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employee's Retirement System of 1.2 percent. Lastly, this update includes the elimination of five frozen positions</p>	-5.00	\$270,925
<p>Update allocations for Internal Service Providers (ISPs)</p> <p>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration</p>	-	\$474,150
Net Change	-	-\$7,755,972

Charlotte Area Transit System

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Financial Stability	Percentage of total operating cost subsidized by taxpayers	78%	≥80%	≥80%
	Net debt service coverage ratio	1.40	1.60	1.15
Provide Transportation choices	Ridership (Light Rail, Bus, Streetcar, Vanpool and STS)	21,551,495	23,500,000	22,195,669
	On-time Performance (Bus)	88%	≥85%	≥89%
Service Effectiveness	Passengers per revenue hour (bus)	15.60	16.85	15.10
	Passengers per revenue hour (light rail)	106.30	116.54	103.90
Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Customer Focused	Overall customer satisfaction	86%	≥90%	≥85%
	Net Promoter Score ¹	58%	≥58%	≥58%

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

Charlotte Area Transit System

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accountant II	7.00	-	7.00
Accountant III	3.00	-	3.00
Accountant IV	2.00	-	2.00
Administrative Officer I	7.00	-	7.00
Administrative Officer II	10.00	1.00	11.00
Administrative Officer III	3.00	-	3.00
Administrative Officer IV	4.00	-	4.00
Administrative Officer V	3.00	-	3.00
Administrative Services Manager	1.00	-	1.00
Assistant Field Operations Supervisor	1.00	-	1.00
Building Maintenance Assistant	2.00	-	2.00
Business Systems Manager Senior	1.00	1.00	2.00
Business Systems Program Manager	1.00	-	1.00
Business Systems Specialist Associate	-	2.00	2.00
Business Systems Specialist Intermediate	-	2.00	2.00
Business Systems Specialist Lead	3.00	-	3.00
Business Systems Specialist Senior	5.00	-	5.00
Business Systems Supervisor	1.00	-	1.00
Construction Contracts Admin Coordinator Lead	2.00	-2.00	-
Construction Manager	1.00	-	1.00
Content Webmaster	1.00	-	1.00
Contracts Admin Coordinator	1.00	-1.00	-
Contracts Admin Specialist	2.00	-2.00	-
Customer Service Supervisor	2.00	-	2.00
Customer/Rev Service Asst-Senior	3.00	-	3.00
Customer/Revenue Service Assistant	27.00	-2.00	25.00
Customer/Revenue Service Specialist	5.00	-	5.00
Deputy Director II	2.00	-	2.00
Director Of Transit	1.00	-	1.00
Engineer Light Rail Transit Systems	1.00	-	1.00
Engineer Senior	5.00	1.00	6.00
Engineering Projects Coordinator	2.00	1.00	3.00
Equipment Operator I	6.00	-	6.00
Equipment Parts Manager	1.00	-	1.00
Facilities Services Coordinator	1.00	-	1.00
Facilities/ Property Supervisor	3.00	-	3.00
Fare Collection Manager	-	1.00	1.00

Charlotte Area Transit System

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Field Operations Supervisor	19.00	-	19.00
Graphic Artist	1.00	-	1.00
Graphic Artist Senior	1.00	-	1.00
Labor Crew Chief II	8.00	-	8.00
Laborer	1.00	-1.00	-
Management Analyst	3.00	-	3.00
Office Assistant III	7.00	-	7.00
Office Assistant IV	6.00	-	6.00
Office Assistant V	5.00	-	5.00
Operations Supervisor	3.00	-	3.00
Public & Community Relations Specialist	-	1.00	1.00
Public Information Specialist	2.00	-	2.00
Public Information Specialist Senior	2.00	-	2.00
Public Service Coordinator	2.00	-	2.00
Purchasing Agent	1.00	-	1.00
Quality Assurance Analyst	1.00	-	1.00
Rail Car Maintenance Supervisor	9.00	-	9.00
Rail Car Technician	54.00	-	54.00
Rail Car Technician Lead	3.00	-	3.00
Rail Controller	11.00	-	11.00
Rail Maintenance Assistant	12.00	-	12.00
Rail Maintenance Of Way Supervisor	10.00	-	10.00
Rail Mow Maintainer	29.00	-4.00	25.00
Rail Mow Maintainer Lead	7.00	-	7.00
Rail Operations Manager	2.00	-	2.00
Rail Operator	79.00	-	79.00
Rail Track Maintainer	15.00	-	15.00
Safety Coordinator	11.00	-	11.00
Safety Coordinator Senior	4.00	-	4.00
Safety Supervisor	3.00	-	3.00
Social Media Specialist	-	1.00	1.00
Special Transportation Dispatcher	9.00	-	9.00
Special Transportation Driver	100.75	-	100.75
Special Transportation Manager	1.00	-	1.00
Special Transportation Supervisor	1.00	-	1.00
Storekeeper	5.00	-	5.00
Storekeeper-Senior	1.00	-	1.00

Charlotte Area Transit System

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Traffic Counter I	2.00	-	2.00
Traffic Counter II	1.00	-	1.00
Training Specialist	5.00	-	5.00
Transit Arts Program Manager	1.00	-	1.00
Transit Business Services Manager	1.00	-	1.00
Transit Corridor Asst Project Manager	2.00	-	2.00
Transit Corridor Project Manager Senior	1.00	-	1.00
Transit Marketing & Technology Manager	1.00	-	1.00
Transit Operations Manager	2.00	-	2.00
Transit Operations Services Manager	2.00	-	2.00
Transit Planning Manager	1.00	-	1.00
Transit Proc. & Contracts Administrator	1.00	-	1.00
Transit Project Development Manager	2.00	-	2.00
Transit Quality Assurance Manager	1.00	-	1.00
Transit Safety & Security Manager	1.00	-	1.00
Transit Scheduling Analyst	1.00	-	1.00
Transit Scheduling Manager	2.00	-	2.00
Transportation Planner I	2.00	-	2.00
Transportation Planner II	3.00	1.00	4.00
Transportation Planner III	2.00	-	2.00
Department Total FTE	582.75	-	582.75



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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Transfers from CATS Operating	\$15,661,328	\$18,224,238	\$17,667,788	\$16,975,589	-3.9 %
Transfers from CATS Capital	-	\$100,000,000	-	-	0.0 %
Federal Grants	\$6,047,604	\$6,563,156	\$71,893,163	\$8,539,875	-88.1 %
State Grants	\$1,562,706	\$1,597,050	\$26,036,050	\$25,346,850	-2.6 %
Interest on Investments	\$55,239	\$1,217,000	-	-	0.0 %
Total Revenues	\$23,326,877	\$127,601,444	\$115,597,001	\$50,862,314	-56.0 %
Expenditures					
Principal Payments	\$4,825,000	\$108,806,000	\$101,041,276	\$39,455,194	-61.0 %
Interest Payments	\$16,941,733	\$16,548,000	\$14,441,725	\$11,293,120	-21.8 %
Other Fees	\$110,487	\$39,000	\$114,000	\$114,000	0.0 %
Reserved for Future Years	\$1,449,657	\$2,208,444	-	-	0.0 %
Total Expenditures	\$23,326,877	\$127,601,444	\$115,597,001	\$50,862,314	-56.0 %

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 Capital and Operating expenses.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2019 FY 2020
Revenues					
Transfer from CATS Operating	\$18,317,757	\$20,036,197	\$12,933,384	\$779,101	-94.0 %
Interest on Investments	\$603,307	\$1,215,010	-	-	0.0 %
Total Revenues	\$18,921,064	\$21,251,207	\$12,933,384	\$779,101	-94.0 %
Fund Balance	-	-	\$8,093,076	\$28,467,162	251.7 %
Total Revenues and Fund Balance	\$18,921,064	\$21,251,207	\$21,026,460	\$29,246,263	39.1 %
Expenditures					
Transfer to CATS CIP	\$4,825,000	\$13,225,752	\$8,093,076	\$28,467,162	251.7 %
Reserved for Future Years	\$14,096,064	\$8,025,455	\$12,933,384	\$779,101	-94.0 %
Total Expenditures	\$18,921,064	\$21,251,207	\$21,026,460	\$29,246,263	39.1 %

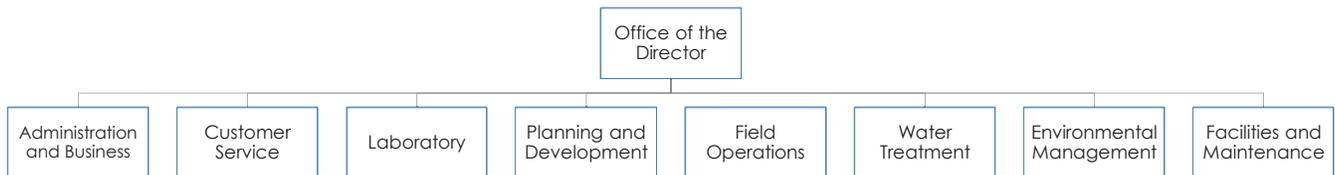
Mission Statement

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Volumetric user charges- water	\$114,097,961	\$122,818,498	\$128,957,478	\$132,532,506	2.8 %
Volumetric user charges- sewer	\$160,909,954	\$168,294,239	\$179,785,179	\$196,635,243	9.4 %
Fixed user charges - water	\$13,649,637	\$15,234,220	\$16,027,889	\$14,863,802	-7.3 %
Fixed user charges - sewer	\$12,321,278	\$13,716,508	\$14,693,518	\$13,546,149	-7.8 %
Availability fee - water	\$16,460,565	\$15,959,956	\$6,251,628	\$6,960,351	11.3 %
Availability fee - sewer	\$34,578,334	\$35,181,534	\$38,709,514	\$42,090,900	8.7 %
Connection fees - water	\$9,823,349	\$10,167,166	\$7,000,000	\$9,000,000	28.6 %
Connection fees - sewer	\$3,602,318	\$4,379,847	\$3,000,000	\$4,000,000	33.3 %
System development fees - water	\$13,081,735	\$11,531,155	\$9,000,000	\$10,500,000	16.7 %
System development fees - sewer	\$15,233,969	\$12,297,584	\$9,000,000	\$12,500,000	38.9 %
BOD, SS, & IW surcharges	\$5,315,951	\$5,638,158	\$5,050,500	\$5,300,000	4.9 %
Interest Earnings	\$4,377,161	\$7,387,366	\$3,000,000	\$3,477,578	15.9 %
Specific service charges	\$5,857,442	\$5,564,181	\$4,900,000	\$5,267,000	7.5 %
Other operating revenue	\$4,111,906	\$5,416,730	\$4,055,000	\$4,425,000	9.1 %
Union County Operations	\$2,974,639	\$234,893	-	-	0.0 %
Uncollectable Revenue	-\$2,543,322	-\$2,114,604	-\$2,500,000	-\$2,500,000	0.0 %
Other non-operating revenue	\$3,895,934	\$3,588,164	\$1,985,000	\$2,897,000	45.9 %
Fund Balance	-	\$4,551,801	\$20,947,505	-	0.0 %
Total Revenues	\$417,748,812	\$439,847,396	\$449,863,211	\$461,495,529	2.6 %
Expenditures					
Personnel Services	\$65,324,735	\$64,334,967	\$83,649,749	\$83,949,586	0.4 %
Operating Expenses	\$65,223,991	\$69,262,637	\$82,640,644	\$87,034,359	5.3 %
Capital Outlay	\$2,710,322	\$1,194,798	\$823,500	\$588,500	-28.5 %
Departmental Charges	-\$15,767,842	-\$16,013,374	-\$17,178,386	-\$18,876,899	9.9 %
City Administrative Support	\$14,777,397	\$15,507,990	\$18,165,018	\$19,752,742	8.7 %
Transfer to Debt Service Funds	\$151,855,904	\$149,565,066	\$151,762,686	\$149,181,136	-1.7 %
Transfer to Capital Projects Fund	\$96,354,670	\$155,995,312	\$130,000,000	\$139,500,000	7.3 %
Total Expenditures	\$380,479,177	\$439,847,396	\$449,863,211	\$461,129,424	2.5 %
Reserved for Future Years	\$37,269,635	-	-	\$366,105	100.0 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$648,837
<p>Provide funds for a citywide compensation increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$1,077,226
<p>Provide additional funds for maintenance and repairs Support increased costs related to maintenance and repair supplies, maintain utility equipment, grounds, utilities and street repair, and lesser categories such as janitorial supplies.</p>	-	\$817,037
<p>Provide funds for miscellaneous items and miscellaneous contractual services Update expenses due to escalating costs in sludge disposal, print, publishing, and postage; landfill services, laboratory testing fees, safety costs, technology services, and various employee supply costs. This adjustment also includes escalations in contractual services for both industry-specific goods and services critical to Water and Sewer operations.</p>	-	\$1,755,949
<p>Provide additional funds for cost increases in chemicals used for water and wastewater treatment Support increase in the purchase of chemicals needed due to higher prices, industry standards, as well as higher quantities resulting from more customers and volume of water and wastewater treated.</p>	-	\$350,000
<p>Provide additional funds for personnel-related items Support increased overtime and temporary help throughout operations. These costs will allow for departmental flexibility in meeting operational demands.</p>	-	\$295,844
<p>Provide additional funds for fuel Support increased fuel costs for lift stations, backup equipment, and fleet vehicles in operations in water, wastewater and field operations.</p>	-	\$476,984
<p>Provide additional funds for maintenance and repairs Technical adjustment to support costs related to power usage for pumping throughout the system, natural gas, other power, and utility costs. Support the cost of street repair work for field repairs. Support the cost of maintenance, repair costs for equipment, janitorial supplies, and costs to maintain utility equipment and grounds.</p>	-	\$300,248

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Provide funds for miscellaneous items and miscellaneous contractual services Technical adjustment for essential contributors to the department's operation, industry-specific goods and services.	-	\$175,012
Update allocations for City Cost Allocation Plan and city initiatives Technical adjustment to update funds needed to support the Citywide Cost Allocation Plan. Charlotte Water contributes a proportional share of costs for departments such as Finance, Human Resources, and Innovation and Technology.	-	\$1,444,509
Reduce funds transferred to debt service Technical adjustment to lower the amount of funds dedicated to paying debt service. This reduction is partially the result of refinancing outstanding debt.	-	-\$2,581,550
Increase Charlotte Water's Pay-As-You-Go contribution to its Capital Investment Plan Technical adjustment to update the cash transfer to capital projects based on Charlotte Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of each budget cycle.	-	\$9,500,000
Update reimbursement from the capital program Adjust reimbursement from the capital program based on the cost of staff resources projected to support projects. This is a routine action that occurs at the beginning of the budget cycle.	-	-\$1,621,013
Update personnel expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an updated to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	-\$275,989
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$200,793
Net Change	-	\$11,266,213

Performance Measure Highlights

Objective	Measure	2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)				
Enhance existing water infrastructure	Feet of aging pipe rehabilitated or replaced	40,000	55,000	60,000
Protect the environment by reducing the number of sanitary sewer overflows	Sanitary sewer overflows per 100 miles of pipe	3.7	<3.5	<3.4
Strategic Priority Area: Well Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)				
Enhance customer satisfaction through responsive service	Percentage of requests for service such as turn-ons and move-ins that meet customers' desired time-frame	96.24%	≥96.75%	≥96.75%
Promote customer safety through the delivery of clean water	Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act	100% compliance	100% compliance	100% compliance
Strategic Priority Area: Economic Development (Economy, Jobs, and Upward Mobility)				
Create jobs and promote upward mobility through an Apprenticeship Program	Number of apprentices hired	12	≥15	≥15

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accountant II	2.00	-	2.00
Accountant III	1.00	-	1.00
Accountant IV	1.00	-	1.00
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	-	2.00
Administrative Officer V	1.00	-	1.00
Administrative Secretary I	1.00	-	1.00
Administrative Services Manager	1.00	-	1.00
Building Maintenance Assistant	1.00	-	1.00
Senior Business Systems Manager	1.00	-	1.00
Business Systems Specialist Lead	10.00	-	10.00
Business Systems Program Manager	3.00	-	3.00
Business Systems Specialist	2.00	-	2.00
Business Systems Supervisor	1.00	-	1.00
Business System Specialist Senior	16.00	-	16.00
CCTV Crew Chief	5.00	-	5.00
CCTV Technician	5.00	-	5.00
Centrifuge/Solids Operator	1.00	-	1.00
Chief Construction Inspector	6.00	-	6.00
Chief Electrical Engineer	2.00	-	2.00
Chief Engineer- Utilities	2.00	-	2.00
Construction Inspector	39.00	-	39.00
Construction Supervisor	5.00	-	5.00
Content Webmaster	1.00	-	1.00
Contracts Admin Coordinator	2.00	-	2.00
Contracts Admin Specialist	1.00	-	1.00
Customer/Revenue Service Assistant Senior	4.00	-	4.00
Customer/Revenue Service Assistant	17.00	-	17.00
Customer/Revenue Service Specialist	3.00	-	3.00
Deputy Utilities Director	3.00	-	3.00
Division Training Specialist	1.00	-	1.00
Drafting Technician	4.00	-	4.00
Electrical Engineer	1.00	-	1.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Electrical Engineer Senior	3.00	-	3.00
Engineering Services Investigator	6.00	-	6.00
Plan Review Engineer	3.00	-	3.00
Planning/Design Engineer	2.00	-	2.00
Senior Engineer	12.00	-	12.00
Engineering Assistant	11.00	-	11.00
Engineering Contracts Manager	1.00	-	1.00
Engineering Division Manager	6.00	-	6.00
Engineering Program Manager	1.00	-	1.00
Engineering Project Coordinator	16.00	-	16.00
Engineering Project Manager	9.00	-	9.00
Senior Engineering Project Manager	16.00	-	16.00
Engineering Services Supervisor	1.00	-	1.00
Environmental Compliance Manager	3.00	-	3.00
Environmental Compliance Specialist	6.00	-	6.00
Environmental Compliance Supervisor	3.00	-	3.00
Environmental Program Inspector	11.00	-	11.00
Equipment Operator II	1.00	-	1.00
Equipment Operator III	12.00	-	12.00
Facilities Services Coordinator	2.00	-	2.00
Facilities/ Property Supervisor	1.00	-	1.00
Field Operations Supervisor	17.00	-	17.00
GIS Analyst	3.00	-	3.00
GIS Coordinator	1.00	-	1.00
GIS Technician	2.00	-	2.00
Industrial Meter Repair Crew Chief	2.00	-	2.00
Industrial Meter Repair Technician	8.00	-	8.00
Instrument Technician	6.00	-	6.00
Instruments & Controls Supervisor	1.00	-	1.00
IT Project Manager	1.00	-	1.00
IT Project Manager Associate	1.00	-	1.00
Lab Quality Assurance Administrator	1.00	-	1.00
Lab Quality Assurance Analyst	1.00	-	1.00
Labor Crew Chief I	47.00	-	47.00
Labor Crew Chief II	36.00	-	36.00
Laboratory Analyst I	2.00	-	2.00
Laboratory Analyst II	16.00	-	16.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Laboratory Analyst III	8.00	-	8.00
Laboratory Manager	1.00	-	1.00
Laboratory Supervisor	5.00	-	5.00
Laborer	5.00	-	5.00
Lift Station Technician	4.00	-	4.00
Management Analyst	2.00	-	2.00
Management Analyst Senior	3.00	-	3.00
Manhole Inspector	8.00	-	8.00
Meter Services Supervisor	1.00	-	1.00
Office Assistant IV	3.00	-	3.00
Office Assistant V	9.00	-	9.00
Operations Supervisor	10.00	-	10.00
Plans Reviewer	7.00	-	7.00
Public Information Specialist Senior	2.00	-	2.00
Public Services Division Manager	1.00	-	1.00
Pump Station Technician	3.00	-	3.00
Pumping Station Supervisor	1.00	-	1.00
Purchasing Agent	4.00	-	4.00
Revenue Collection & Credit Officer	1.00	-	1.00
Safety Coordinator	1.00	-	1.00
Safety Coordinator Senior	4.00	-	4.00
Safety Supervisor	1.00	-	1.00
Senior Technician Service Specialist	1.00	-	1.00
Software Developer Senior	2.00	-	2.00
Senior Water Service Technician	19.00	-	19.00
Storekeeper	2.00	-	2.00
Stores Supervisor	1.00	-	1.00
Survey Party Chief	4.00	-	4.00
Survey Supervisor	1.00	-	1.00
Survey Technician	25.00	-	25.00
Technical Systems Specialist	3.00	-	3.00
Training Specialist	7.00	-	7.00
Treatment Operations Coordinator	1.00	-	1.00
Treatment Plant Electrician	4.00	-	4.00
Treatment Plant Maintenance Manager	2.00	-	2.00
Treatment Plant Maintenance Supervisor	6.00	-	6.00
Treatment Plant Mechanic Assistant	6.00	-	6.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Treatment Plant Mechanic I	3.00	-	3.00
Treatment Plant Mechanic II	16.00	-	16.00
Treatment Plant Mechanic III	13.00	-	13.00
Utilities Business Manager	1.00	-	1.00
Utilities Director	1.00	-	1.00
Utilities Manager	6.00	-	6.00
Utilities Operations Manager	6.00	-	6.00
Utilities Planner Scheduler	8.00	-	8.00
Utilities Residuals Coordinator	1.00	-	1.00
Utilities Services Manager	3.00	-	3.00
Utilities Services Tech	5.00	-	5.00
Utilities Technician I	62.00	-	62.00
Utilities Technician II	65.00	-	65.00
Utilities Technician III	2.00	-	2.00
Wastewater Treatment Plant Supervisor	6.00	-	6.00
Water Chief Treatment Plant Operator	9.00	-	9.00
Water Meter Repair Technician	9.00	-	9.00
Water Quality Program Administrator	3.00	-	3.00
Water Quality Program Specialist	6.00	-	6.00
Water Quality Technician II	10.00	-	10.00
Water Quality Technician Lead	2.00	-	2.00
Water Service Technician	47.00	-	47.00
Water Treatment Plant Operator A	20.00	-	20.00
Water Treatment Plant Operator B	2.00	-	2.00
Water Treatment Plant Operator C	3.00	-	3.00
Water Treatment Plant Supervisor	2.00	-	2.00
Water Treatment Plant Supervisor Senior	1.00	-	1.00
Wastewater Chief Treatment Plant Operator	7.00	-	7.00
Wastewater Treatment Plant Operator I	3.00	-	3.00
Wastewater Treatment Plant Operator II	5.00	-	5.00
Wastewater Treatment Plant Operator III	3.00	-	3.00
Wastewater Treatment Plant Operator IV	36.00	-	36.00
Wastewater Treatment Plant Operator IV Senior	15.00	-	15.00
Department Total FTE	997.00	-	997.00

Charlotte Water Debt Service Funds

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

	FY 2018	FY 2019	FY 2020	FY 2021	Percent Change FY 2020 FY 2021
	Actual	Actual	Adopted	Proposed	
Operating Revenues					
Contribution from W/S Operating Fund	\$151,455,830	\$149,568,684	\$149,640,083	\$147,008,532	-1.8 %
Premium from Sale of Bonds	\$57,954,648	\$1,922,149	\$50,000	\$50,000	0.0 %
Interest Transferred from other Funds:					
Water and Sewer Operating Capital Investment Plan and Other	\$400,074	\$26,775	\$2,122,603	\$2,122,603	0.0 %
	\$650,041	\$425,266	\$301,595	\$301,595	0.0 %
Proceeds from Refunding	\$409,915,000	\$26,920,000	-	-	0.0 %
Interest on Investments	\$10,941	-	-	-	0.0 %
Other Interest	\$466,476	-	-	-	0.0 %
Total Revenue	\$620,853,010	\$178,862,874	\$152,114,281	\$149,482,730	-1.7 %
Operating Expenditures					
Bond Retirement	\$78,829,992	\$83,099,238	\$79,567,379	\$76,763,305	-3.5 %
Interest on Bonds	\$62,100,284	\$66,851,548	\$62,933,925	\$62,990,003	0.1 %
Bank Charges	\$728,382	\$711,721	\$791,500	\$812,920	2.7 %
Cost of Bond Sales	\$1,959,698	\$404,259	\$97,500	\$50,000	-48.7 %
Equipment Lease - Purchase Principal	\$4,093,630	\$3,106,720	\$6,301,769	\$6,880,408	9.2 %
Equipment Lease - Purchase Interest	\$1,417,206	\$629,960	\$803,190	\$584,116	-27.3 %
State Revolving Loan Principal	-	\$226,365	\$1,365,653	\$1,270,462	-7.0 %
State Revolving Loan Interest	-	-	\$253,365	\$131,516	-48.1 %
Payment to Escrow Agent	\$465,812,638	\$28,413,921	-	-	0.0 %
Reserved for Future Years	\$5,911,180	-	-	-	0.0 %
Total Expenditures	\$620,853,010	\$183,443,732	\$152,114,281	\$149,482,730	-1.7 %

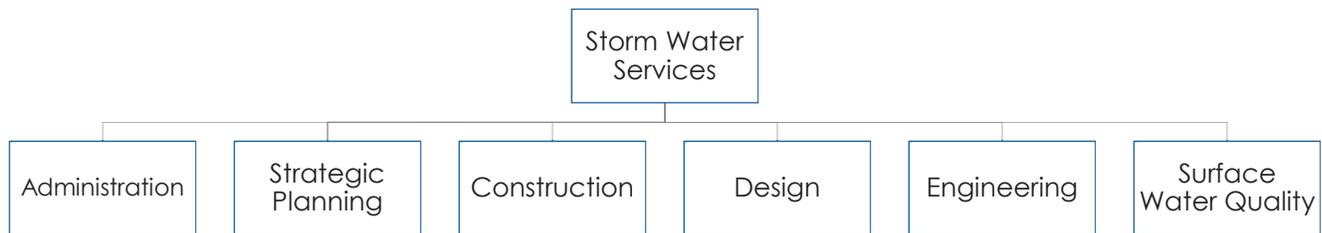
Mission Statement

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

Department Overview

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

Organizational Chart



Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Charges for Storm Water Fees	\$68,081,277	\$72,045,561	\$71,525,468	\$72,475,347	1.3 %
Investment Earnings	\$331,945	\$1,317,097	-	-	0.0 %
Other	\$693	\$136,308	-	-	0.0 %
Fund Balance	-	-	\$19,278,161	\$12,031,958	-37.6 %
Total Revenues	\$68,413,915	\$73,498,966	\$90,803,629	\$84,507,305	-6.9 %

Budget Overview (continued)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Expenditures					
Personnel Services	\$9,360,664	\$12,454,177	\$15,501,115	\$17,963,498	15.9 %
Operating Expenses	\$7,976,098	\$6,754,784	\$10,100,069	\$8,896,425	-11.9 %
Departmental Charges	-\$11,318,378	-\$10,136,616	-\$9,812,920	-\$11,560,265	-17.8 %
Sub-Total Operating	\$6,018,384	\$9,072,345	\$15,788,264	\$15,299,658	-3.1 %
Storm Water Capital Fund	\$39,000,000	\$47,000,000	\$61,000,000	\$55,000,000	-9.8 %
Storm Water Debt Service	\$12,544,794	\$13,143,023	\$14,015,365	\$14,207,647	1.4 %
Sub-Total Transfers	\$51,544,794	\$60,143,023	\$75,015,365	\$69,207,647	-7.7 %
Reserved for Future Years	\$10,840,737	\$4,283,598	-	-	0.0 %
Total Expenditures	\$68,403,915	\$73,498,966	\$90,803,629	\$84,507,305	-6.9 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$120,599
<p>Provide funds for a citywide compensation increase Support a compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$271,447
<p>Add a Water Quality Program Administrator position for the Surface Water Quality Program Provide a Water Quality Program Administrator position to support meeting the requirements of the Federal Clean Water Act.</p>	1.00	\$53,409
<p>Provide three positions to accelerate capital projects Add a Senior Engineering Project Manager, a Contract Administration Specialist, and an Arborist position to increase the capacity of the Storm Water capital program. This is part of Storm Water's plan to complete 1,690 high priority projects. The cost of the three new positions will be primarily charged to the capital program.</p>	3.00	\$68,951
<p>Recognize reduction in operating and maintenance expenditures Update budgets in various operating and maintenance categories to better reflect recent and anticipated spending.</p>	-	-\$1,275,625
<p>Reduce Storm Water's Pay-As-You-Go contribution to its Capital Investment Plan Technical adjustment to update the cash transfer to capital projects based on Storm Water's financial planning and capital project schedule. This is a routine action that occurs at the beginning of the budget cycle.</p>	-	-\$6,000,000
<p>Adjust reimbursement from capital program Technical adjustment to adjust reimbursement from the capital program. This action is the result of additional staff time anticipated to be devoted to projects in FY 2021. This is a routine action that occurs at the beginning of the budget cycle.</p>	-	-\$1,747,345

FY 2021 Adjustments (continued)

Budget Action	FTE	Amount
Adjust debt service expenditures Technical adjustment to increase debt service expenditures for revenue bond refunding, interest on Bond Anticipation Notes, and miscellaneous debt charges such as debt issuances and debt fees.	-	\$192,282
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 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.	-	\$2,189,175
Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.	-	\$71,981
Net Change	4.00	-\$6,296,324

Performance Measure Highlights

Objective	Measure	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Strategic Priority Area: Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)				
Safely drain surface water runoff from rain.	Miles of storm water infrastructure system rehabilitated or installed	New Measure	20 miles over 3 years	20 miles over 3 years
Improve surface water quality and comply with the Clean Water Act.	Number of acres treated prior to entering stream	New Measure	100 acres over 3 years	100 acres over 3 years
	Number of feet of impaired stream improvements	New Measure	15,000 feet over 3 years	15,000 feet over 3 years

Full-Time Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Administrative Officer I	-	1.00	1.00
Administrative Officer II	1.00	-	1.00
Administrative Officer III	1.00	-	1.00
Administrative Officer IV	1.00	-	1.00
Administrative Officer V	1.00	-	1.00
Arborist	1.00	1.00	2.00
Business System Specialist Associate	1.00	-	1.00
Business Systems Specialist	2.00	-	2.00
Business Systems Specialist Lead	1.00	-	1.00
Business Systems Manager	1.00	-	1.00
CCTV Crew Chief	1.00	-	1.00
CCTV Technician	1.00	-	1.00
Contract Admin Specialist	-	1.00	1.00
Construction Inspector	34.00	-1.00	33.00
Construction Inspector Senior	9.00	1.00	10.00
Construction Manager	4.00	-	4.00
Construction Supervisor	7.00	-	7.00
Drainage Specialist	6.00	-	6.00
Engineering Services Investigator	1.00	-	1.00
Engineering Assistant	4.00	-	4.00
Engineering Division Manager	1.00	-	1.00
Engineering Program Manager	5.00	-	5.00
Engineering Project Coordinator	9.00	1.00	10.00
Engineering Project Manager	30.00	3.00	33.00
GIS Coordinator	1.00	-	1.00
GIS Supervisor	1.00	-	1.00
GIS Technician	5.00	-	5.00
Project Coordinator	1.00	-1.00	-
Project Manager	3.00	-3.00	-
Public Information Specialist Senior	3.00	-	3.00
Public Service Coordinator	1.00	-	1.00
Real Estate Agent II	1.00	-	1.00
Senior Construction Inspector	1.00	-1.00	-
Senior Engineer	7.00	-	7.00
Senior Engineering Project Manager	13.00	1.00	14.00
Water Quality Modeler	1.00	-	1.00

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

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Water Quality Program Administrator	3.00	2.00	5.00
Water Quality Program Manager	1.00	-	1.00
Water Quality Program Specialist	5.00	-2.00	3.00
Web Content Administrator	1.00	-	1.00
Wetland Specialist	1.00	1.00	2.00
Department Total FTE	171.00	4.00	175.00

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 storm water capital infrastructure in the public right-of-way drainage system. Revenues are provided primarily through a transfer from the Storm Water Operating Fund with expenses dedicated to retirement of long-term debt.

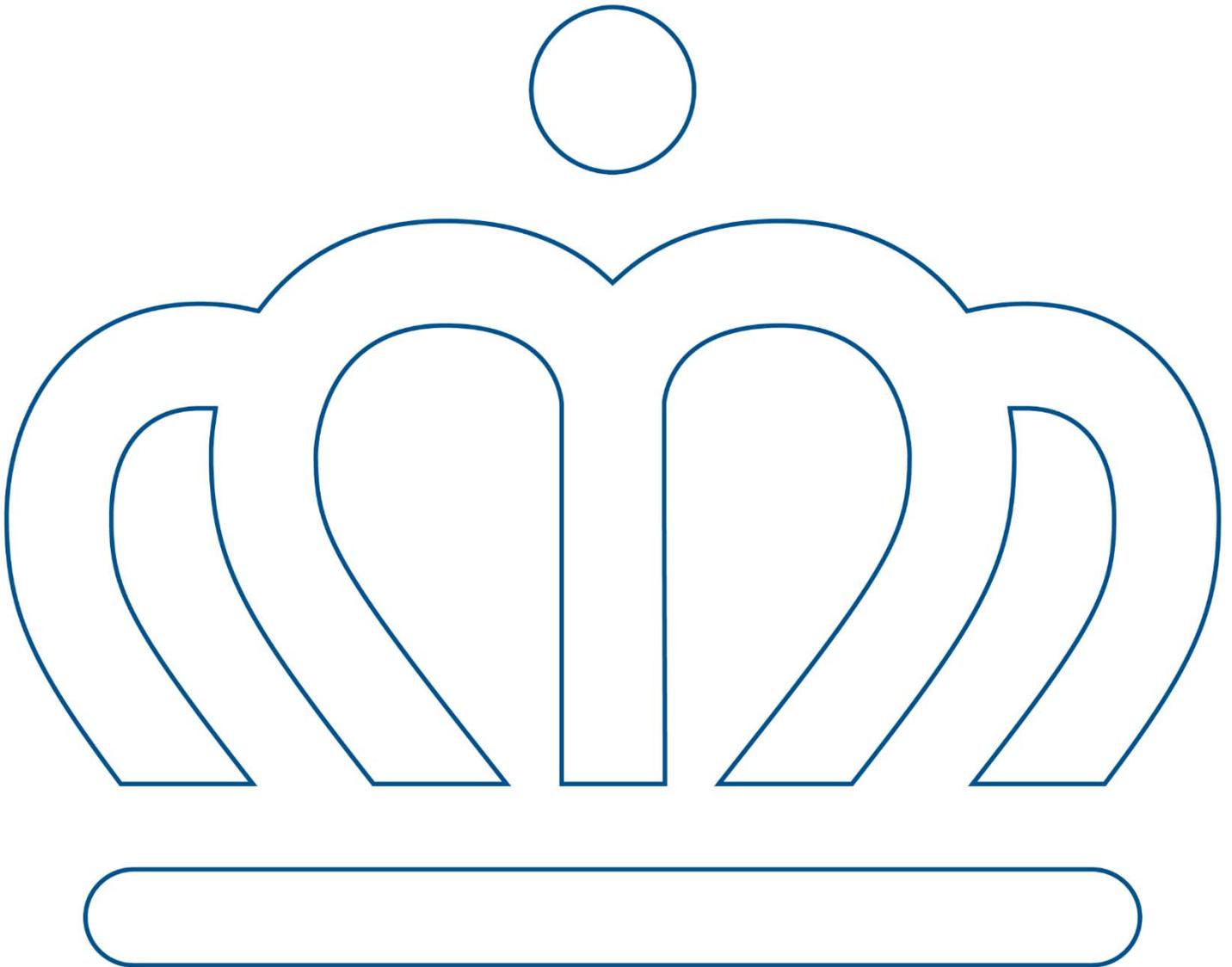
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Contribution from Storm Water Operating	\$12,554,794	\$13,105,728	\$14,015,365	\$14,207,647	1.4%
Premium on Sale of Debt	-	-	\$50,000	\$200,000	300.0%
Proceeds from Sale of Bonds	\$194,250	-	-	-	0.0%
Fund Balance	-	\$47,003	-	-	0.0%
Total Revenues	\$12,749,044	\$13,152,731	\$14,065,365	\$14,407,647	2.4%
Expenditures					
Bond Retirement	\$6,255,269	\$6,611,024	\$6,482,026	\$6,797,519	4.9%
Interest on Bonds	\$6,267,784	\$6,524,680	\$7,503,339	\$7,380,128	-1.6%
Cost of Bond Sale	\$185,516	-	\$50,000	\$200,000	300.0%
Fees	\$13,025	\$17,027	\$30,000	\$30,000	0.0%
Reserved for Future Years	\$27,450	-	-	-	0.0%
Total Expenditures	\$12,749,044	\$13,152,731	\$14,065,365	\$14,407,647	2.4%

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NONGENERAL FUNDS

INTERNAL SERVICE

FUNDS



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Mission Statement

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

Fund Overview

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

Budget Overview

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Operating Revenues	\$115,847,785	\$112,315,512	\$114,664,748	\$117,832,797	2.8%
Fund Balance	-	-	\$9,337,564	\$9,427,558	1.0%
Total Revenues	\$115,847,785	\$112,315,512	\$124,002,312	\$127,260,355	2.6%
Expenditures					
Operating Expenditures	\$107,895,015	\$108,419,759	\$124,002,312	\$127,260,355	2.6%
Reserved for Future Years	\$7,952,770	\$3,895,753	-	-	0.0%
Total Expenditures	\$115,847,785	\$112,315,512	\$124,002,312	\$127,260,355	2.6%

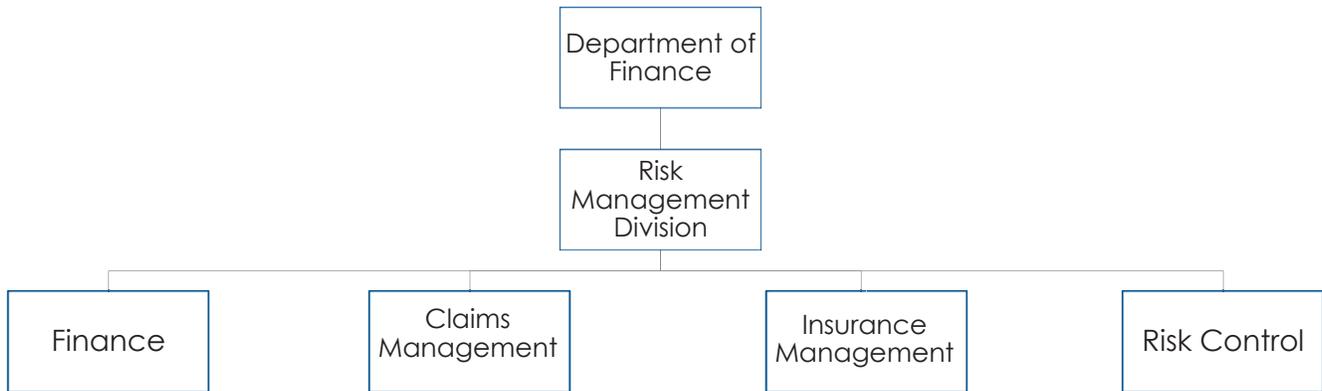
Mission Statement

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Operating Revenues	\$22,103,170	\$26,381,617	\$24,545,158	\$26,324,085	7.2 %
Fund Balance	\$12,650,956	-	\$1,562,000	\$3,075,007	96.9 %
Total Revenues	\$34,754,126	\$26,381,617	\$26,107,158	\$29,399,092	12.6 %
Expenditures					
Operating Expenditures	\$34,754,126	\$26,379,498	\$26,107,158	\$29,399,092	12.6 %
Reserved for Future Years	-	\$2,119	-	-	0.0 %
Total Expenditures	\$34,754,126	\$26,381,617	\$26,107,158	\$29,399,092	12.6 %

FY 2021 Adjustments

Budget Action	FTE	Amount
<p>Adjust projected personnel expenditures based on anticipated recovery Adjust personnel budget based on the anticipated time it will take to fill vacant positions once the temporary hiring freeze for non-essential positions is ended.</p>	-	-\$5,346
<p>Provide Funds for a Citywide Compensation Increase Support compensation increase for employees in FY 2021 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit increase and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</p>	-	\$33,284
<p>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.</p>	-	\$3,526,719
<p>Support contractual increase in office rent Technical adjustment to provide funding for increased contractual rent increases.</p>	-	\$6,695
<p>Update Personnel Expenditures Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2020; an update to employer healthcare costs; and an adjustment to retiree healthcare costs based on current utilization. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees' Retirement System of 1.2 percent.</p>	-	\$50,957
<p>Update allocations for Internal Service Providers (ISPs) Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, including: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</p>	-	-\$4,287
<p>Update budget for Cost Allocation Plan Technical adjustment to update funds needed to support the citywide cost allocation plan. Risk Management contributes a proportional share of costs for departments such as Finance, Human Resources, and Innovation and Technology.</p>	-	-\$316,088
Net Change	-	\$3,291,934

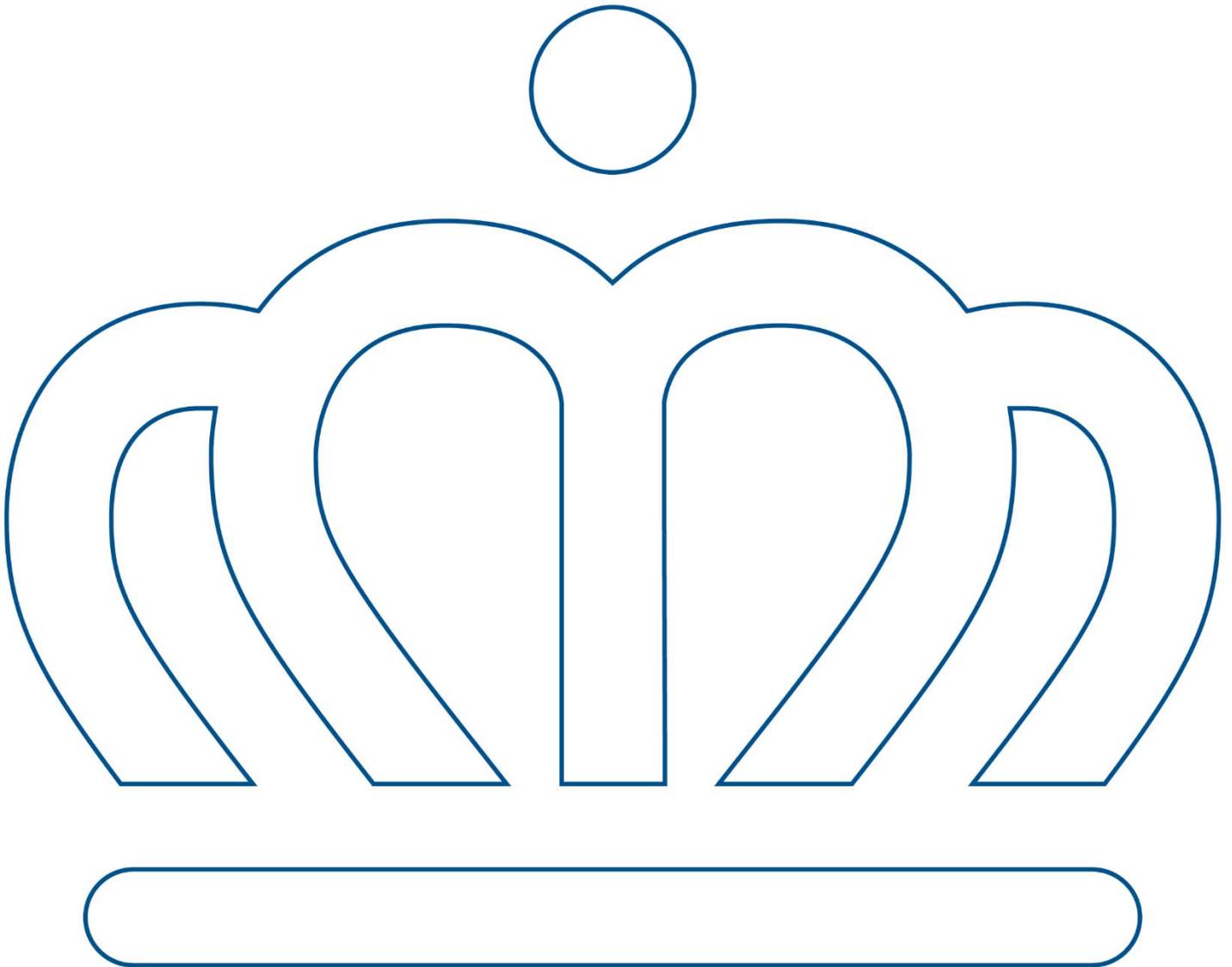
Full-Time-Equivalent (FTE) Position Summary

Position Title	FY 2020 FTE	Change in FTE	FY 2021 FTE
Accounting Technician	1.00	-	1.00
Administrative Officer I	1.00	-	1.00
Claims Assistant	4.00	-	4.00
Claims Manager	1.00	-	1.00
Claims Representative Senior	4.00	-	4.00
Contracts Admin Specialist	1.00	-	1.00
Insurance & Risk Coordinator	2.00	-	2.00
Chief Risk Manager	1.00	-	1.00
Risk Management Financial Coordinator	1.00	-	1.00
Safety Coordinator	1.00	-	1.00
Safety Coordinator Senior	4.00	-3.00	1.00
Safety Supervisor	1.00	3.00	4.00
Workers' Compensation Claim Manager	1.00	-	1.00
Department Total FTE	23.00	-	23.00

NONGENERAL FUNDS

SPECIAL REVENUE

FUNDS



Municipal Debt Service Fund

The Municipal Debt Service Fund is used to account for the accumulation of resources and 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 2018	FY 2019	FY 2020	FY 2021	Percent Change
	Actual	Actual	Adopted	Proposed	FY 2020 FY 2021
<u>Revenues</u>					
Property Tax	\$89,263,000	\$93,985,593	\$96,980,712	\$100,741,274	3.9 %
Sales Tax	\$20,346,386	\$21,733,581	\$22,218,763	\$20,596,000	-7.3 %
Interest on Investments	\$2,677,628	\$6,312,408	\$4,284,000	\$2,187,686	-48.9 %
Interest Transferred from General Fund	\$1,494,111	-	-	-	0.0 %
Contribution from Other Funds					
General Fund - Equipment	\$15,071,933	\$19,529,452	\$19,065,411	\$19,065,411	0.0 %
General Fund - Public Safety Communications	\$1,685,950	\$1,684,200	-	-	0.0 %
Powell Bill Fund	\$1,762,118	\$2,066,358	\$2,565,993	\$2,983,437	16.3 %
Paygo	-	-	-	\$1,200,000	100.0 %
Proceeds from Lease Purchases	-	-	\$750,000	\$750,000	0.0 %
Other	\$1,925,000	\$1,953,310	\$1,956,691	\$347,000	-82.3 %
Fund Balance	-	-	\$33,059,067	-	-100.0 %
Total Revenues	\$134,226,126	\$147,264,902	\$180,880,637	\$147,870,808	-18.2 %
<u>Expenditures</u>					
Bonds					
Principal	\$45,631,105	\$47,707,182	\$45,228,877	\$54,414,175	20.3 %
Interest	\$30,168,486	\$29,384,958	\$30,068,746	\$33,058,688	9.9 %
Certificates of Participation	\$579	\$401,674	\$750,000	\$750,000	0.0 %
Principal	\$31,053,886	\$32,247,875	\$11,930,047	\$10,220,000	-14.3 %
Interest	\$6,021,917	\$6,663,009	\$8,034,039	\$8,918,950	11.0 %
Bank Charges and Other	\$386,187	\$141,602	\$2,181,505	\$2,839,539	30.2 %
Contribution to					
General Fund	\$119,989	\$122,859	\$122,859	\$122,859	0.0 %
Capital Projects Fund	-	-	\$82,245,000	-	-100.0 %
Cultural Facilities Operating Fund	\$319,564	\$319,564	\$319,564	\$321,288	0.5 %
OPEB	-	-	-	\$15,533,000	100.0 %
Reserved for Future Years	\$20,524,413	\$30,276,180	-	\$21,692,309	100.0 %
Total Expenditures	\$134,226,126	\$147,264,903	\$180,880,637	\$147,870,808	-18.2 %

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.

Revenues	FY 2018	FY 2019	FY 2020	FY 2021	Percent Change FY 2020 FY 2021
Taxes	Actual	Actual	Adopted	Proposed	
Occupancy	\$22,908,864	\$24,227,840	\$24,304,014	\$19,183,410	-21.1 %
Prepared Food & Beverage Tax	\$33,631,880	\$35,680,061	\$35,680,061	\$30,294,291	-15.1 %
Total Taxes	\$56,540,744	\$59,907,901	\$59,984,075	\$49,477,701	-17.5 %
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	\$347,464	\$1,712,238	\$1,184,000	\$669,418	-43.5 %
Fund Balance	\$3,227,606	-	\$2,432,606	\$5,484,109	125.4 %
Total Revenues and Fund Balance	\$61,115,814	\$62,620,139	\$64,600,681	\$56,631,228	-12.3 %
Expenditures					
Promotion and Marketing	\$9,120,135	\$8,261,521	\$8,997,611	\$10,172,636	13.1 %
Business Development	\$2,138,774	\$2,203,967	\$2,270,086	\$2,338,189	3.0 %
Administration	-	\$56,010	\$151,000	\$154,000	2.0 %
Contributions for Convention Center:					
Operating Allocation	\$7,979,240	\$8,368,000	\$8,777,000	\$9,155,443	4.3 %
Capital Items	\$1,191,000	\$5,000,000	-	\$1,975,000	100.0 %
Bank of America Stadium Maintenance Contribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	0.0 %
Maintenance of City Funded Bank of America Stadium Improvements	\$900,000	\$900,000	\$900,000	\$900,000	0.0 %
2019 NBA All-Star Game	-	\$1,500,000	-	-	0.0 %
Transfer to Other Funds:					
Convention Center Debt Service	\$29,942,539	\$30,169,322	\$38,031,255	\$27,005,543	-29.0 %
General Fund-General Tourism	\$3,949,275	\$4,183,129	\$4,223,729	\$3,430,417	-18.8 %
General Fund-Stadium Traffic Control ¹	\$250,000	-	\$250,000	\$500,000	100.0 %
Other	\$4,644,851	-	-	-	0.0 %
Reserved for Future Years	-	\$728,190	-	-	0.0 %
Total Expenditures	\$61,115,814	\$62,370,139	\$64,600,681	\$56,631,228	-12.3 %

¹FY 2021 General Fund-Stadium Traffic Control also includes reimbursement for FY 2019.

Convention Center Debt Service Fund

The Convention Center Debt Service Fund is used to account for the accumulation of resources and 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 2018	FY 2019	FY 2020	FY 2021	Percent Change FY 2020 FY 2021
	Actual	Actual	Adopted	Proposed	
Contribution from Convention Center Tax Fund	\$29,942,539	\$30,169,322	\$38,031,255	\$27,005,543	-29.0 %
Debt Proceeds	-	-	\$250,000	\$250,000	0.0 %
Fund Balance	-	\$129,700	-	-	0.0 %
Total Revenues	\$29,942,539	\$30,299,022	\$38,281,255	\$27,255,543	-28.8 %
Debt Retirement	\$25,204,464	\$26,133,083	\$28,907,472	\$19,435,000	-32.8 %
Interest on Debt	\$4,704,455	\$4,134,422	\$9,064,033	\$7,485,793	-17.4 %
Bank Charges and Other	\$31,128	\$31,517	\$309,750	\$334,750	8.1 %
Reserved for Future Years	\$2,492	-	-	-	0.0 %
Total Expenditures	\$29,942,539	\$30,299,022	\$38,281,255	\$27,255,543	-28.8 %

Cultural Facilities Debt Service Fund

The Cultural Facilities Debt Service Fund is used to account for the accumulation of resources and 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.

	FY 2018	FY 2019	FY 2020	FY 2021	Percent Change FY 2020 FY 2021
	Actual	Actual	Adopted	Proposed	
<u>Revenues</u>					
Tourism Operating Fund	\$9,179,014	\$9,176,914	\$7,920,000	\$7,706,150	-2.7 %
Debt Proceeds	-	\$116,228,489	-	-	0.0 %
Total Revenues	\$9,179,014	\$125,405,404	\$7,920,000	\$7,706,150	-2.7 %
<u>Expenditures</u>					
Debt Retirement	\$3,265,000	\$3,395,000	\$3,530,000	\$3,080,000	-12.7 %
Interest on Debt	\$5,905,013	\$5,821,401	\$4,370,000	\$4,556,150	4.3 %
Cost of Sale	-	\$116,181,501	-	-	0.0 %
Bank Charges and Other	\$7,252	\$7,502	\$20,000	\$70,000	250.0 %
Reserved for Future Years	\$1,749	-	-	-	0.0 %
Total Expenditures	\$9,179,014	\$125,405,404	\$7,920,000	\$7,706,150	-2.7 %

Emergency Telephone System Fund

The Emergency Telephone System Fund receives revenue distributed by North Carolina State treasury and authorized by N.C.G.S Chapter 143B. Revenues come from a charge imposed on voice communication that is distributed by the statewide 911 Board to offset the cost of 911 related services. The Charlotte-Mecklenburg Police Department is the Primary Public Safety Answering Point (PSAP) and Charlotte Fire Department and County Medic are Secondary PSAPs.

	FY 2018	FY 2019	FY 2020	FY 2021	Percent Change
	Actuals	Actuals	Adopted	Proposed	FY 2020 FY 2021
<u>Revenues</u>					
NC 911 Fund Distribution	\$3,872,149	\$3,094,732	\$3,500,000	\$2,800,000	-20.0 %
Interest Earnings	\$37,663	\$89,724	\$15,000	\$55,000	266.7 %
Total Revenues	\$3,909,812	\$3,184,456	\$3,515,000	\$2,855,000	-18.8 %
<u>Expenditures</u>					
911 Line Charges and Equipment	\$870,706	\$750,032	\$1,428,473	\$800,000	-44.0 %
Software	\$837,444	\$674,823	\$677,524	\$750,000	10.7 %
Hardware	\$776,511	\$218,480	\$161,749	\$250,000	54.6 %
Training	\$20,906	\$16,910	\$29,984	\$20,000	-33.3 %
Implementation of Projects	\$226,508	\$228,828	\$245,501	\$227,000	-7.5 %
Charlotte Fire Secondary PSAP	-	\$149,653	\$150,000	\$150,000	0.0 %
County Medic Secondary PSAP	\$299,901	\$339,923	\$350,000	\$350,000	0.0 %
Reserved for Future Years	\$877,836	\$805,807	\$471,769	\$308,000	-34.7 %
Total Expenditures	\$3,909,812	\$3,184,456	\$3,515,000	\$2,855,000	-18.8 %

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Revenues					
Federal Grants	\$7,134,153	\$5,059,167	\$8,561,333	\$8,370,796	-2.2 %
State Grants	\$328,385	\$529,783	\$340,100	\$508,044	49.4 %
Contributions	\$757,069	\$1,148,193	\$1,603,949	\$1,473,520	-8.1 %
Assets Forfeiture	\$1,400,000	\$2,010,000	\$1,750,000	\$1,350,000	-22.9 %
Contribution from General Fund	\$402,142	\$279,651	\$322,181	\$392,556	21.8 %
Total Revenues	\$10,021,749	\$9,026,794	\$12,577,563	\$12,094,916	-3.8 %
Expenditures					
Police					
Diversion Projects	-	\$99,612	\$295,000	\$99,000	-66.4 %
DUI/Salaries	\$187,479	\$187,479	\$200,000	\$200,000	0.0 %
Forensics and Analysis	\$18,791	\$10,000	\$15,000	\$5,000	-66.7 %
Grants Salaries and Benefits	-	\$1,189,013	\$2,155,000	\$2,105,000	-2.3 %
Police Equipment and Overtime	\$1,212,152	-	-	-	0.0 %
Federal Task Force	-	\$241,819	\$250,000	\$135,000	-46.0 %
Federal Initiatives	-	\$159,383	\$110,000	\$139,000	26.4 %
JAG Grants	-	\$1,057,578	\$600,000	\$550,000	-8.3 %
Youth/Community Initiatives	\$400,000	\$765,798	\$1,121,000	\$966,000	-13.8 %
AF Equipment and Services	\$1,400,000	\$2,010,000	\$1,750,000	\$1,350,000	-22.9 %
Fire					
Emergency Management	\$592,080	\$326,218	\$80,000	\$284,000	255.0 %
Emergency Response	\$934,007	-	\$2,085,000	\$1,284,580	-38.4 %
Medical Response	\$111,167	\$2,782	\$72,000	\$3,500	-95.1 %
Urban Area Security Initiative	\$2,000,000	-	-	-	0.0 %
Transportation					
Unified Planning Work Program	\$2,740,678	\$2,512,032	\$3,351,797	\$4,482,470	33.7 %
Metrolina Regional Travel Demand	\$137,603	\$111,266	\$166,366	\$166,366	0.0 %
Community Relations					
Fair Housing	\$86,115	\$85,994	\$94,700	\$105,000	10.9 %
Dispute Settlement	\$128,548	\$106,540	\$111,700	\$100,000	-10.5 %
Private Contributions	\$73,129	\$161,280	\$120,000	\$120,000	0.0 %
Total Expenditures	\$10,021,749	\$9,026,794	\$12,577,563	\$12,094,916	-3.8 %

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<u>Revenues</u>					
Occupancy Tax	\$15,195,604	\$16,001,340	\$16,121,017	\$12,669,733	-21.4 %
Interest on Investments	\$341,727	\$815,352	\$548,000	\$313,126	-42.9 %
Fund Balance	-	\$3,937,453	-	\$2,599,390	100.0 %
Total Revenues	\$15,537,331	\$20,754,145	\$16,669,017	\$15,582,249	-6.5 %
<u>Expenditures</u>					
Transfer to Debt Service	\$9,265,600	\$9,302,024	\$9,290,024	\$10,637,249	14.5 %
Transfer to Capital Projects	-	\$7,750,148	-	\$1,500,000	100.0 %
Contributions:					
Maintenance & Repair Allocation	\$2,216,106	\$3,201,973	\$2,900,000	\$3,445,000	18.8 %
Maintenance & Repair Reserve Deposit	\$500,000	\$500,000	\$125,000	-	-100.0 %
Reserved for Future Years	\$3,555,625	-	\$4,353,993	-	-100.0 %
Total Expenditures	\$15,537,331	\$20,754,145	\$16,669,017	\$15,582,249	-6.5 %

Hall of Fame Debt Service Fund

The Hall of Fame Debt Service Fund is used to account for the accumulation of resources and 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<u>Revenues</u>					
Hall of Fame Tax Fund	\$9,265,600	\$9,302,024	\$9,290,024	\$10,637,249	14.5%
Fund Balance	\$40,271	-	-	-	0.0%
Total Revenues	\$9,305,871	\$9,302,024	\$9,290,024	\$10,637,249	14.5%
<u>Expenditures</u>					
Debt Retirement	\$2,955,000	\$3,115,000	\$3,280,000	\$3,475,000	5.9%
Interest on Debt	\$5,796,744	\$5,648,750	\$5,147,700	\$5,984,249	16.3%
Bank Charges and Other	\$554,127	\$512,292	\$862,324	\$1,178,000	36.6%
Reserved for Future Years	-	\$25,982	-	-	0.0%
Total Expenditures	\$9,305,871	\$9,302,024	\$9,290,024	\$10,637,249	14.5%

Tourism Operating Fund

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

	FY 2018	FY 2019	FY 2020	FY 2021	Percent Change
	Actuals	Actuals	Adopted	Proposed	FY 2020 FY 2021
Revenues					
Occupancy Tax	\$12,387,545	\$13,225,356	\$13,141,946	\$10,471,731	-20.3 %
Rental Car Tax	\$3,763,912	\$3,981,457	\$3,877,676	\$3,152,486	-18.7 %
Interest on Investments	\$883,000	\$2,048,801	\$1,364,000	\$892,735	-34.6 %
Mint Museum Energy Repayment	\$58,333	\$83,333	\$87,000	\$83,000	-4.6 %
Contribution from Charlotte Hornets ^{1,2}	\$1,027,584	\$1,048,964	\$1,071,412	\$1,095,000	2.2 %
Contribution from Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Transfers from General Capital PAYGO ³	\$9,526,935	\$10,001,665	\$9,744,955	\$7,450,368	-23.5 %
Transfers for Synthetic TIF:					
General Fund	\$1,291,024	\$1,291,024	\$1,291,024	\$1,290,373	-0.1 %
Municipal Debt Service	\$319,564	\$319,564	\$319,564	\$321,288	0.5 %
PAYGO	-	\$41,412	\$41,412	\$40,339	-2.6 %
Contribution from County ⁴	\$2,948,040	\$2,948,040	\$2,948,040	\$2,948,040	0.0 %
Miscellaneous	\$2,233,856	\$756,581	-	-	0.0 %
Fund Balance	-	-	\$769,379	\$4,498,149	484.6 %
Total Revenues	\$34,490,487	\$35,796,891	\$34,707,102	\$32,294,204	-7.0 %
Expenditures					
Public Safety for PGA Championship	\$269,471	-	-	-	0.0 %
Contributions to Tourism Capital:					
Baseball Stadium - City Share	\$632,088	\$632,088	\$632,088	\$632,088	0.0 %
Baseball Stadium - Center City Partners	\$50,694	\$50,694	\$50,694	\$50,694	0.0 %
Arena Maintenance Reserve	\$2,055,170	\$2,099,000	\$2,144,000	\$2,191,000	2.2 %
Ovens/Bojangles Maintenance	\$400,000	\$400,000	\$2,150,000	\$2,200,000	2.3 %
Cultural Facilities Maintenance	\$2,063,000	\$1,966,910	\$3,410,000	\$3,787,000	11.1 %
Special Projects	\$4,599,702	\$641,436	\$76,000	\$79,000	3.9 %
Contributions to Debt Service:					
Tourism Debt Service Fund	\$14,817,779	\$15,260,921	\$18,324,320	\$15,648,272	-14.6 %
Cultural Facilities Debt Service Fund	\$9,179,014	\$9,176,914	\$7,920,000	\$7,706,150	-2.7 %
Reserved for Future Years	\$423,569	\$5,568,928	-	-	0.0 %
Total Expenditures	\$34,490,487	\$35,796,891	\$34,707,102	\$32,294,204	-7.0 %

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

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

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

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

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

Tourism Debt Service Fund

The Tourism Debt Service Fund is used to account for the accumulation of resources and 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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<u>Revenues</u>					
Contribution from Other Funds					
Transfer from Tourism Operating Fund	\$14,817,779	\$15,260,921	\$18,324,320	\$15,648,272	-14.6 %
Debt Proceeds from Sale of Bonds	-	\$69,939	\$200,000	\$200,000	0.0 %
Total Revenues	\$14,817,779	\$15,330,860	\$18,524,320	\$15,848,272	-14.4 %
<u>Expenditures</u>					
Debt Retirement	\$8,306,168	\$8,711,355	\$11,492,056	\$9,975,000	-13.2 %
Interest on Debt	\$5,855,507	\$5,868,702	\$6,037,264	\$4,828,272	-20.0 %
Cost of Sale	-	\$68,884	\$200,000	\$200,000	0.0 %
Bank Charges and Other	\$654,854	\$680,864	\$795,000	\$845,000	6.3 %
Reserved for Future Years	\$1,250	\$1,055	-	-	0.0 %
Total Expenditures	\$14,817,779	\$15,330,860	\$18,524,320	\$15,848,272	-14.4 %

Consolidated Housing and Neighborhood Services Grants Funds

Housing and Neighborhood Services Consolidated Grants fund job training and placement for adults, youth, and dislocated workers; programs for people with AIDS; programs to prevent homelessness; programs to abate housing with lead-based paint; businesses that create jobs in Charlotte; redevelopment; and energy efficient improvements to homes.

Revenues	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Housing Opportunities for People with AIDS (HOPWA) Grant	\$124,164	\$2,308,542	\$2,725,653	\$2,860,489	4.9%
Double Oaks Loan Repayment	-	-	\$730,688	\$737,667	1.0%
Emergency Solutions Grant	\$547,965	\$602,799	\$507,237	\$512,016	0.9%
Continuum of Care	-	\$161,711	\$127,124	-	-100.0%
Bank of America Youth Grant	\$100,000	\$100,000	\$122,700	\$122,700	0.0%
AARP Sustain Charlotte Swings Grant	-	\$15,500	\$15,500	-	-100.0%
Housing Grants Miscellaneous Contributions	\$411,363	\$275,310	\$865,000	-	-100.0%
Sub-Total Neighborhood and Development Grants Fund	\$1,183,491	\$3,463,862	\$5,093,902	\$4,232,872	-16.9%
Federal HOME Investment Partnership Grant (HOME)	\$2,330,231	\$1,551,683	\$2,972,112	\$3,241,207	9.1%
HOME Program Income	\$848,320	\$1,241,754	\$1,000,000	\$600,000	-40.0%
Transfer from Other Funds:					
HOME Grant Local Match	\$574,884	\$824,420	\$743,028	\$810,302	9.1%
Sub-Total HOME Fund	\$3,753,435	\$3,617,857	\$4,715,140	\$4,651,509	-1.3%
Federal Community Development Block Grant (CDBG)	\$5,214,111	\$5,969,524	\$5,827,128	\$5,975,046	2.5%
CDBG Program Income	\$248,711	\$399,876	\$385,000	\$300,000	-22.1%
Sub-Total CDBG Fund	\$5,462,822	\$6,369,400	\$6,212,128	\$6,275,046	1.0%
Workforce Innovation and Opportunity Act (WIOA) Adult	\$1,055,622	\$3,210,152	\$2,099,684	\$2,099,684	0.0%
WIOA Administration	\$314,074	\$797,896	\$713,861	\$713,861	0.0%
WIOA Youth	\$2,155,438	\$2,389,407	\$2,252,750	\$2,252,750	0.0%
WIOA Dislocated Worker	\$2,065,200	\$1,659,002	\$2,167,327	\$2,167,327	0.0%
Miscellaneous Contributions	-	-	-	\$500,000	100.0%
Sub-Total WIOA Fund	\$5,590,334	\$8,056,457	\$7,233,622	\$7,733,622	6.9%
Total Revenues for Consolidated Housing and Neighborhood Grants Funds	\$15,990,083	\$21,507,576	\$23,254,792	\$22,893,049	-1.6%

Consolidated Housing and Neighborhood Services Grants Funds

Expenditures	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
Housing Opportunities for People with AIDS	\$1,690,333	\$2,234,184	\$2,725,653	\$2,860,489	4.9%
Emergency Shelter Program	\$508,317	\$602,710	\$507,237	\$512,016	0.9%
Continuum of Care	\$110,805	\$100,610	\$127,124	-	-100.0%
Double Oaks Loan Repayment	\$1,644,074	\$232,074	\$730,688	\$737,667	1.0%
Bank of America Youth Grant	\$110,822	\$243,269	\$122,700	\$122,700	0.0%
AARP Sustain Charlotte Swings Grant	-	\$15,500	\$15,500	-	-100.0%
Capital Expenditures	-	-	\$865,000	-	-100.0%
Sub-Total Neighborhood and Development Grants Programs	\$4,064,352	\$3,428,347	\$5,093,902	\$4,232,872	-16.9%
Sub-Total HOME Programs	\$3,681,522	\$3,627,857	\$4,715,140	\$4,651,509	-1.3%
Sub-Total CDBG Programs	\$6,583,051	\$6,410,262	\$6,212,128	\$6,275,046	1.0%
Education and Training Courses	\$2,375,331	\$3,210,152	\$2,099,684	\$2,099,684	0.0%
Contribution to Workforce Development	\$709,897	\$797,896	\$713,861	\$713,861	0.0%
Summer and Year Round Youth Program	\$2,534,610	\$2,389,407	\$2,252,750	\$2,252,750	0.0%
Dislocated Worker Contract	\$1,384,632	\$1,659,003	\$2,167,327	\$2,167,327	0.0%
Capital Expenditures	-	-	-	\$500,000	100.0%
Sub-Total WIOA Programs	\$7,004,470	\$8,056,458	\$7,233,622	\$7,733,622	6.9%
Total Expenditures for Consolidated Housing and Neighborhood Grants	\$21,333,395	\$21,522,924	\$23,254,792	\$22,893,049	-1.6%

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 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<u>Revenues</u>					
State Powell Bill Distribution	\$20,503,234	\$20,537,251	\$20,503,333	\$20,503,333	0.0 %
Transfer from General Fund	\$4,261,000	\$4,261,000	\$4,261,000	- ¹	-100.0 % ¹
Interest on Investments	\$80,619	\$285,298	\$80,000	\$62,000	-22.5 %
Street Degradation Fee	\$131,711	-	-	-	0.0 %
Other	\$18,205	-	-	-	0.0 %
Sale of Used Vehicles	\$278,400	\$183,650	-	-	0.0 %
Sale of Salvage	\$3,782	\$749	-	-	0.0 %
Fund Balance	\$188,678	-	\$1,000,000	\$435,444	-56.5 %
Total Revenues	\$25,465,629	\$25,267,948	\$25,844,333	\$21,000,777¹	-18.7 %¹
<u>Expenditures</u>					
Contracted Resurfacing	\$13,504,445	\$10,285,203	\$10,641,452	\$6,380,452 ¹	-40.0 % ¹
Repairs by City Forces	\$6,657,787	\$7,572,944	\$8,501,012	\$7,501,012	-11.8 %
Equipment Rent/Purchase	\$1,056,003	\$1,010,518	\$1,151,957	\$1,151,957	0.0 %
Street Drainage Maintenance	\$15,077	-	\$160,860	\$160,860	0.0 %
Traffic Control Improvements	\$584,548	\$623,786	\$623,786	\$623,786	0.0 %
Snow Removal	\$207,422	\$103,461	\$150,000	\$150,000	0.0 %
Physical Inventory of Streets	-	-	\$12,000	\$12,000	0.0 %
Pavement Management System	\$90	\$705,482	\$400,000	\$400,000	0.0 %
Wheel Chair Ramps	\$540,854	\$905,852	\$500,000	\$500,000	0.0 %
Storm Water Program Fees	\$1,137,273	\$1,137,273	\$1,137,273	\$1,137,273	0.0 %
Lease Purchase Contribution	\$1,762,130	\$2,066,358	\$2,565,993	\$2,983,437	16.3 %
Reserved for Future Years	-	\$857,071	-	-	0.0 %
Total Expenditures	\$25,465,629	\$25,267,948	\$25,844,333	\$21,000,777¹	-18.7 %

¹An additional \$9,261,000 in PAYGO and GO Bonds is available in FY 2021 in a capital project to supplement the Powell Bill allocation and support Contracted Resurfacing.

Consolidated Municipal Service Districts

The Proposed FY 2021 Budget includes funding for the five Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

	FY 2018	FY 2019	FY 2020	FY 2021	Percent Change FY 2020 FY 2021
<u>Operating Revenues</u>	Actual	Actual	Adopted	Proposed	
Property Taxes	\$5,088,593	\$5,988,228	\$6,879,899	\$6,900,671	0.3%
Total Revenues	\$5,088,593	\$5,988,228	\$6,879,899	\$6,900,671	0.3%
<u>Operating Expenditures</u>					
Contractual Services	\$5,059,223	\$5,957,977	\$6,848,740	\$6,868,577	0.3%
City Services	\$29,370	\$30,251	\$31,159	\$32,094	3.0%
Total Expenditures	\$5,088,593	\$5,988,228	\$6,879,899	\$6,900,671	0.3%

Municipal Service Districts

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

District 1 (Center City)

Assessed value for FY 2021 is \$12,707,138,685. The proposed budget includes an MSD tax rate of 1.36¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Revenues				
Property Taxes	\$1,352,236	\$1,710,621	\$1,740,534	\$1,710,889
Total Municipal Service District 1 Revenues	\$1,352,236	\$1,710,621	\$1,740,534	\$1,710,889
Expenditures				
Contractual Services	\$1,352,236	\$1,710,621	\$1,740,534	\$1,710,889
Total Municipal Service District 1 Expenditures	\$1,352,236	\$1,710,621	\$1,740,534	\$1,710,889

District 2 (Center City)

Assessed value for FY 2021 is \$5,398,841,945. The proposed budget includes an MSD tax rate of 2.27¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Revenues				
Property Taxes	\$781,036	\$1,011,636	\$1,295,461	\$1,213,282
Total Municipal Service District 2 Revenues	\$781,036	\$1,011,636	\$1,295,461	\$1,213,282
Expenditures				
Contractual Services	\$781,036	\$1,011,636	\$1,295,461	\$1,213,282
Total Municipal Service District 2 Expenditures	\$781,036	\$1,011,636	\$1,295,461	\$1,213,282

Municipal Service Districts

District 3 (Center City)

Assessed value for FY 2021 is \$5,317,713,558. The proposed budget includes an MSD tax rate of 3.38¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Revenues				
Property Taxes	\$1,240,883	\$1,464,666	\$1,725,315	\$1,779,413
Total Municipal Service District 3 Revenues	\$1,240,883	\$1,464,666	\$1,725,315	\$1,779,413
Expenditures				
Contractual Services	\$1,211,513	\$1,434,415	\$1,694,156	\$1,747,319
City Services	\$29,370	\$30,251	\$31,159	\$32,094
Total Municipal Service District 3 Expenditures	\$1,240,883	\$1,464,666	\$1,725,315	\$1,779,413

District 4 (South End)

Assessed value for FY 2021 is \$2,866,090,828. The proposed budget includes an MSD tax rate of 3.90¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Revenues				
Property Taxes	\$937,323	\$1,008,976	\$1,048,569	\$1,106,598
Total Municipal Service District 4 Revenues	\$937,323	\$1,008,976	\$1,048,569	\$1,106,598
Expenditures				
Contractual Services	\$937,323	\$1,008,976	\$1,048,569	\$1,106,598
Total Municipal Service District 4 Expenditures	\$937,323	\$1,008,976	\$1,048,569	\$1,106,598

District 5 (University City)

Assessed value for FY 2021 is \$3,948,043,156. The proposed budget includes an MSD tax rate of 2.79¢ per \$100 assessed valuation.

<u>Budget Summary</u>	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Revenues				
Property Taxes	\$777,348	\$792,329	\$1,070,020	\$1,090,489
Total Municipal Service District 5 Revenues	\$777,348	\$792,329	\$1,070,020	\$1,090,489
Expenditures				
Contractual Services	\$777,348	\$792,329	\$1,070,020	\$1,090,489
Total Municipal Service District 5 Expenditures	\$777,348	\$792,329	\$1,070,020	\$1,090,489

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, Debt Service, and Pay-As-You-Go) 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 the 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 million in tax base growth. Total city STIG payments paid into the city's debt service fund not to exceed \$41.3 million over 25 years.

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	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

Wesley Village (Bryant Park)

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$168,600	\$168,600	\$168,600	-	-	\$505,800
Est. STIG Payment	\$151,740	\$151,740	\$151,740	-	-	\$455,220

Double Oaks Redevelopment

This project supports the redevelopment of Double Oaks apartments including 940 residential units and 108,000 square feet of non-residential development. The anticipated total private investment is \$96.058 million. To date, 268 homes have been completed in Brightwalk. Total STIG payments to offset HUD Section 108 loan payments not to exceed \$3.6 million.

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$210,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,210,000
Est. STIG Payment	\$189,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,089,000

Amazon

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$700,000	\$735,000	\$771,750	\$810,338	\$850,854	\$3,867,942
Est. STIG Payment	\$315,000	\$330,750	\$347,288	\$364,652	\$382,884	\$1,740,574

Synthetic Tax Increment Grants

Ballentyne Area Infrastructure

This project supports construction of road improvements in the Ballentyne Tax Increment Financing Zone through a private placement loan from Bissell Companies in an amount not to exceed \$11M, which will be repaid through 45% of incremental City & County property taxes from the Tax Increment Financing Zone over 15 years. Anticipated total private investment is projected to be \$276,150,000. Infrastructure improvements have been completed.

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$8,195,202	-	-	-	-	\$8,195,202
Est. STIG Payment	\$596,605	-	-	-	-	\$596,605

Ikea/City Boulevard

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$522,974	\$549,123	\$576,579	\$605,408	-	\$2,254,084
Est. STIG Payment	\$470,677	\$494,210	\$518,921	\$544,867	-	\$2,028,675

Midtown/Pearl Park Redevelopment

This project involves the redevelopment of property located at Kenilworth and Pearl Park Way. The 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, INLIVIAN, and the City of Charlotte. Pappas Properties, as developer and owner, will receive a reimbursement of approximately \$4.417 million from a 10-year, 45% STIG in the form of an Infrastructure Reimbursement Agreement.

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$486,000	\$510,300	\$535,815	\$562,606	\$590,736	\$2,685,457
Est. STIG Payment	\$218,501	\$229,635	\$241,117	\$253,173	\$265,831	\$1,208,257

Charlotte Premium Outlets

This project provides up to \$6.15 million for construction of roadway improvements supporting a 445,000 square foot retail Outlet Center at Steele Creek Road and I-485. The project includes additional retail and a 120-room hotel. The \$6.15 million STIG will be repaid through 45% of incremental City and County property taxes from a designated area over 10 years. The total private investment value is estimated at \$100,000,000. Payment is triggered by voluntary annexation of the property into the City of Charlotte estimated in 2018.

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$535,000	\$561,750	\$589,838	\$619,329	\$650,296	\$2,956,213
Est. STIG Payment	\$240,407	\$252,788	\$265,427	\$278,698	\$292,633	\$1,329,953

STIG Projects Combined Total

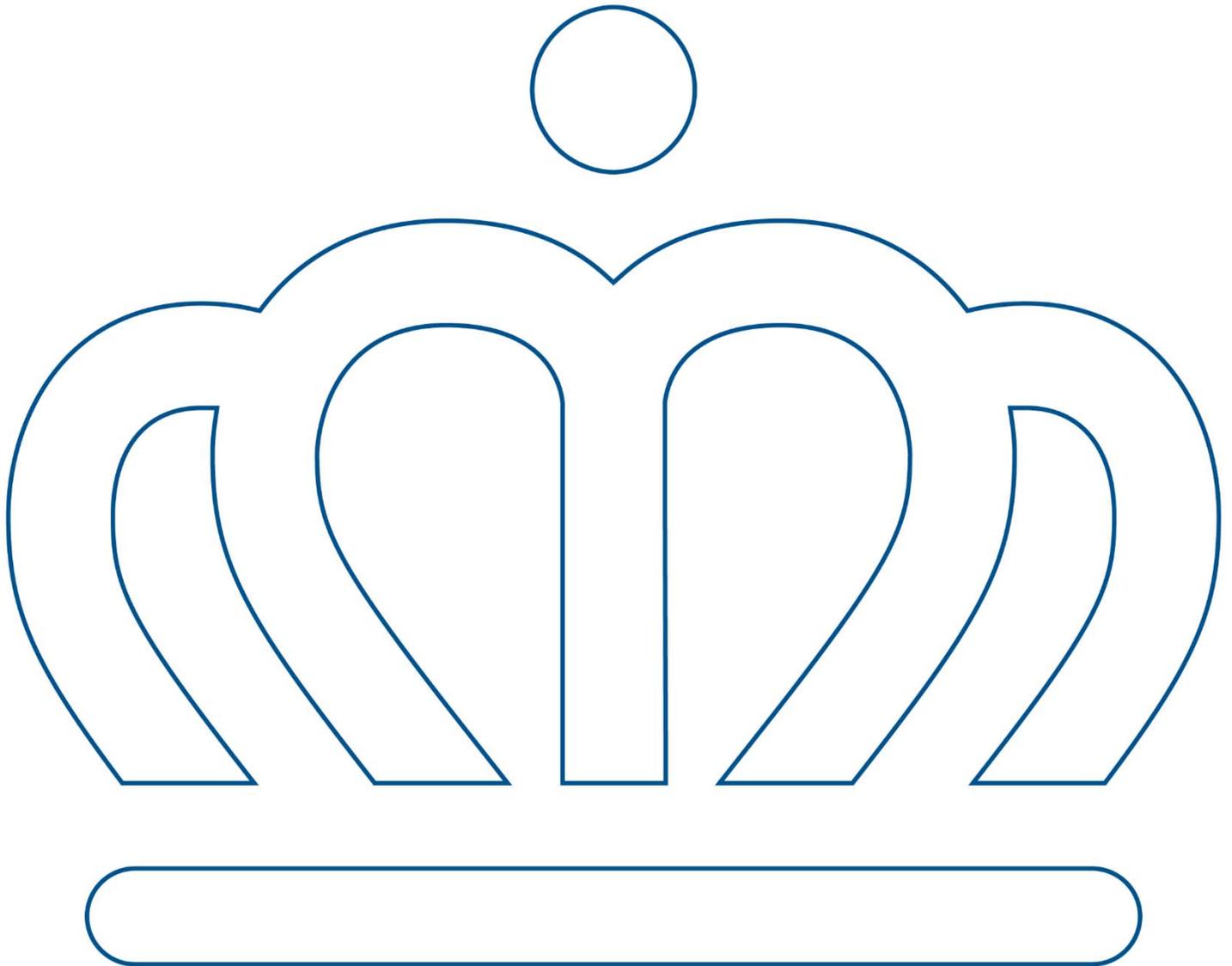
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
Est. property tax increment	\$12,653,330	\$4,610,328	\$4,728,137	\$4,683,236	\$4,177,442	\$30,852,473
Est. TOTAL STIG Payment	\$3,833,930	\$3,336,123	\$3,401,493	\$3,318,390	\$2,818,348	\$16,708,284

Est. Total STIG Payment by Fund

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Yr. Total
General Fund	\$3,007,890	\$2,617,338	\$2,668,624	\$2,603,426	\$2,211,120	\$13,108,398
Municipal Debt Service	\$745,639	\$648,823	\$661,537	\$645,374	\$548,125	\$3,249,498
Pay-As-You-Go	\$80,401	\$69,962	\$71,332	\$69,590	\$59,103	\$350,388

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CAPITAL INVESTMENT PLAN



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Capital Investment Plan

Background

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

The CIP provides residents with an outline of how the city anticipates investing capital funds for the next five years. The first year of the five-year plan, FY 2021, is adopted by City Council, while the remaining four out-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 the city may change. This year, the five-year CIP presents a plan for Fiscal Year (FY) 2021 through FY 2025. The 2020 General Obligation Bond Referendum will occur in November of FY 2021.

Consistent with best practices, the City of Charlotte traditionally proposes a five-year CIP every year; however, this year, only Nongeneral Funds (Aviation, Charlotte Area Transit System, Charlotte Water, and Storm Water Services), General Other Debt, and Pay-As-You-Go are proposed in a five-year plan. General Obligation Bonds are proposed for the upcoming 2020 Bond only and have been purposely held blank in the four out-years in anticipation of the completion of the 2040 Comprehensive Plan. The Comprehensive Plan is a high-level, living document that will guide how the City of Charlotte grows and invests in infrastructure over the next 20 years. The Comprehensive Plan is anticipated to be completed during FY 2021; once complete, action plans will be developed to connect the high-level guidance in the Comprehensive Plan with possible projects on the ground. Once all plans are complete, funding will be programmed in the five-year CIP to best support the goals and vision outlined by the Comprehensive Plan. The eight projects included in the Advanced Planning and Design Program in FY 2020 will also help inform project selection and prioritization in the 2022 Bond.

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 four priority areas:
 - Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity),
 - Neighborhood Development (Safe, Healthy, and Inclusive Communities),
 - Economic Development (Economy, Jobs, and Upward Mobility),
 - Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused),
- Support strong neighborhoods, enhance the street network, and increase housing opportunities,
- Preserve and enhance the existing tax base, and
- Continue financial practices that maintain the highest credit ratings.

Capital Investment Plan

General CIP Process

The General CIP planning process is an annual effort that begins with departments prioritizing requested projects. Projects originate from many sources including City Council Strategic Priorities, Adopted Action Plans and Master Plans, Area Plans, the 10-year Capital Needs Inventory, staff analysis, resident requests, and community engagement. Once projects have been identified and prioritized by departments, engineers in General Services review and provide a high-level cost estimate on all construction projects to ensure consistent evaluation across departments.

General CIP priorities emerge through community engagement in the form of public meetings, city-hosted events such as Open Streets 704, and resident feedback surveys. 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 revisited and revised or confirmed at the Annual Strategy Meeting retreat, which kicks off budget season.

City staff works with City Council through a series of Budget and Effectiveness Committee Meetings and Budget Workshops to gather feedback that informs the Proposed Budget. Once the budget is proposed, a Public Hearing is held for the community to provide comments, and City Council meets to discuss and vote on potential additions and/or subtractions from the Proposed Budget. Finally, the revised budget, which includes any Council-approved additions/subtractions, is presented to City Council for adoption. If adopted, the Budget is in effect from July 1 through June 30. If the fiscal year is also a bond year (as is FY 2021), voters must approve the Adopted bond referendum in November before funding for the CIP projects is available.

Highlights of the General FY 2021 – 2025 CIP

In FY 2014, City Council approved a 3.17¢ property tax increase to fund a four-bond CIP package (2014, 2016, 2018, and 2020) often referred to as "The Big Ideas". The 2020 Bond Referendum, which will occur in November 2020, represents the final bond to complete "The Big Ideas".

The Proposed 2020 Bond totals \$197,232,000 between three components:

- \$50,000,000 for Housing,
- \$44,500,000 for Neighborhood Improvements, and
- \$102,732,000 for Transportation.

A complete listing of projects in the Proposed 2020 Bond can be found on the Big Ideas Bond Summary page and subsequent project pages. Highlights of the Proposed 2020 Bond include:

- Proposing the second consecutive \$50,000,000 allocation for affordable housing development and preservation,
- Creating a new program to invest in Charlotte's Opportunity Corridors with \$14,500,000 for infrastructure,
- Completing the Comprehensive Neighborhood Improvement Program with a final allocation of \$30,000,000,
- Supporting pedestrian safety with \$15,000,000 for the Sidewalk and Pedestrian Safety Program and an additional \$2,000,000 for the Transportation Safety (Vision Zero) program,
- Improving traffic flow and reducing congestion in the Steele Creek, University City, and South Charlotte areas with \$7,612,000 (an additional \$6,700,000 is available in PAYGO for a total of \$14,312,000), and
- Enhancing bicycle travel with \$4,000,000 to grow the bicycle network.

Capital Investment Plan

Highlights of the General FY 2021 – 2025 CIP (continued)

Other debt is often used to fund new facilities, facility renovations, large equipment purchases, and land acquisition. This form of debt does not require voter approval and may be issued as needed. Projects funded with other debt total \$19,500,000 in the Proposed FY 2021 – 2025 CIP. Project highlights include:

- Replacing a Police helicopter for \$4,700,000,
- Supporting the Strategic Energy Action Plan with \$3,000,000 for the installation of sustainable infrastructure, such as electric vehicle charging stations, and the retrofit of city-owned facilities, and
- Providing \$8,960,000 to ensure well-maintained and efficient city-owned facilities.

A complete listing of projects funded with other debt in the Proposed FY 2021 – 2025 CIP can be found on the General CIP Other Debt 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.

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. Eight high-priority locations were included in FY 2020 for potential project evaluation and planning and design. In FY 2021, use of existing Advanced Planning and Design funding is proposed to explore one new roadway project, one new intersection project, and several congestion mitigation options in south Charlotte. Additional information is available in the Advanced Planning and Design Program section of the CIP.

Funding the CIP

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

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

General Capital Projects:

- **General Obligation (GO) Bond:** Long-term financing tool that is paid by a portion of property tax revenue in exchange for borrowed debt. This type of bond requires voter approval and occurs in November of even-numbered calendar years. Residents do not vote on specific projects or programs but rather descriptions of the types of projects that may be funded within the bond categories: Housing, Neighborhood Improvements, and Transportation.
- **Other Debt:** This debt may include Limited Obligation Bonds (LOBs)/Certificates of Participation (COPs) and Special Obligation Bonds. These are long-term financing tools that pledge an asset in exchange for borrowed debt (similar to a home mortgage). This type of funding is traditionally used for facility construction or renovation. This debt does not require voter approval and does not follow the same biennial schedule as GO Bonds.
- **Reappropriation of Prior Authorization:** Funds available from projects identified through the formal project close-out process.

Capital Investment Plan

Funding the CIP (continued)

- **Grants:** Funds received from outside parties including non-profits, private entities, and state agencies such as the North Carolina Department of Transportation (NCDOT).
- **Cash:** Cash may be used as available to support completion of capital projects or pay-off existing debt funding.

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

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

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.
- **CityLYNX Gold Line Fare:** Fare collection is anticipated to begin during FY 2021 once Phase II is fully operational.
- **CityLYNX Gold Line Reserve:** Funds reserved for the CityLYNX Gold Line project in prior fiscal years for a one-time future capital use.
- **Sales Tax:** A portion of the sales tax dedicated to General PAYGO is planned to begin being transferred to Transit PAYGO in FY 2022.

Capital Investment Plan

Funding the CIP (continued)

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.
- **CATS Transfer from Control Account:** One-time transfer as a result of dedicated ½ cent sales tax collection above projections.
- **Charlotte Water Revenue Bonds:** Debt is supported by the revenue generated from Charlotte Water system user fees. Charlotte Water Revenue Bonds are issued for Water or Sewer.
- **Charlotte Water PAYGO:** Dollars represent a portion of the total user fees collected from Charlotte Water customers.
- **Storm Water Revenue Bonds:** Debt is supported by the revenue generated by the Storm Water system. Funds are pledged to be repaid from user fees.
- **Storm Water PAYGO:** Dollars represent a portion of the total storm water fees collected from city residents.
- **Storm Water Program Income:** Interest earnings generated from fund balance investments.
- **Grants:** Funds received from outside parties including non-profits, private entities, state agencies such as NCDOT, and federal agencies such as the Federal Aviation Administration or the Federal Transit Administration.

Project Index

FY 2021 - 2025 Capital Investment Plan			
General Pay-As-You-Go (PAYGO) and Transit PAYGO			
Project Title	Fund	Page	FY 2021
Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)			
Advance Comprehensive Plan	General	263	\$250,000
Complete Traffic Studies	General	263	\$250,000
Purchase Transportation Equipment	General	263	\$200,000
Resurface Streets	General	264	\$1,261,000
Support Environmental Services Program	General	264	\$1,000,000
Replace Trees	General	265	\$900,000
Contribute to TreesCharlotte	General	265	\$100,000
Transfer Maintenance of Effort (MOE) to CATS	General	266	\$23,308,600
Allocate Proportional U-Drive-It Rental Tax to County and Towns	General	266	\$551,607
Contribute to CityLYNX Gold Line Operating Costs	General	266	\$3,410,555
Neighborhood Development (Safe, Healthy, and Inclusive Communities)			
Support Business in Opportunity Corridors	General	267	\$5,000,000
Support Placemaking in Opportunity Corridors	General	267	\$500,000
Increase Street Lighting Projects	General	268	\$250,000
Trim and Remove Trees	General	268	\$1,625,000
Renovate Median Landscapes	General	268	\$250,000
Provide HOME Grant Match	General	269	\$810,302
Support Innovative Housing	General	269	\$3,400,000
Offer In Rem Remedy - Residential	General	269	\$500,000
Promote JumpStart Microgrants	General	270	\$250,000
Support Neighborhood Grants	General	270	\$400,000

Project Index

FY 2021 - 2025 Capital Investment Plan (continued)

PAYGO (continued)

Project Title	Fund	Page	FY 2021
Economic Development (Economy, Jobs, and Upward Mobility)			
Improve Cultural Facilities	General	271	\$7,450,368
Revitalize Business Corridors	General	271	\$750,000
Enhance Economic Development Programs	General	271	\$1,000,000
Build Minority, Women, and Small Business Enterprise (MWSBE) Capacity	General	272	\$450,000
Complete MWSBE Study	General	272	\$250,000
Advance Historic West End Initiative	General	272	\$150,000
Fund Synthetic Tax Increment Grant (STIG) Cultural Projects	General	273	\$34,644
Support STIG Developer Payments and Business Investment Grants (BIGs)	General	273	\$90,526
Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)			
Maintain City-owned Facilities	General	274	\$4,000,000
Repair City-owned Parking Lots and Parking Decks	General	274	\$250,000
Maintain Government Center Parking Deck	General	274	\$200,000
Invest in Technology and Disaster Recovery	General	275	\$500,000
Enhance Innovation and Technology Assets	General	275	\$1,500,000
Upgrade Business System Software	General	275	\$2,466,405
Purchase Police Technology and Equipment	General	276	\$2,000,000
Support Firefighter Lifecycle Management	General	276	\$750,000
Purchase Municipal Equipment	General	276	\$1,200,000
Sub-Total General PAYGO and Transit PAYGO			\$67,259,007

Project Index

FY 2021 - 2025 Capital Investment Plan (continued)			
Project Title	Fund	Page	FY 2021
Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)			
Widen Beatties Ford Road	General	285	\$1,600,000
Improve Providence and McKee Road Intersection	General	286	\$570,000
Connect Northeast Corridor Infrastructure	General	287	\$20,300,000
Extend Bryant Farms Road	General	288	\$18,000,000
Resurface Streets	General	289	\$8,000,000
Mitigate Congestion	General	290	\$7,612,000
Expand Bicycle Facilities	General	291	\$4,000,000
Maintain Traffic Signal System Coordination	General	292	\$4,000,000
Upgrade Traffic Control Devices	General	293	\$4,000,000
Repair and Replace Bridges	General	294	\$4,000,000
Improve Idlewild Road and Monroe Road Intersection	General	295	\$2,500,000
Implement Americans with Disabilities Act (ADA) Transition Plan in Rights-of-Way	General	296	\$1,000,000
Increase Building Sustainability	General	297	\$2,000,000
Install Sustainable Infrastructure	General	298	\$1,000,000
Plan and Design Silver Line Light Rail	CATS	299	\$21,175,000
Design South End Light Rail Station	CATS	300	\$1,581,717
Construct Hambright Park and Ride	CATS	301	\$2,792,500
Develop Transit Systems	CATS	302	\$4,300,000
Enhance Safety and Security on Transit	CATS	303	\$314,067
Purchase New Transit Support Systems	CATS	304	\$540,969
Purchase Vehicles for CATS	CATS	305	\$685,010
Relocate Water and Wastewater Infrastructure	Charlotte Water	306	\$16,000,000
Recover Resources and Biosolids	Charlotte Water	307	\$3,400,000
Improve Drainage for Storm Water	Storm Water	308	\$53,821,000
Mitigate Impacts to Streams and Wetlands	Storm Water	309	\$1,500,000
Enhance Storm Water Mitigation Programs	Storm Water	310	\$1,179,000
Sub-Total Transportation, Planning, and Environment			\$185,871,263

Project Index

FY 2021 - 2025 Capital Investment Plan (continued)

Neighborhood Development (Safe, Healthy, and Inclusive Communities)

Project Title	Fund	Page	FY 2021
Create and Preserve Affordable Housing	General	313	\$50,000,000
Complete Comprehensive Neighborhood Improvement Program (CNIP)	General	314	\$30,000,000
Advance Central/Albemarle/Shamrock CNIP	General	315	-
Support Prosperity Village CNIP	General	316	-
Further Sunset/Beatties Ford CNIP	General	318	-
Advance West Trade/Rozzelles Ferry CNIP	General	319	-
Support Whitehall/Ayrsley CNIP	General	321	-
Improve Sidewalks and Pedestrian Safety	General	322	\$15,000,000
Invest in Opportunity Corridors	General	323	\$14,500,000
Strengthen East/Southeast Sidewalk and Bikeway Connections	General	324	\$2,000,000
Enhance Transportation Safety (Vision Zero)	General	325	\$2,000,000
Replace Police Helicopter	General	326	\$4,700,000
Construct Stowe Regional Water Resource Recovery Facility	Charlotte Water	327	\$43,500,000
Expand Mallard Creek Wastewater Treatment Plant	Charlotte Water	328	\$13,300,000
Improve McAlpine Creek Wastewater Treatment Plant	Charlotte Water	329	\$6,100,000
Upgrade McDowell Creek Wastewater Treatment Plant	Charlotte Water	330	\$4,500,000
Upgrade Water Treatment Plants	Charlotte Water	331	\$9,449,999
Improve Wastewater Treatment Plants	Charlotte Water	332	\$15,900,000
Improve Franklin Water Treatment Plant	Charlotte Water	333	\$2,750,000
Rehabilitate and Improve Wastewater Infrastructure	Charlotte Water	334	\$124,000,000
Rehabilitate and Improve Water Infrastructure	Charlotte Water	335	\$29,700,000
Sub-Total Neighborhood Development			\$367,399,999

Project Index

FY 2021 - 2025 Capital Investment Plan (continued)

Economic Development (Economy, Jobs, and Upward Mobility)

Project Title	Fund	Page	FY 2021
Beautify Monroe Road Streetscape	General	339	\$10,320,000
Renovate Airport Terminal	Aviation	340	\$130,660,913
Enhance Airfield Capacity	Aviation	341	\$97,720,792
Enhance Airport Services Facilities	Aviation	342	\$15,121,281
Expand Airport Cargo Capacity	Aviation	343	\$3,808,432
Expand Ground Transportation Capacity	Aviation	344	\$7,251,410
Improve Private Aircraft Area	Aviation	345	\$1,321,600
Install and Expand New Water and Sewer Service	Charlotte Water	346	\$42,359,585
Construct Dixie Berryhill Water and Sewer Projects	Charlotte Water	347	-

Sub-Total Economic Development **\$308,564,013**

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

Project Title	Fund	Page	FY 2021
Construct Capital Building Improvements	General	351	\$3,500,000
Replace Government Center Heating, Ventilation, and Air Conditioning (HVAC)	General	352	\$5,460,000
Support Land Acquisition Program	General	353	\$1,840,000
Implement ADA Transition Plan in Facilities	General	354	\$1,000,000
Maintain Transit Vehicles	CATS	355	\$12,756,316
Maintain Transit Facilities	CATS	356	\$1,649,640
Replace and Upgrade Field and Administrative Facilities	Charlotte Water	357	\$15,150,000
Enhance Security and Technology	Charlotte Water	358	\$6,187,000

Sub-Total Well-Managed Government **\$47,542,956**

FY 2021 – 2025 CIP

Project Index

FY 2021 - 2025 Capital Investment Plan (continued)

Summary of Projects by Fund

Fund	FY 2021
General	\$286,161,007
Transfers/Direct Payments from PAYGO	-\$36,856,602
Sub-Total General	\$249,304,405
Aviation	\$255,884,428
Charlotte Area Transit System (CATS)	\$45,795,219
Charlotte Water	\$332,296,584
Storm Water Services	\$56,500,000
TOTAL Capital Investment Plan	\$939,780,636

General CIP Sources and Uses

Funding Sources and Uses Summary

Funding Sources

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	2020 Bond FY 2021	FY 2022	2022 Bond FY 2023	FY 2024	2024 Bond FY 2025	
GO Bonds	\$197,232,000	-	-	-	-	\$197,232,000
Other Debt	\$19,500,000	\$22,600,000	\$9,100,000	\$9,400,000	\$3,000,000	\$63,600,000
General PAYGO	\$30,402,405	\$17,277,927	\$14,401,647	\$15,071,488	\$17,228,123	\$94,381,590
Reappropriation of Prior Authorization	\$2,170,000	-	-	-	-	\$2,170,000
Sources Total	\$249,304,405	\$39,877,927	\$23,501,647	\$24,471,488	\$20,228,123	\$357,383,590

Funding Uses

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	2020 Bond FY 2021	FY 2022	2022 Bond FY 2023	FY 2024	2024 Bond FY 2025	
Neighborhoods	\$44,500,000	-	-	-	-	\$44,500,000
Housing	\$50,000,000	-	-	-	-	\$50,000,000
Transportation	\$102,732,000	-	-	-	-	\$102,732,000
GO Bonds Sub-Total	\$197,232,000	-	-	-	-	\$197,232,000
Facilities	\$19,500,000	\$22,600,000	\$9,100,000	\$9,400,000	\$3,000,000	\$63,600,000
One-Time Projects	\$30,402,405	\$17,277,927	\$14,401,647	\$15,071,488	\$17,228,123	\$94,381,590
Previously-Funded Projects	\$2,170,000	-	-	-	-	\$2,170,000
Uses Total	\$249,304,405	\$39,877,927	\$23,501,647	\$24,471,488	\$20,228,123	\$357,383,590

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary (continued)

Funding Sources

	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
AVIATION						
Revenue Bonds	\$152,847,287	\$225,265,151	\$235,044,820	\$248,850,228	\$172,117,654	\$1,034,125,140
Federal Grants	\$42,237,877	\$89,771,447	\$93,024,426	\$217,790,048	\$216,565,328	\$659,389,126
Passenger Facility Charges	\$24,074,089	\$38,159,590	\$27,750,182	\$29,007,028	\$5,311,051	\$124,301,940
Customer Facility Charges	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	-	\$28,000,000
Aviation PAYGO	\$29,725,175	\$34,657,366	\$17,221,100	\$16,022,000	\$11,752,001	\$109,377,642
Aviation Sub-Total	\$255,884,428	\$394,853,554	\$380,040,528	\$518,669,304	\$405,746,034	\$1,955,193,848
CATS						
Federal Grants	\$13,724,773	\$17,614,010	\$10,308,985	\$10,298,388	\$11,042,587	\$62,988,743
State Grants	\$2,021,567	\$2,666,098	\$1,050,740	\$1,126,780	\$1,145,322	\$8,010,507
Private Funding	-	\$1,894,052	\$1,949,260	\$1,873,220	-	\$5,716,532
Transfer from Control Account	\$30,048,879	\$27,202,028	\$5,022,986	\$5,087,126	\$4,977,890	\$72,338,909
CATS Sub-Total	\$45,795,219	\$49,376,188	\$18,331,971	\$18,385,514	\$17,165,799	\$149,054,691
CHARLOTTE WATER						
Water Revenue Bonds	\$41,649,999	\$43,500,000	\$20,500,000	\$23,658,471	\$47,985,025	\$177,293,495
Sewer Revenue Bonds	\$151,146,585	\$206,540,905	\$145,267,620	\$159,400,000	\$212,610,000	\$874,965,110
Charlotte Water PAYGO	\$139,500,000	\$185,039,932	\$185,537,617	\$189,101,766	\$194,846,226	\$894,025,541
Water/Sewer Sub-Total	\$332,296,584	\$435,080,837	\$351,305,237	\$372,160,237	\$455,441,251	\$1,946,284,146
STORM WATER						
Revenue Bonds	-	\$55,000,000	\$75,000,000	\$70,000,000	\$70,000,000	\$270,000,000
Storm Water PAYGO	\$55,000,000	\$46,000,000	\$47,000,000	\$50,000,000	\$43,000,000	\$241,000,000
Program Income	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Storm Water Services Sub-Total	\$56,500,000	\$102,500,000	\$123,500,000	\$121,500,000	\$114,500,000	\$518,500,000
Sources Total	\$690,476,231	\$981,810,579	\$873,177,736	\$1,030,715,055	\$992,853,084	\$4,569,032,685

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary (continued)

Funding Uses

	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
AVIATION						
Terminal Renovations	\$130,660,913	\$165,493,288	\$191,077,403	\$146,808,264	\$67,425,062	\$701,464,930
Airfield Capacity	\$97,720,792	\$214,301,991	\$176,042,025	\$360,139,040	\$330,868,972	\$1,179,072,820
Services Facilities	\$15,121,281	\$9,136,275	\$6,999,100	\$5,800,000	\$5,800,000	\$42,856,656
Cargo Capacity	\$3,808,432	-	-	-	-	\$3,808,432
Ground Transportation	\$7,251,410	\$4,270,000	\$4,270,000	\$4,270,000	-	\$20,061,410
Private Aircraft Area	\$1,321,600	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$7,929,600
Aviation Sub-Total	\$255,884,428	\$394,853,554	\$380,040,528	\$518,669,304	\$405,746,034	\$1,955,193,848
CATS						
Silver Line Light Rail	\$21,175,000	\$19,825,000	-	-	-	\$41,000,000
South End Station	\$1,581,717	\$3,000,000	\$3,000,000	\$3,000,000	-	\$10,581,717
Hambright Park and Ride	\$2,792,500	\$9,905,000	-	-	-	\$12,697,500
Transit Systems	\$4,300,000	\$200,000	\$200,000	\$200,000	\$250,000	\$5,150,000
Transit Safety and Security	\$314,067	\$1,250,065	\$298,897	\$301,136	\$761,339	\$2,925,504
Transit Support Systems	\$540,969	\$777,459	\$681,432	\$580,500	\$2,618,432	\$5,198,792
CATS Vehicles	\$685,010	\$530,320	\$390,530	\$320,740	\$370,000	\$2,296,600
Transit Vehicles	\$12,756,316	\$12,368,100	\$12,461,112	\$12,883,138	\$12,366,028	\$62,834,694
Transit Facilities	\$1,649,640	\$1,520,244	\$1,300,000	\$1,100,000	\$800,000	\$6,369,884
CATS Sub-Total	\$45,795,219	\$49,376,188	\$18,331,971	\$18,385,514	\$17,165,799	\$149,054,691
CHARLOTTE WATER						
Relocate Water/Wastewater Infrastructure	\$16,000,000	\$16,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$77,000,000
Resources and Biosolids	\$3,400,000	\$11,700,000	\$22,900,000	\$22,100,000	\$21,400,000	\$81,500,000
Stowe Water Resource Recovery Facility	\$43,500,000	\$60,000,000	\$60,000,000	\$61,000,000	\$62,000,000	\$286,500,000
Mallard Creek Wastewater Treatment Plant	\$13,300,000	\$16,500,000	\$26,100,000	\$27,400,000	\$13,600,000	\$96,900,000

Nongeneral CIP Sources and Uses

Funding Sources and Uses Summary (continued)

Funding Uses

	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
CHARLOTTE WATER (continued)						
McAlpine Creek Wastewater Treatment Plant	\$6,100,000	\$44,000,000	\$16,000,000	\$6,000,000	-	\$72,100,000
McDowell Creek Wastewater Treatment Plant	\$4,500,000	-	-	-	\$13,500,000	\$18,000,000
Water Treatment Plants	\$9,449,999	\$2,500,000	\$4,500,000	\$3,500,000	\$4,150,000	\$24,099,999
Wastewater Treatment Plants	\$15,900,000	\$17,010,000	\$24,800,000	\$16,050,000	\$15,100,000	\$88,860,000
Franklin Water Treatment Plant	\$2,750,000	\$11,000,000	\$14,000,000	\$2,500,000	\$14,500,000	\$44,750,000
Wastewater Infrastructure	\$124,000,000	\$125,825,000	\$70,750,000	\$113,275,000	\$156,710,000	\$590,560,000
Water Infrastructure	\$29,700,000	\$64,700,000	\$26,700,000	\$34,300,000	\$39,500,000	\$194,900,000
New Water/Sewer Service	\$42,359,585	\$42,925,837	\$43,965,237	\$43,965,237	\$42,781,251	\$215,997,147
Dixie Berryhill Projects	-	\$2,200,000	\$1,900,000	-	\$2,500,000	\$6,600,000
Field and Admin Facilities	\$15,150,000	\$12,085,000	\$6,400,000	\$5,300,000	\$10,300,000	\$49,235,000
Security and Technology	\$6,187,000	\$8,635,000	\$18,290,000	\$21,770,000	\$44,400,000	\$99,282,000
Water/Sewer Sub-Total	\$332,296,584	\$435,080,837	\$351,305,237	\$372,160,237	\$455,441,251	\$1,946,284,146
STORM WATER SERVICES						
Storm Drainage Improvements	\$53,821,000	\$97,925,000	\$115,325,000	\$112,895,000	\$104,695,000	\$484,661,000
Streams and Wetlands	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Mitigation Programs	\$1,179,000	\$3,075,000	\$6,675,000	\$7,105,000	\$8,305,000	\$26,339,000
Storm Water Services Sub-Total	\$56,500,000	\$102,500,000	\$123,500,000	\$121,500,000	\$114,500,000	\$518,500,000
Uses Total	\$690,476,231	\$981,810,579	\$873,177,736	\$1,030,715,055	\$992,853,084	\$4,569,032,685

General CIP

PAYGO Summary Schedule

Pay-As-You-Go (PAYGO) Summary

<u>REVENUES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Property Tax (0.73¢)	\$10,588,053	\$10,826,284	\$11,069,876	\$11,318,948	\$11,573,624	\$55,376,785
PAYGO Fund - Interest Income	\$1,265,185	\$1,265,000	\$1,265,000	\$1,265,000	\$1,265,000	\$6,325,185
Sales Tax	\$15,574,678	\$14,399,905	\$12,421,786	\$13,256,138	\$14,392,302	\$70,044,809
Enterprise Business System Software	\$932,301	\$747,792	-	-	-	\$1,680,093
Capital Reserve from FY 2019	\$2,082,779	-	-	-	-	\$2,082,779
PAYGO Available Cash Balance	\$5,133,746	-	-	-	-	\$5,133,746
PAYGO Capital Project Savings	\$4,411,503	-	-	-	-	\$4,411,503
TOTAL REVENUES PAYGO	\$39,988,245	\$27,238,981	\$24,756,662	\$25,840,086	\$27,230,926	\$145,054,900
<u>EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Transportation, Planning, and Environment						
Advance Comprehensive Plan	\$250,000	-	-	-	-	\$250,000
Complete Traffic Studies	\$250,000	\$400,000	\$350,000	\$400,000	\$400,000	\$1,800,000
Purchase Transportation Equipment	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Resurface Streets	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Support Environmental Services Program	\$1,000,000	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,600,000
Replace Trees	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Contribute to TreesCharlotte	\$100,000	-	-	-	-	\$100,000
Neighborhood Development						
Support Business in Opportunity Corridors	\$5,000,000	-	-	-	-	\$5,000,000
Support Placemaking in Opportunity Corridors	\$500,000	-	-	-	-	\$500,000
Increase Street Lighting Projects	\$250,000	-	-	-	-	\$250,000
Trim and Remove Trees	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,125,000
Renovate Median Landscapes	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Provide HOME Grant Match	\$810,302	\$810,302	\$810,302	\$810,302	\$810,302	\$4,051,510
Support Innovative Housing	\$3,400,000	\$3,200,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,600,000
Offer In Rem Remedy - Residential	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Promote Jumpstart Microgrants	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$650,000
Support Neighborhood Grants	\$400,000	\$400,000	\$250,000	\$300,000	\$300,000	\$1,650,000
Economic Development						
Improve Cultural Facilities ¹	\$7,450,368	\$7,822,866	\$8,214,030	\$8,624,732	\$9,055,969	\$41,167,965
Revitalize Business Corridors	\$750,000	-	\$750,000	\$750,000	\$750,000	\$3,000,000
Enhance Economic Development Programs	\$1,000,000	\$1,000,000	-	-	-	\$2,000,000
Build MWSBE Capacity	\$450,000	-	-	-	-	\$450,000
Complete MWSBE Study	\$250,000	\$250,000	-	-	-	\$500,000
Advance Historic West End Initiative	\$150,000	-	-	-	-	\$150,000
Fund Synthetic Tax Increment Grants (STIGs)	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220
Support STIG Developer Payments and Business Investment Grants (BIGs)	\$90,526	\$93,242	\$96,039	\$98,920	\$101,888	\$480,615
Well-Managed Government						
Maintain City-Owned Facilities	\$4,000,000	\$3,763,641	\$3,515,647	\$4,085,488	\$4,242,123	\$19,606,899
Repair City-Owned Parking Lots/Decks	\$250,000	\$250,000	\$300,000	\$300,000	\$300,000	\$1,400,000
Maintain Government Center Parking Deck	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Invest in Technology and Disaster Recovery	\$500,000	-	-	-	-	\$500,000
Enhance Innovation and Technology Assets	\$1,500,000	-	-	-	\$2,000,000	\$3,500,000
Upgrade Business System Software	\$2,466,405	\$1,978,286	-	-	-	\$4,444,691
Purchase Police Technology and Equipment	\$2,000,000	-	-	-	-	\$2,000,000
Support Firefighter Lifecycle Management	\$750,000	-	-	-	-	\$750,000
Purchase Municipal Equipment	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	-	\$4,800,000
TOTAL EXPENDITURES PAYGO	\$39,988,245	\$27,238,981	\$24,756,662	\$25,840,086	\$27,230,926	\$145,054,900

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

General CIP

PAYGO Summary Schedule

PAYGO Summary (continued)

<u>USE CATEGORIES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Direct Payments	\$90,526	\$93,242	\$96,039	\$98,920	\$101,888	\$480,615
Transfer to HOME	\$810,302	\$810,302	\$810,302	\$810,302	\$810,302	\$4,051,510
Transfer to Tourism Funds	\$7,485,012	\$7,857,510	\$8,248,674	\$8,659,376	\$9,090,613	\$41,341,185
Transfer to Debt Service Fund	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	-	\$4,800,000
Transfer to CIP	\$30,402,405	\$17,277,927	\$14,401,647	\$15,071,488	\$17,228,123	\$94,381,590
TOTAL USES PAYGO	\$39,988,245	\$27,238,981	\$24,756,662	\$25,840,086	\$27,230,926	\$145,054,900

General CIP

Transit PAYGO Summary Schedule

Transit PAYGO Summary

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

Dedicated revenues totaling \$156.7 million over five years to support Transit PAYGO include vehicle rental tax and motor vehicle license revenue, Gold Line fare revenue upon commencement of Phase II operations, Gold Line reserves, and a portion of the city's sales taxes. Surplus revenue from vehicle rental tax and motor vehicle license in FY 2019 and FY 2020 were placed in a reserve for future needs associated with the CityLYNX Gold Line.

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

REVENUES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Vehicle Rental Tax (U-Drive-It)	\$9,864,567	\$10,357,795	\$10,875,685	\$11,419,469	\$11,990,443	\$54,507,959
Motor Vehicle License	\$14,970,265	\$15,269,670	\$15,575,064	\$15,886,565	\$16,204,296	\$77,905,860
CityLYNX Gold Line Fares	\$319,800	\$639,600	\$639,600	\$639,600	\$639,600	\$2,878,200
CityLYNX Gold Line Reserve	\$2,116,130	\$2,883,902	-	-	-	\$5,000,032
Sales Tax-Partial Transfer from PAYGO	-	\$1,875,634	\$4,811,663	\$4,857,316	\$4,898,526	\$16,443,139
TOTAL REVENUE TRANSIT PAYGO	\$27,270,762	\$31,026,601	\$31,902,012	\$32,802,950	\$33,732,865	\$156,735,190

EXPENDITURES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Transfer Maintenance of Effort (MOE) to CATS	\$23,308,600	\$24,007,826	\$24,728,061	\$25,469,903	\$26,234,000	\$123,748,390
Allocate U-Drive-It Tax to County/Towns	\$551,607	\$579,187	\$608,147	\$638,554	\$670,482	\$3,047,977
Contribute to CityLYNX Gold Line Operating Costs	\$3,410,555	\$6,439,588	\$6,565,804	\$6,694,493	\$6,828,383	\$29,938,823
TOTAL EXPENDITURES TRANSIT PAYGO	\$27,270,762	\$31,026,601	\$31,902,012	\$32,802,950	\$33,732,865	\$156,735,190

USE CATEGORIES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Direct Payments	\$551,607	\$579,187	\$608,147	\$638,554	\$670,482	\$3,047,977
Transfer to CATS	\$26,719,155	\$30,447,414	\$31,293,865	\$32,164,396	\$33,062,383	\$153,687,213
TOTAL USES TRANSIT PAYGO	\$27,270,762	\$31,026,601	\$31,902,012	\$32,802,950	\$33,732,865	\$156,735,190

General CIP

GO Bond Summary of Changes

Summary of Changes from FY 2020 to FY 2021

<u>PROJECT</u>	FY 2020 Planned	FY 2021 Proposed	Change in Funding
Invest in Opportunity Corridors	\$0	\$14,500,000	\$14,500,000
Resurface Streets	\$0	\$8,000,000	\$8,000,000
Mitigate Congestion	\$0	\$7,612,000	\$7,612,000
Expand Bicycle Facilities	\$0	\$4,000,000	\$4,000,000
Enhance Transportation Safety (Vision Zero)	\$0	\$2,000,000	\$2,000,000
Implement ADA Transition Plan in Rights-of-Way	\$0	\$1,000,000	\$1,000,000
Develop Dixie Berryhill Area Roads ¹	\$21,480,000	\$0	(\$21,480,000)
Connect Northeast Corridor Infrastructure ¹	\$27,300,000	\$20,300,000	(\$7,000,000)
Extend Park South Drive ¹	\$4,632,000	\$0	(\$4,632,000)
Maintain Traffic Signal System Coordination ¹	\$6,000,000	\$4,000,000	(\$2,000,000)
Acquire Land and Create Street Connections ¹	\$2,000,000	\$0	(\$2,000,000)
TOTAL	\$61,412,000	\$61,412,000	\$0
Total 2020 Bond	\$197,232,000	\$197,232,000	\$0

¹Funding reductions are based on analysis of project funding needs, projected cash flow, inability to secure private partners, and/or project timing.

Big Ideas Bond Summary

	2014 Bond	2016 Bond	2018 Bond	2020 Bond	Total
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS					
Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)					
Connect Northeast Corridor Infrastructure	\$16,640,000	\$35,360,000	\$27,300,000	\$20,300,000	\$99,600,000
Extend Bryant Farms Road			\$2,000,000	\$18,000,000	\$20,000,000
Resurface Streets				\$8,000,000	\$8,000,000
Mitigate Congestion				\$7,612,000	\$7,612,000
Expand Bicycle Facilities			\$4,000,000	\$4,000,000	\$8,000,000
Maintain Traffic Signal System Coordination	\$3,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$13,000,000
Upgrade Traffic Control Devices	\$7,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$19,000,000
Repair and Replace Bridges	\$4,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$14,000,000
Improve Idlewild Road and Monroe Road Intersection		\$6,100,000		\$2,500,000	\$8,600,000
Implement ADA Transition Plan in Rights-of-Way				\$1,000,000	\$1,000,000
Connect Research Drive and J.W. Clay Boulevard (North Bridge)	\$3,000,000	\$12,480,000	\$9,700,000		\$25,180,000
Complete IBM Drive to Ikea Boulevard Connection (South Bridge)	\$15,080,000				\$15,080,000
Construct Eastern Circumferential	\$12,064,000				\$12,064,000
Enhance Neighborhood Transportation	\$5,200,000	\$5,000,000			\$10,200,000
Improve Providence Road/McKee Road Intersection			\$800,000		\$800,000
Neighborhood Development (Safe, Healthy, and Inclusive Communities)					
Create and Preserve Affordable Housing	\$15,000,000	\$15,000,000	\$50,000,000	\$50,000,000	\$130,000,000
Complete CNIPs	\$20,000,000	\$40,000,000	\$30,000,000	\$30,000,000	\$120,000,000
Promote SouthPark CNIP		\$5,000,000	\$10,000,000		\$15,000,000
Improve Sidewalks and Pedestrian Safety	\$15,000,000	\$15,000,000	\$30,000,000	\$15,000,000	\$75,000,000
Invest in Opportunity Corridors				\$14,500,000	\$14,500,000
Strengthen East/Southeast Sidewalk and Bikeway Connections		\$2,000,000	\$4,000,000	\$2,000,000	\$8,000,000
Enhance Transportation Safety (Vision Zero)			\$2,000,000	\$2,000,000	\$4,000,000
Construct Cross Charlotte Multi-Use Trail	\$5,000,000	\$25,000,000	\$5,000,000		\$35,000,000
Lengthen Cross Charlotte Trail with South Charlotte Connector		\$3,000,000			\$3,000,000
Support Public/Private Redevelopment (Eastland Corridor)		\$10,000,000	\$10,000,000		\$20,000,000
Reinvest in Neighborhoods			\$5,000,000		\$5,000,000
Connect Pedestrians/Bicyclists in South End		\$2,000,000			\$2,000,000
Economic Development (Economy, Jobs, and Upward Mobility)					
Beautify Monroe Road Streetscape		\$2,080,000	\$1,000,000	\$10,320,000	\$13,400,000
Promote Applied Innovation Corridor	\$12,480,000	\$2,720,000	\$13,760,000		\$28,960,000
Develop Dixie Berryhill Area Roads		\$16,200,000	\$8,520,000		\$24,720,000
Acquire Land and Create Street Connections	\$12,500,000	\$7,500,000			\$20,000,000
Extend Park South Drive		\$4,000,000			\$4,000,000
Total General Obligation Bonds	\$145,964,000	\$218,440,000	\$223,080,000	\$197,232,000	\$784,716,000

General CIP

Other Debt Summary of Changes

Summary of Changes from FY 2020 to FY 2021

PROJECT	FY 2020 Planned	FY 2021 Proposed	Change in Funding
Replace Helicopter for CMPD	\$0	\$4,700,000	\$4,700,000
Support Land Acquisition Program	\$0	\$1,840,000	\$1,840,000
Increase Building Sustainability	\$0	\$2,000,000	\$2,000,000
Install Sustainable Infrastructure	\$0	\$1,000,000	\$1,000,000
Construct Capital Building Improvements	\$2,500,000	\$3,500,000	\$1,000,000
Implement ADA Transition Plan	\$200,000	\$1,000,000	\$800,000
Construct Fire Stations ¹	\$9,350,000	\$0	(\$9,350,000)
TOTAL	\$12,050,000	\$14,040,000	\$1,990,000

¹The Hidden Valley Neighborhood Infill Fire Station is currently in the Advanced Planning and Design Program. Once design has been completed, the project budget will be updated based on a finalized scope and construction timeline and included in a future budget.

General CIP

Other Debt Summary Schedule

Other Debt Summary *(does not require voter approval)*

<u>OTHER DEBT REVENUES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Certificates of Participation (COPs)	\$19,500,000	\$22,600,000	\$9,100,000	\$9,400,000	\$3,000,000	\$63,600,000
TOTAL OTHER DEBT REVENUES	\$19,500,000	\$22,600,000	\$9,100,000	\$9,400,000	\$3,000,000	\$63,600,000

<u>OTHER DEBT EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
<u>Neighborhood Development</u>						
Replace Police Helicopter	\$4,700,000	-	-	-	-	\$4,700,000
Increase Building Sustainability	\$2,000,000	\$2,000,000	-	-	-	\$4,000,000
Install Sustainable Infrastructure	\$1,000,000	\$1,000,000	-	-	-	\$2,000,000
Hidden Valley Neighborhood Infill Fire Station	-	\$10,800,000 ¹	-	-	-	\$10,800,000
Sub-Total Neighborhood Development	\$7,700,000	\$13,800,000	-	-	-	\$21,500,000
<u>Well-Managed Government</u>						
Construct Capital Building Improvements	\$3,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,500,000
Replace Government Center HVAC	\$5,460,000	\$5,800,000	\$6,100,000	\$6,400,000	-	\$23,760,000
Support Land Acquisition Program	\$1,840,000	-	-	-	-	\$1,840,000
Implement ADA Transition Plan in Facilities	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Sub-Total Well-Managed Government	\$11,800,000	\$8,800,000	\$9,100,000	\$9,400,000	\$3,000,000	\$42,100,000
TOTAL OTHER DEBT EXPENDITURES	\$19,500,000	\$22,600,000	\$9,100,000	\$9,400,000	\$3,000,000	\$63,600,000

¹The Hidden Valley Neighborhood Infill Fire Station is currently in the Advanced Planning and Design Program. Once design has been completed, the project budget will be updated based on a finalized scope and construction timeline.

Operating Impact Summary Schedule

Operating Impact from Major CIP Projects

	Total Project Cost to City	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Transportation, Planning, and Environment				
Northeast Corridor Infrastructure (NECI)	\$99,600,000	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Costs will be covered within existing capital maintenance budgets.	\$74,700	FY 2023
Bryant Farms Road	\$20,000,000	Periodic repaving, as well as maintenance of sidewalks, curb and gutter, pedestrian crossings, landscaping, street signs, and traffic signals. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue. Remaining costs will be covered within existing capital maintenance budgets.	\$15,000	FY 2024
Idlewild Road and Monroe Road Intersection	\$12,500,000	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, landscaping, and traffic signals. Costs will be covered within existing capital maintenance budgets.	\$9,375	FY 2023
Resurface Streets	\$8,000,000	Periodic repaving. Increases in street resurfacing costs are anticipated to be offset by Powell Bill revenue.	\$6,000	FY 2023
Mitigate Congestion	\$7,612,000	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.	\$5,709	FY 2023
Bicycle Facilities	\$4,000,000	Periodic maintenance of bicycle lanes. Increase in street resurfacing costs will be offset by Powell Bill revenue.	\$3,000	FY 2023
Traffic Signal System Coordination	\$4,000,000	Costs will be covered within existing traffic system maintenance budget.	\$3,000	FY 2023
Traffic Control Devices	\$4,000,000	Costs will be covered within existing traffic control devices budget.	\$3,000	FY 2023
Bridge Program	\$4,000,000	Costs will be covered within existing bridge program budget.	\$3,000	FY 2023
ADA Transition Plan in Rights-of-Way	\$1,000,000	Costs will be covered within existing capital maintenance budgets.	\$750	FY 2023
Neighborhood Development				
Comprehensive Neighborhood Improvement Program (CNIP)	\$120,000,000	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Initial maintenance costs will be covered within existing capital maintenance budgets. At completion of all CNIP projects, the capital maintenance budgets may require additional funding to fully support the new infrastructure.	\$90,000	FY 2024
Sidewalk and Pedestrian Safety	\$15,000,000	Costs will be covered within existing capital maintenance budgets.	\$11,250	FY 2023
Opportunity Corridors	\$14,500,000	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Costs will be covered within existing capital maintenance budgets.	\$10,875	FY 2023
East/Southeast Sidewalks and Bikeways	\$8,000,000	Periodic maintenance of sidewalks, curb and gutter, and bicycle lanes. Costs will be covered within existing capital maintenance budgets.	\$6,000	FY 2023
Transportation Safety (Vision Zero)	\$2,000,000	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and bicycle lanes. Costs will be covered within existing capital maintenance budget.	\$1,500	FY 2023
Police Helicopter	\$4,700,000	Periodic maintenance of aircraft, software systems, and equipment may be necessary. Costs will be covered within Police's operating budget.	\$3,525	FY 2021
Sustainable Infrastructure	\$1,000,000	Utility costs associated with new EV charging stations at city-owned facilities. Costs will be paid out of the corresponding department's operating budget.	\$1,560	FY 2022

General CIP

Operating Impact Summary Schedule

Operating Impact from Major CIP Projects (continued)

	Total Project Cost to City	Operating Cost	Estimated Annual Operating Cost	Anticipated First Year Needed
Economic Development				
Monroe Road Streetscape	\$13,400,000	Periodic maintenance of sidewalks, curb and gutter, pedestrian crossings, and landscaping. Costs will be covered within existing capital maintenance budgets.	\$10,050	FY 2023
Well-Managed Government				
Land Acquisition Program	\$1,840,000	Periodic maintenance cost of land between time of purchase and initiation of construction. Costs could include mowing, debris removal, or securing existing infrastructure. Costs are estimated at \$5,000 per acre.	\$11,040	FY 2021
TOTAL OPERATING IMPACT FROM MAJOR CIP PROJECTS			\$269,334	

General CIP

Public Art Summary Schedule

Public Art Summary

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

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

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
<u>PUBLIC ART REVENUES</u>						
General Obligation (GO) Bonds (2020)	\$426,120	-	-	-	-	\$426,120
Other Debt	-	\$64,800	-	-	-	\$64,800
TOTAL PUBLIC ART REVENUES	\$426,120	\$64,800	-	-	-	\$490,920
<u>PUBLIC ART EXPENDITURES</u>						
Connect Northeast Corridor Infrastructure	\$121,800	-	-	-	-	\$121,800
Expand Bicycle Facilities	\$4,000	-	-	-	-	\$4,000
Repair and Replace Bridges	\$4,000	-	-	-	-	\$4,000
Complete Comprehensive Neighborhood Improvement Program	\$180,000	-	-	-	-	\$180,000
Improve Sidewalk and Pedestrian Safety	\$15,000	-	-	-	-	\$15,000
Invest in Opportunity Corridors	\$87,000	-	-	-	-	\$87,000
Strengthen East/Southeast Sidewalk and Bikeway Connections	\$2,000	-	-	-	-	\$2,000
Transportation Safety (Vision Zero)	\$2,000	-	-	-	-	\$2,000
Beautify Monroe Road Streetscape	\$10,320	-	-	-	-	\$10,320
Hidden Valley Neighborhood Infill Fire Station	-	\$64,800	-	-	-	\$64,800
TOTAL PUBLIC ART EXPENDITURES	\$426,120	\$64,800	-	-	-	\$490,920

The Aviation public art allocation for FY 2021 is \$613,942.

Nongeneral Funds Project Summary Schedules

Aviation Summary

<u>AVIATION REVENUES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Revenue Bonds	\$152,847,287	\$225,265,151	\$235,044,820	\$248,850,228	\$172,117,654	\$1,034,125,140
Federal Grants	\$42,237,877	\$89,771,447	\$93,024,426	\$217,790,048	\$216,565,328	\$659,389,126
Passenger Facility Charges	\$24,074,089	\$38,159,590	\$27,750,182	\$29,007,028	\$5,311,051	\$124,301,940
Customer Facility Charges	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	-	\$28,000,000
Aviation Pay-As-You-Go	\$29,725,175	\$34,657,366	\$17,221,100	\$16,022,000	\$11,752,001	\$109,377,642
TOTAL AVIATION REVENUES	\$255,884,428	\$394,853,554	\$380,040,528	\$518,669,304	\$405,746,034	\$1,955,193,848

<u>AVIATION EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Renovate Airport Terminal						
Central Energy Plant	\$67,968,478	-	-	-	-	\$67,968,478
Concourse E Expansion - Phase 9	\$24,876,695	-	-	-	-	\$24,876,695
Terminal Lobby Expansion	\$19,193,116	\$148,467,166	\$90,473,555	\$63,460,214	\$33,901,226	\$355,495,277
Terminal Lobby Canopy	\$17,324,422	\$16,998,937	\$14,441,197	\$10,103,442	\$5,393,143	\$64,261,141
Airport Comm Room Expansion	\$877,021	-	-	-	-	\$877,021
Terminal Passenger Flow Analysis	\$421,181	-	-	-	-	\$421,181
Concourse A North Expansion Phase II	-	\$27,185	\$86,162,651	\$73,244,608	\$28,130,693	\$187,565,137
Sub-Total Airport Terminal	\$130,660,913	\$165,493,288	\$191,077,403	\$146,808,264	\$67,425,062	\$701,464,930
Enhance Airfield Capacity						
North EAT and Relos (Old Dowd, Overlook, RTR, ASOS)	\$37,630,016	\$70,505,568	\$54,907,410	\$69,345,024	\$7,185,982	\$239,574,000
West Ramp Expansion Phase II and Fuel Station	\$24,269,536	\$12,780,555	-	-	-	\$37,050,091
Taxiway F Extension, Deice Pad, and Taxiway SCF	\$22,433,763	\$111,618,393	\$61,804,967	-	-	\$195,857,123
Field Maintenance Facility	\$4,500,000	-	-	-	-	\$4,500,000
Operating Capital - Airfield Maintenance	\$3,440,000	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	\$20,640,000
Taxiway Shoulder Rehabilitation	\$2,800,000	-	-	-	-	\$2,800,000
Airfield Pavement Improvements	\$1,500,000	-	-	-	-	\$1,500,000
South Ramp Expansion	\$963,226	\$2,772,664	\$15,644,810	\$25,183,507	\$9,703,148	\$54,267,355
Runway 18L/36R Rehab & C7 Removal	\$184,251	-	-	-	-	\$184,251
Fourth Parallel Runway	-	\$11,134,811	\$27,755,682	\$257,129,665	\$309,679,842	\$605,700,000
West Boulevard Relocation	-	\$1,190,000	\$11,629,156	\$4,180,844	-	\$17,000,000
Sub-Total Airfield Capacity	\$97,720,792	\$214,301,991	\$176,042,025	\$360,139,040	\$330,868,972	\$1,179,072,820
Enhance Airport Services Facilities						
Joint Operations Center	\$4,000,000	-	-	-	-	\$4,000,000
Operating Capital - Building Maintenance	\$3,040,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$18,240,000
Architectural Consultation and Programming Services	\$2,500,000	\$1,500,000	\$1,199,100	-	-	\$5,199,100
Airport Phone System Replacement	\$2,050,000	\$1,836,275	-	-	-	\$3,886,275
Professional Engineering Scoping and Programming Contracts	\$1,500,000	-	-	-	-	\$1,500,000
Technology Projects	\$1,350,087	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,350,087
Operating Capital - Fleet	\$400,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,400,000
Planning Support Services - Sustainability	\$250,000	-	-	-	-	\$250,000
EIS/EA for Master Plan Projects	\$31,194	-	-	-	-	\$31,194
Sub-Total Airport Services Facilities	\$15,121,281	\$9,136,275	\$6,999,100	\$5,800,000	\$5,800,000	\$42,856,656
Expand Airport Cargo Capacity						
Fire Station 41 Bay Expansion	\$3,808,432	-	-	-	-	\$3,808,432
Sub-Total Cargo Capacity	\$3,808,432	-	-	-	-	\$3,808,432

Nongeneral Funds Project Summary Schedules

Aviation Summary (continued)

<u>AVIATION EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Expand Ground Transportation Capacity						
Bus Purchase	\$4,270,000	\$4,270,000	\$4,270,000	\$4,270,000	-	\$17,080,000
Parking Revenue Control System Replacement and Enhancements	\$2,981,410	-	-	-	-	\$2,981,410
Sub-Total Ground Transportation Capacity	\$7,251,410	\$4,270,000	\$4,270,000	\$4,270,000	-	\$20,061,410
Improve Private Aircraft Area						
Capital Maintenance	\$1,321,600	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$7,929,600
Sub-Total Private Aircraft Area	\$1,321,600	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$7,929,600
TOTAL AVIATION EXPENDITURES	\$255,884,428	\$394,853,554	\$380,040,528	\$518,669,304	\$405,746,034	\$1,955,193,848

Nongeneral Funds Project Summary Schedules

Charlotte Area Transit System (CATS) Summary

CATS REVENUES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Federal Grants	\$13,724,773	\$17,614,010	\$10,308,985	\$10,298,388	\$11,042,587	\$62,988,743
State Grants	\$2,021,567	\$2,666,098	\$1,050,740	\$1,126,780	\$1,145,322	\$8,010,507
Private Funding	-	\$1,894,052	\$1,949,260	\$1,873,220	-	\$5,716,532
Transfer from Control Account	\$30,048,879	\$27,202,028	\$5,022,986	\$5,087,126	\$4,977,890	\$72,338,909
TOTAL CATS REVENUES	\$45,795,219	\$49,376,188	\$18,331,971	\$18,385,514	\$17,165,799	\$149,054,691

CATS EXPENDITURES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Plan and Design Silver Line Light Rail	\$21,175,000	\$19,825,000	-	-	-	\$41,000,000
Design South End Light Rail Station	\$1,581,717	\$3,000,000	\$3,000,000	\$3,000,000	-	\$10,581,717
Construct Hambright Park and Ride	\$2,792,500	\$9,905,000	-	-	-	\$12,697,500
Develop Transit Systems						
Blue Line Extension Local Share	\$300,000	-	-	-	-	\$300,000
American Disability Act Improvements	\$200,000	\$200,000	\$200,000	\$200,000	\$250,000	\$1,050,000
Right of Way Acquisitions	\$2,500,000	-	-	-	-	\$2,500,000
Silver Line Consultants	\$1,300,000	-	-	-	-	\$1,300,000
Sub-Total Transit Systems	\$4,300,000	\$200,000	\$200,000	\$200,000	\$250,000	\$5,150,000
Enhance Safety and Security on Transit						
Blue Line Extension Cameras	\$214,067	\$222,144	\$223,897	\$226,136	\$350,000	\$1,236,244
Mobile Video Replacements	-	\$952,921	-	-	\$336,339	\$1,289,260
Guard Shacks/Bollards	\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$400,000
Sub-Total Safety and Security on Transit	\$314,067	\$1,250,065	\$298,897	\$301,136	\$761,339	\$2,925,504
Purchase New Transit Support Systems						
Server Refresh	\$164,000	\$133,500	\$34,000	\$538,000	\$504,000	\$1,373,500
Davidson Network Refresh	-	\$52,500	\$220,000	\$42,500	\$24,000	\$339,000
UPS Refresh	-	\$210,000	-	-	\$240,000	\$450,000
Continuum/Two Factor Security for SSI/Tech Rooms	\$65,000	-	-	-	-	\$65,000
Network Infrastructure	-	-	-	-	\$329,000	\$329,000
DR System Upgrade	-	-	-	-	\$661,432	\$661,432
Upgrade Business System Software	\$311,969	\$231,459	-	-	-	\$543,428
Contingency for IT Projects	-	\$150,000	\$100,000	-	-	\$250,000
Rail Shop Equipment/ Contingency	-	-	\$327,432	-	-	\$327,432
HASTUS Software Upgrade	-	-	-	-	\$680,000	\$680,000
Tug Replacement	-	-	-	-	\$160,000	\$160,000
Bus Operations Control Center Workstation	-	-	-	-	\$20,000	\$20,000
Sub-Total Transit Support Systems	\$540,969	\$777,459	\$681,432	\$580,500	\$2,618,432	\$5,198,792
Purchase Vehicles for CATS						
Bus Operations Replacements	\$136,450	\$140,200	\$143,950	\$151,200	-	\$571,800
Bus Maintenance Replacements	\$219,800	\$226,100	\$79,800	-	-	\$525,700
Special Transportation Service Replacements	\$101,260	\$104,020	\$106,780	\$109,540	-	\$421,600
Track Maintenance Replacements	\$60,000	-	-	-	-	\$60,000
Emergency Response Replacements	\$107,500	-	-	-	-	\$107,500
Facility Maintenance Replacements	\$60,000	\$60,000	\$60,000	\$60,000	-	\$240,000
Technology Maintenance Replacements	-	-	-	-	\$70,000	\$70,000
Tow Truck	-	-	-	-	\$300,000	\$300,000
Sub-Total Vehicles for CATS	\$685,010	\$530,320	\$390,530	\$320,740	\$370,000	\$2,296,600

Nongeneral Funds Project Summary Schedules

CATS Summary (continued)

CATS EXPENDITURES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Maintain Transit Vehicles						
Bus Replacements	\$8,682,014	\$8,942,472	\$9,210,751	\$9,487,074	\$8,883,348	\$45,205,659
Special Transportation Service Replacements	\$1,758,995	\$1,812,560	\$1,867,731	\$1,924,558	\$1,982,290	\$9,346,134
Vanpool Replacements	\$733,590	\$507,120	\$331,890	\$344,726	\$355,068	\$2,272,394
NCDOT Urban Match	\$1,581,717	\$1,105,948	\$1,050,740	\$1,126,780	\$1,145,322	\$6,010,507
Sub-Total Vehicle State of Good Repair	\$12,756,316	\$12,368,100	\$12,461,112	\$12,883,138	\$12,366,028	\$62,834,694
Maintain Transit Facilities						
Contingency for Facilities Projects	\$164,640	\$95,244	\$200,000	-	-	\$459,884
S. Tryon HVAC and Heating Equipment Replacements	-	\$325,000	-	-	-	\$325,000
SBLRF HVAC and Heating Equipment Replacements	\$325,000	-	-	-	-	\$325,000
VMF Transfer Switch Replacement	\$60,000	-	-	-	-	\$60,000
Bus Shelters	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Lighting Upgrades	\$300,000	\$300,000	\$300,000	\$300,000	-	\$1,200,000
South Corridor Lighting Upgrades	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Sub-Total Facility State of Good Repair	\$1,649,640	\$1,520,244	\$1,300,000	\$1,100,000	\$800,000	\$6,369,884
TOTAL CATS EXPENDITURES	\$45,795,219	\$49,376,188	\$18,331,971	\$18,385,514	\$17,165,799	\$149,054,691

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary

<u>CHARLOTTE WATER REVENUES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Water Revenue Bonds	\$41,649,999	\$43,500,000	\$20,500,000	\$23,658,471	\$47,985,025	\$177,293,495
Sewer Revenue Bonds	\$151,146,585	\$206,540,905	\$145,267,620	\$159,400,000	\$212,610,000	\$874,965,110
Pay-As-You-Go	\$139,500,000	\$185,039,932	\$185,537,617	\$189,101,766	\$194,846,226	\$894,025,541
TOTAL CHARLOTTE WATER REVENUES	\$332,296,584	\$435,080,837	\$351,305,237	\$372,160,237	\$455,441,251	\$1,946,284,146

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Relocate Water and Wastewater Infrastructure						
NCDOT Widening - Sewer	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$20,000,000
NCDOT Widening - Water	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$20,000,000
Sewer in Streets to be Widened	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$17,500,000
Water Lines for Street Improvements	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$17,500,000
Sewer Mains for Transit Projects	\$500,000	\$500,000	-	-	-	\$1,000,000
Water Mains for Transit Projects	\$500,000	\$500,000	-	-	-	\$1,000,000
Sub-Total Water and Wastewater Infrastructure	\$16,000,000	\$16,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$77,000,000
Recover Resources and Biosolids						
Biosolids Program	\$2,400,000	\$11,200,000	\$22,900,000	\$22,100,000	\$21,400,000	\$80,000,000
Nutrient Harvesting at Wastewater Treatment Plants (WWTPs)	\$1,000,000	\$500,000	-	-	-	\$1,500,000
Sub-Total Reuse	\$3,400,000	\$11,700,000	\$22,900,000	\$22,100,000	\$21,400,000	\$81,500,000
Construct Stowe Regional Water Resource Recovery Facility (formerly Long Creek Wastewater Treatment Plant)						
Stowe Regional Water Resource Recovery Facility (WRRF)	\$33,000,000	\$60,000,000	\$50,000,000	\$50,000,000	\$57,000,000	\$250,000,000
Mount Holly Lift Station and Forcemain	\$10,500,000	-	-	-	-	\$10,500,000
Belmont Lift Station and Forcemain	-	-	\$10,000,000	\$11,000,000	\$5,000,000	\$26,000,000
Sub-Total Stowe Regional WRRF	\$43,500,000	\$60,000,000	\$60,000,000	\$61,000,000	\$62,000,000	\$286,500,000
Expand Mallard Creek WWTP						
WWTP RUVI	\$9,000,000	\$10,000,000	-	-	-	\$19,000,000
Expansion and Improvement	\$4,300,000	\$6,500,000	\$26,100,000	\$27,400,000	\$13,600,000	\$77,900,000
Sub-Total Mallard Creek WWTP	\$13,300,000	\$16,500,000	\$26,100,000	\$27,400,000	\$13,600,000	\$96,900,000
Improve McAlpine Creek WWTP						
Aeration and Clarifier Rehabilitation	\$5,000,000	\$30,000,000	\$10,000,000	-	-	\$45,000,000
Dewatering Improvements	\$1,100,000	\$6,800,000	-	-	-	\$7,900,000
Digester Facility Rehabilitation	-	\$6,200,000	-	-	-	\$6,200,000
Preliminary and Primary Treatment Facilities Improvements	-	\$1,000,000	\$6,000,000	\$6,000,000	-	\$13,000,000
Sub-Total McAlpine Creek WWTP	\$6,100,000	\$44,000,000	\$16,000,000	\$6,000,000	-	\$72,100,000
Upgrade McDowell Creek WWTP						
Maintenance and Upgrades	\$4,500,000	-	-	-	\$13,500,000	\$18,000,000
Sub-Total McDowell Creek WWTP	\$4,500,000	-	-	-	\$13,500,000	\$18,000,000
Upgrade Water Treatment Plants (WTPs)						
Catawba Pump Station Rehabilitation and Upgrades	\$2,699,999	-	-	-	-	\$2,699,999
WTP Rehabilitation and Upgrades	\$2,200,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,200,000
Vest Station Rehabilitation and Upgrades	\$2,000,000	-	-	-	-	\$2,000,000
Catawba Raw Water Pump Station Pump Addition	\$1,000,000	-	-	-	-	\$1,000,000
Lee S. Dukes WTP Generator	\$1,000,000	-	-	-	-	\$1,000,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Upgrade WTPs (continued)						
Water Treatment and Distribution Facilities Roofing	\$400,000	-	-	-	-	\$400,000
Energy Optimization	\$150,000	-	-	-	-	\$150,000
Catawba Raw Water Pump Station Generator	-	-	\$2,000,000	-	-	\$2,000,000
Water Distribution Flow Monitoring	-	-	-	\$1,000,000	-	\$1,000,000
Catawba Raw Water Pump Station Cell Rehabilitation	-	-	-	-	\$1,000,000	\$1,000,000
Lee S. Dukes WTP Reliability Improvements Project	-	-	-	-	\$650,000	\$650,000
Sub-Total WTPs	\$9,449,999	\$2,500,000	\$4,500,000	\$3,500,000	\$4,150,000	\$24,099,999
Improve WWTPs						
WWTP Rehabilitation and Upgrades	\$12,400,000	\$9,800,000	\$7,800,000	\$7,800,000	\$7,800,000	\$45,600,000
Vacuum Truck Debris Receiving Stations	\$2,000,000	\$2,000,000	-	-	-	\$4,000,000
Site Work at all WWTPs	\$1,000,000	\$500,000	\$500,000	\$250,000	\$250,000	\$2,500,000
Collection Facilities Roofing	\$500,000	-	-	-	-	\$500,000
Ultraviolet Disinfection System Improvements	-	\$3,800,000	\$3,800,000	-	\$550,000	\$8,150,000
Sugar Creek IPS/Preliminary Treatment Reliability	-	\$500,000	\$2,000,000	\$6,500,000	\$6,500,000	\$15,500,000
Odor Control at WWTPs	-	\$410,000	\$10,700,000	\$1,500,000	-	\$12,610,000
Sub-Total WWTPs	\$15,900,000	\$17,010,000	\$24,800,000	\$16,050,000	\$15,100,000	\$88,860,000
Improve Franklin WTP						
Filters 1-12 Rehabilitation	\$2,000,000	-	-	-	-	\$2,000,000
Main Building Renovation	\$500,000	\$4,000,000	\$4,000,000	-	-	\$8,500,000
Reliability Improvement Project	\$250,000	\$2,000,000	-	-	\$7,000,000	\$9,250,000
Water Quality Improvement	-	\$5,000,000	\$7,500,000	-	\$7,500,000	\$20,000,000
Pump Replacement and Addition	-	-	\$2,500,000	\$2,500,000	-	\$5,000,000
Sub-Total Franklin WTP	\$2,750,000	\$11,000,000	\$14,000,000	\$2,500,000	\$14,500,000	\$44,750,000
Rehabilitate and Improve Wastewater Infrastructure						
Sanitary Sewer Rehabilitation	\$19,500,000	\$19,500,000	\$19,500,000	\$19,500,000	\$19,500,000	\$97,500,000
Little Sugar Creek Tributary to Central Business District Sewer	\$15,000,000	\$12,000,000	-	-	-	\$27,000,000
Dairy Branch Tributary Sewer Improvements	\$10,000,000	\$2,000,000	-	-	-	\$12,000,000
Irwin Creek Tributaries to Dewitt Ln and Yeoman Rd Sewer	\$9,000,000	\$12,000,000	-	-	-	\$21,000,000
Briar Creek Relief Sewer-Phase 4	\$8,500,000	\$7,200,000	-	-	-	\$15,700,000
Toby Creek Basin Sewer Improvements	\$8,000,000	-	-	-	\$10,000,000	\$18,000,000
Sewer Capacity Improvements	\$7,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$55,000,000
Paw Creek Pump Station Improvements	\$7,000,000	-	-	-	-	\$7,000,000
McMullen Creek Basin Sanitary Sewer Improvements	\$6,500,000	\$3,600,000	\$1,700,000	\$5,200,000	-	\$17,000,000
Upper Little Sugar Creek Trunk Sewer	\$6,000,000	\$6,000,000	\$6,000,000	\$24,000,000	\$24,000,000	\$66,000,000
Goose Creek Sewer Extension to Fairview Road	\$4,300,000	-	-	-	-	\$4,300,000
Large Diameter Sanitary Sewer Rehabilitation	\$4,000,000	\$4,000,000	\$4,000,000	\$6,000,000	\$8,000,000	\$26,000,000
Coffey Creek Interceptor Condition Assessment and Rehabilitation	\$4,000,000	-	-	-	-	\$4,000,000
Trunk Sewer Stream Bank Repairs	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Derita Branch Tributary Sewer Improvements	\$2,000,000	\$10,000,000	-	-	-	\$12,000,000
Lift Station Improvements	\$2,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$14,000,000
Pump Station Elimination Program	\$2,000,000	\$2,000,000	-	-	-	\$4,000,000
Sanitary Sewer Capacity Assurance Support	\$1,500,000	\$1,625,000	\$1,750,000	\$1,875,000	\$2,000,000	\$8,750,000
Matthews Commons Gravity Sewer	\$1,500,000	-	-	-	-	\$1,500,000
Mallard Creek Basin Sanitary Sewer Improvements	\$1,200,000	\$19,900,000	\$11,800,000	\$30,700,000	\$22,000,000	\$85,600,000
Davidson South Street Sewer Replacement	\$1,000,000	-	-	-	-	\$1,000,000
Hidden Valley Trunk Sewer Replacement	\$1,000,000	-	-	-	-	\$1,000,000
Little Hope Creek Sanitary Sewer Improvements	-	\$8,000,000	\$8,000,000	\$8,000,000	-	\$24,000,000

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Rehabilitate and Improve Wastewater Infrastructure (continued)						
North Fork of Crooked Creek Trunk Sewer	-	-	-	-	\$10,600,000	\$10,600,000
Middle Clear Creek Lift Station	-	-	-	-	\$10,000,000	\$10,000,000
Moore's Chapel Gravity Sewer Life Station and Force Main	-	-	-	-	\$9,000,000	\$9,000,000
Campus Ridge Road Gravity Sewer	-	-	-	-	\$4,000,000	\$4,000,000
Davidson Western Rocky River Sewer Outfall	-	-	-	-	\$3,500,000	\$3,500,000
Clear Creek Tributary Sewer	-	-	-	-	\$3,300,000	\$3,300,000
Goose Creek Sewer Extension to Cresthill Drive	-	-	-	-	\$1,900,000	\$1,900,000
Davidson Eastern Rocky River Sewer Outfall	-	-	-	-	\$1,500,000	\$1,500,000
McCullough Branch Lift Station Improvements	-	-	-	-	\$1,500,000	\$1,500,000
Bailey Road Gravity Main	-	-	-	-	\$1,460,000	\$1,460,000
McKee Creek Tributary Extension	-	-	-	-	\$1,300,000	\$1,300,000
Upper Clear Creek Tributary Sewer	-	-	-	-	\$1,300,000	\$1,300,000
Mountain Island Tributary Extension	-	-	-	-	\$1,200,000	\$1,200,000
Cane Creek Trunk Sewer North	-	-	-	-	\$1,100,000	\$1,100,000
Cane Creek Southeast Tributary Trunk Sewer	-	-	-	-	\$900,000	\$900,000
Lake Road Trunk Sewer	-	-	-	-	\$650,000	\$650,000
Sub-Total Wastewater Infrastructure	\$124,000,000	\$125,825,000	\$70,750,000	\$113,275,000	\$156,710,000	\$590,560,000
Rehabilitate and Improve Water Infrastructure						
Major Water Line Rehabilitation and Replacement	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$75,000,000
South Boulevard Water Main - Worthington Ave to Clanton Rd	\$5,000,000	-	-	-	-	\$5,000,000
Water Distribution System Design and Reliability Improvements	\$3,000,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$21,000,000
Water Transmission Improvement	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000
Valve Rehabilitation and Replacement	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Plaza/Idlewild Booster Pump Station Upgrades	\$1,000,000	-	-	-	-	\$1,000,000
Water Quality Sampling Stations	\$500,000	\$1,000,000	-	-	-	\$1,500,000
Elevated Water Storage Tank Rehabilitation	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Pressure Zone Boundary Changes	-	\$16,000,000	-	-	-	\$16,000,000
960 Zone North-South Transmission Main	-	\$12,000,000	-	-	-	\$12,000,000
Davidson Water Transmission Main to Iredell County	-	\$6,000,000	-	-	-	\$6,000,000
Idlewild Booster Pump Station Supply Main	-	\$5,000,000	-	-	-	\$5,000,000
Water Master Plan	-	-	\$2,000,000	-	-	\$2,000,000
960 Zone West-East Transmission Main	-	-	-	\$7,000,000	\$7,000,000	\$14,000,000
978 Zone PCCP Replacement Main	-	-	-	\$2,600,000	\$1,400,000	\$4,000,000
East Rocky River Rd to Shearer Rd Davidson Ext Water Main	-	-	-	-	\$3,100,000	\$3,100,000
Brief Road Water Main Extension	-	-	-	-	\$1,500,000	\$1,500,000
Verhoeff Drive Water Main	-	-	-	-	\$1,300,000	\$1,300,000
Hambright Road Water Main	-	-	-	-	\$500,000	\$500,000
Sub-Total Water Infrastructure	\$29,700,000	\$64,700,000	\$26,700,000	\$34,300,000	\$39,500,000	\$194,900,000
Install and Expand New Water and Sewer Service						
New Service Installation-Water	\$17,500,000	\$17,500,000	\$17,500,000	\$17,500,000	\$17,500,000	\$87,500,000
New Service Installation-Sewer	\$8,295,000	\$8,295,000	\$8,295,000	\$8,295,000	\$8,295,000	\$41,475,000
Street and Minor Sewer Main Extensions	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$35,000,000
Street and Minor Water Main Extensions	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Water Meter Program	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$16,500,000
Developer Constructed-Sewer Reimbursable	\$1,183,985	\$1,750,237	\$2,870,237	\$2,870,237	\$1,686,251	\$10,360,947
Developer Constructed-Water Reimbursable	\$80,600	\$80,600	-	-	-	\$161,200
Sub-Total New Water and Sewer Service	\$42,359,585	\$42,925,837	\$43,965,237	\$43,965,237	\$42,781,251	\$215,997,147

Nongeneral Funds Project Summary Schedules

Charlotte Water Summary (continued)

<u>CHARLOTTE WATER EXPENDITURES</u>	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Construct Dixie Berryhill Water and Sewer Projects						
Beaver Dam Creek Lift Improvements New Pump Station	-	\$2,200,000	\$1,900,000	-	-	\$4,100,000
Beaver Dam Creek West Branch Outfall Phase II	-	-	-	-	\$2,500,000	\$2,500,000
Sub-Total Dixie Berryhill Water and Sewer Projects	-	\$2,200,000	\$1,900,000	-	\$2,500,000	\$6,600,000
Replace and Upgrade Field and Administrative Facilities						
Zone 4 Field Operations Center	\$12,000,000	\$11,500,000	\$6,000,000	-	-	\$29,500,000
Zone 2 Field Operations Facility Expansion	\$2,650,000	-	-	-	-	\$2,650,000
Building and Facility Support	\$500,000	\$585,000	\$400,000	\$300,000	\$300,000	\$2,085,000
Brookshire Campus Expansion	-	-	-	\$5,000,000	\$10,000,000	\$15,000,000
Sub-Total Field and Administrative Facilities	\$15,150,000	\$12,085,000	\$6,400,000	\$5,300,000	\$10,300,000	\$49,235,000
Enhance Security and Technology						
GIS Facilities Mapping	\$1,732,000	\$1,515,000	\$1,515,000	\$1,620,000	\$1,325,000	\$7,707,000
Utility Management System	\$1,700,000	\$2,550,000	\$1,950,000	\$1,700,000	\$24,600,000	\$32,500,000
Control System Enhancements	\$1,000,000	\$1,000,000	\$750,000	\$500,000	\$500,000	\$3,750,000
Security Improvements	\$750,000	\$625,000	\$425,000	\$425,000	\$425,000	\$2,650,000
Technology Improvements	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
E-Builder Capital Program	\$200,000	\$200,000	\$200,000	\$100,000	\$100,000	\$800,000
Meter Management Technology Improvement	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000	\$400,000
Laboratory Information Management System Program	\$75,000	\$75,000	\$50,000	\$50,000	\$50,000	\$300,000
Automatic Vehicle Location System Implementation	\$30,000	-	-	-	-	\$30,000
Automatic Meter Reading Replacement Program	-	\$1,620,000	\$12,200,000	\$16,200,000	\$16,200,000	\$46,220,000
Work and Asset Management System	-	-	\$75,000	\$75,000	\$75,000	\$225,000
Water and Wastewater Information Management System	-	-	\$75,000	\$50,000	\$75,000	\$200,000
Sub-Total Security and Technology	\$6,187,000	\$8,635,000	\$18,290,000	\$21,770,000	\$44,400,000	\$99,282,000
TOTAL CHARLOTTE WATER EXPENDITURES	\$332,296,584	\$435,080,837	\$351,305,237	\$372,160,237	\$455,441,251	\$1,946,284,146

Nongeneral Funds Project Summary Schedules

Storm Water Services Summary

STORM WATER SERVICES REVENUES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Revenue Bonds	-	\$55,000,000	\$75,000,000	\$70,000,000	\$70,000,000	\$270,000,000
Storm Water Pay-As-You-Go	\$55,000,000	\$46,000,000	\$47,000,000	\$50,000,000	\$43,000,000	\$241,000,000
Program Income	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
TOTAL STORM WATER SERVICES REVENUES	\$56,500,000	\$102,500,000	\$123,500,000	\$121,500,000	\$114,500,000	\$518,500,000

STORM WATER SERVICES EXPENDITURES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Improve Drainage for Storm Water						
Major Storm Water Projects	\$21,560,000	\$26,104,000	\$25,042,000	\$17,253,000	\$20,683,000	\$110,642,000
Minor Storm Water Projects	\$19,113,000	\$47,524,000	\$59,667,000	\$54,382,000	\$52,396,000	\$233,082,000
CNIP Projects	\$800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,250,000	\$5,050,000
Area Improvements						
Hinsdale/Tinkerbell Storm Drainage Improvement Project (SDIP)	\$3,000,000	\$4,000,000	\$1,150,000	-	-	\$8,150,000
Chandworth SDIP	\$1,800,000	\$3,600,000	\$1,900,000	-	-	\$7,300,000
Edgewater/Rosecrest SDIP	\$1,200,000	\$300,000	\$1,000,000	\$3,000,000	\$3,000,000	\$8,500,000
Eaglewood SDIP	\$1,000,000	\$1,227,000	-	-	-	\$2,227,000
Country Club SDIP	\$1,000,000	\$167,000	-	-	-	\$1,167,000
Hastings/Princeton SDIP	\$435,000	\$400,000	\$554,000	\$1,000,000	\$2,000,000	\$4,389,000
Distribution Study Area	\$434,000	\$400,000	\$426,000	\$1,939,000	\$1,829,000	\$5,028,000
Perth/Milton Study Area	\$412,000	\$373,000	\$588,000	\$1,110,000	\$1,500,000	\$3,983,000
Severn/Tyndale/Sunnyvale SDIP	\$400,000	\$150,000	\$500,000	\$2,600,000	\$2,800,000	\$6,450,000
Westbourne SDIP	\$350,000	\$600,000	-	-	-	\$950,000
Shamrock Gardens	\$350,000	\$500,000	\$2,100,000	-	-	\$2,950,000
Bonwood SDIP	\$300,000	\$1,300,000	\$500,000	-	-	\$2,100,000
Valleybrook SDIP	\$261,000	\$242,000	\$427,000	\$900,000	\$1,500,000	\$3,330,000
Chatham SDIP	\$250,000	\$250,000	\$1,320,000	\$2,800,000	\$2,000,000	\$6,620,000
6 th and Graham SDIP	\$200,000	\$1,900,000	\$3,900,000	\$5,800,000	-	\$11,800,000
Elvis SDIP	\$182,000	\$675,000	-	-	-	\$857,000
Foxrun Study Area	\$150,000	\$1,500,000	\$1,800,000	\$1,000,000	\$1,000,000	\$5,450,000
Camp Greene SDIP	\$150,000	\$150,000	\$650,000	\$800,000	\$1,000,000	\$2,750,000
Manor SDIP	\$140,000	\$170,000	\$506,000	\$875,000	\$1,000,000	\$2,691,000
Hill Street SDIP	\$100,000	\$600,000	\$3,600,000	\$4,500,000	\$900,000	\$9,700,000
Farmer SDIP	\$100,000	\$150,000	\$184,000	\$1,000,000	\$1,310,000	\$2,744,000
Hidden Valley Study Area	\$84,000	\$1,000,000	\$1,000,000	\$3,000,000	\$2,720,000	\$7,804,000
Toomey SDIP	\$50,000	\$600,000	\$1,600,000	-	-	\$2,250,000
Shamrock Drive SDIP	-	\$1,000,000	\$1,500,000	\$2,400,000	-	\$4,900,000
Beckwith/Meadow SDIP	-	\$500,000	\$1,650,000	\$2,000,000	\$350,000	\$4,500,000
Parkwood SDIP	-	\$500,000	-	-	-	\$500,000
Queens Study Area	-	\$330,000	\$468,000	\$992,000	\$1,138,000	\$2,928,000
East 4 th Study Area	-	\$271,000	\$425,000	\$700,000	\$1,200,000	\$2,596,000
Bonlyn Study Area	-	\$115,000	\$85,000	\$1,000,000	-	\$1,200,000
Barrington Study Area	-	\$105,000	\$359,000	\$830,000	\$1,644,000	\$2,938,000
Valleyview/Bayswater Study Area	-	\$100,000	\$1,060,000	\$1,054,000	\$2,000,000	\$4,214,000
Craighead/Tryon SDIP	-	\$92,000	\$129,000	\$360,000	\$650,000	\$1,231,000
Laurel SDIP	-	\$30,000	\$235,000	\$600,000	\$825,000	\$1,690,000
Sub-Total Drainage	\$53,821,000	\$97,925,000	\$115,325,000	\$112,895,000	\$104,695,000	\$484,661,000



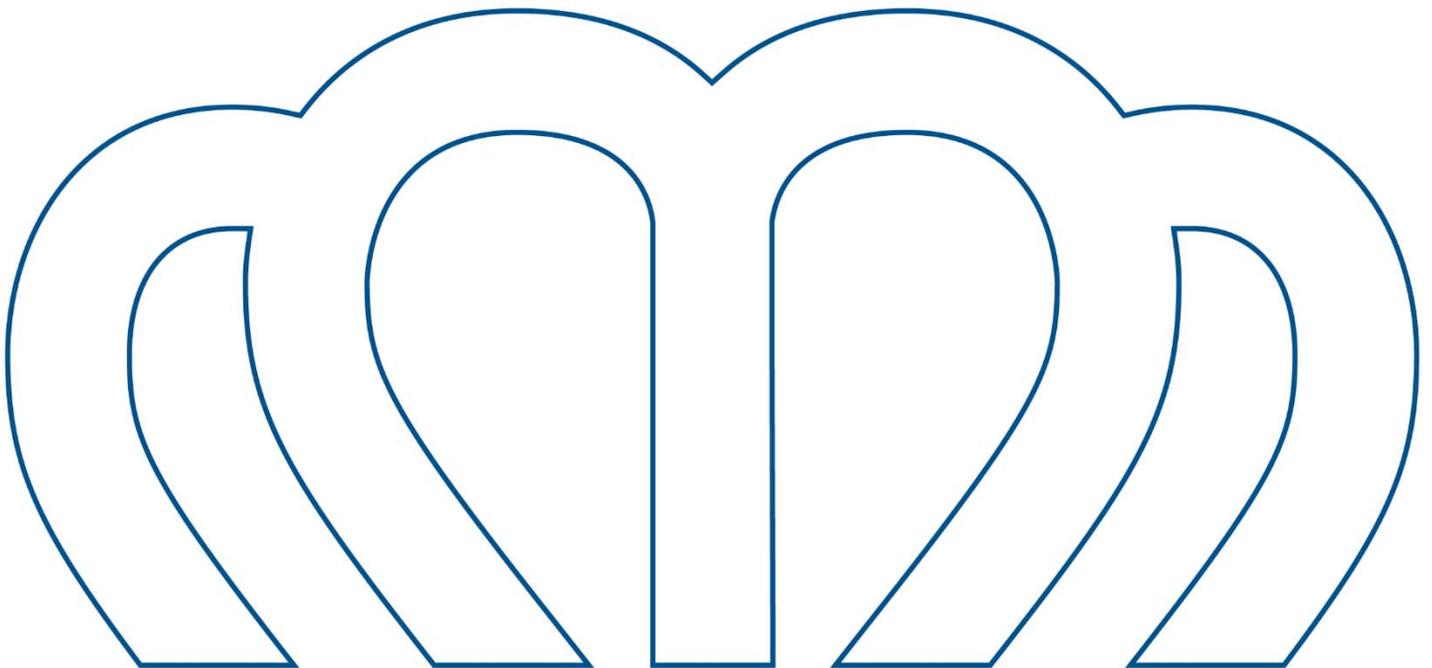
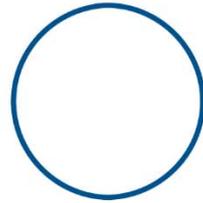
Nongeneral Funds Project Summary Schedules

Storm Water Services Summary (continued)

STORM WATER SERVICES EXPENDITURES	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Mitigate Impacts to Streams and Wetlands						
Post Construction Control Program	\$1,500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,500,000
Stream Mitigation Bank	-	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Sub-Total Streams and Wetlands	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Enhance Storm Water Mitigation Programs						
Storm Water Pollution Control	\$520,000	\$400,000	\$2,525,000	\$2,475,000	\$3,525,000	\$9,445,000
Ribbon Walk Wetland	\$250,000	-	-	-	-	\$250,000
Newell SR	\$219,000	\$50,000	\$650,000	-	-	\$919,000
Coulwood Branch SR	\$100,000	\$200,000	\$500,000	\$1,050,000	-	\$1,850,000
Colonial Pond	\$90,000	\$350,000	\$1,000,000	\$1,000,000	\$650,000	\$3,090,000
Stream Restoration/Mitigation	-	\$2,075,000	\$1,850,000	\$2,500,000	\$3,630,000	\$10,055,000
Little Rock Pond Study Area PC	-	-	\$150,000	\$80,000	\$500,000	\$730,000
Sub-Total Mitigation Programs	\$1,179,000	\$3,075,000	\$6,675,000	\$7,105,000	\$8,305,000	\$26,339,000
TOTAL STORM WATER SERVICES	\$56,500,000	\$102,500,000	\$123,500,000	\$121,500,000	\$114,500,000	\$518,500,000

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



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Transportation, Planning, and Environment

Advance Comprehensive Plan

The Charlotte Future 2040 Comprehensive Plan is a long-range vision to guide citywide decision making about physical growth and public infrastructure over the next 20 years. The plan is a four-phase process that includes the review of existing conditions and trends, community engagement, growth scenarios and place types, and implementation.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

Complete Traffic Studies

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$250,000	\$400,000	\$350,000	\$400,000	\$400,000	\$1,800,000
Total	\$250,000	\$400,000	\$350,000	\$400,000	\$400,000	\$1,800,000

Purchase Transportation Equipment

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</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

Transportation, Planning, and Environment

Resurface Streets

Funding for street resurfacing is provided by the Powell Bill from the North Carolina Department of Transportation. Since 2007, the city has supplemented the Powell Bill revenue with an annual transfer from the General Fund of \$4,261,000. In an effort to best align expenditures with available funding sources, the General Fund transfer will be eliminated in FY 2021 and replaced with a combination of General Obligation Bond and PAYGO funding. Together, this funding increases the city’s allocation for resurfacing by \$1,000,000 annually.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000
Total	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$1,261,000	\$6,305,000

Support Environmental Services Program

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$1,000,000	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,600,000
Total	\$1,000,000	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,600,000

Transportation, Planning, and Environment

Replace Trees

Replacing trees along public streets and in public areas supports City Council’s-adopted Urban Forest Master Plan. This funding helps ensure that the city retains the ecosystem benefits and character that the tree canopy provides.

Budget Overview

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

Contribute to TreesCharlotte

Established in 2010, TreesCharlotte is a non-profit collaboration that works to grow and diversify Charlotte’s urban forest by engaging with residents to plant, preserve, and care for trees. The FY 2021 financial partner contribution of \$100,000 supports neighborhood engagement, education about the canopy in coordination with the city Arborist, and community tree plantings.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$100,000	-	-	-	-	\$100,000
Total	\$100,000	-	-	-	-	\$100,000

Transportation, Planning, and Environment

Transfer Maintenance of Effort (MOE) to CATS

Mecklenburg County, the City of Charlotte, and the Town of Huntersville are required to fund transit at the 1998 level as a maintenance of effort. Originally, this contribution was a constant annual amount of \$18,400,000. In 2011, City Council revised the contribution to include three percent annual escalations, effective starting in FY 2014. In FY 2021, the MOE transfer totals \$23,308,600.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$23,308,600	\$24,007,826	\$24,728,061	\$25,469,903	\$26,234,000	\$123,748,390
Total	\$23,308,600	\$24,007,826	\$24,728,061	\$25,469,903	\$26,234,000	\$123,748,390

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$551,607	\$579,187	\$608,147	\$638,554	\$670,482	\$3,047,977
Total	\$551,607	\$579,187	\$608,147	\$638,554	\$670,482	\$3,047,977

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. Phase II is planned to open for service during FY 2021.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$3,410,555	\$6,439,588	\$6,565,804	\$6,694,493	\$6,828,383	\$29,938,823
Total	\$3,410,555	\$6,439,588	\$6,565,804	\$6,694,493	\$6,828,383	\$29,938,823

Neighborhood Development

Support Business in Opportunity Corridors

This funding is intended to tailor economic development strategies to the six Opportunity Corridors: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard. Economic development initiatives may include strategies to support and grow business in these corridors. Some examples of these strategies might be supporting redevelopment of commercial properties, support for business development, or façade, security, technology, or interior upfit business grants.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$5,000,000	-	-	-	-	\$5,000,000
Total	\$5,000,000	-	-	-	-	\$5,000,000

Support Placemaking in Opportunity Corridors

The Placemaking program aims to use urban design to transform underutilized public spaces into vibrant places for residents and visitors. Placemaking projects may include murals, streetscape enhancements, traffic signal cabinet wraps, bus stop amenities, or new pocket parks. FY 2021 funding is dedicated to placemaking efforts in the six Opportunity Corridors: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$500,000	-	-	-	-	\$500,000
Total	\$500,000	-	-	-	-	\$500,000

Neighborhood Development

Increase Street Lighting Projects

Street lights are a critical Vision Zero component for creating safe streets for drivers and pedestrians. The Transportation Action Plan outlines that the city will provide lighting consistent with the Urban Street Design Guidelines to make it safer, easier, and more comfortable for people to walk. This funding supports the addition and upgrade of street lighting and pedestrian lighting on Charlotte’s thoroughfares and residential streets.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	-	-	\$250,000

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,125,000
Total	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$1,625,000	\$8,125,000

Renovate Median Landscapes

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
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

Neighborhood Development

Provide HOME Grant Match

The Federal HOME Grant requires a 25 percent match. Funds in PAYGO provide for the cash match, which is used for housing programs such as tenant based rental assistance, neighborhood revitalization, and down payment assistance.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$810,302	\$810,302	\$810,302	\$810,302	\$810,302	\$4,051,510
Total	\$810,302	\$810,302	\$810,302	\$810,302	\$810,302	\$4,051,510

Support Innovative Housing

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$3,400,000	\$3,200,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,600,000
Total	\$3,400,000	\$3,200,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,600,000

Offer In Rem Remedy – Residential

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

Neighborhood Development

Promote JumpStart Microgrants

The JumpStart Community Safety microgrant program was born out of the community empowerment initiative and was first funded in FY 2019. Grants are provided to organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$650,000
Total	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$650,000

Support Neighborhood Grants

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

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$400,000	\$400,000	\$250,000	\$300,000	\$300,000	\$1,650,000
Total	\$400,000	\$400,000	\$250,000	\$300,000	\$300,000	\$1,650,000

Economic Development

Improve Cultural Facilities

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$7,450,368	\$7,822,866	\$8,214,030	\$8,624,732	\$9,055,969	\$41,167,965
Total	\$7,450,368	\$7,822,866	\$8,214,030	\$8,624,732	\$9,055,969	\$41,167,965

Revitalize Business Corridors

The Business Matching Grant program provides commercial businesses within the Business Corridor geography the opportunity to apply for façade, security, and brownfield improvements grants. These grants are a 50 percent matching grant that are paid through reimbursement. Areas within the Business Corridor may have a pattern of disinvestment, higher vacancies of commercial properties, or declining property values.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$750,000	-	\$750,000	\$750,000	\$750,000	\$3,000,000
Total	\$750,000	-	\$750,000	\$750,000	\$750,000	\$3,000,000

Enhance Economic Development Programs

The city is providing additional funds to facilitate the Economic Development department taking a more active regional role around core priorities. Included funds are for an innovation lab, mapping the talent development ecosystem, attracting and retaining prospective businesses, department communications, market research, and strategic plan continuation.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$1,000,000	\$1,000,000	-	-	-	\$2,000,000
Total	\$1,000,000	\$1,000,000	-	-	-	\$2,000,000

Economic Development

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

This funding will support the AmpUp Program, provide resources for training around procurement processes, target outreach about contracting opportunities, and provide additional capacity for needs and enhancements in the future. FY 2021 is the second year of the two-year funding plan approved in FY 2020 to support MWSBEs.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$450,000	-	-	-	-	\$450,000
Total	\$450,000	-	-	-	-	\$450,000

Complete MWSBE Study

This legally-required study will be used to ensure there is legal justification for the continuation of the city's practice of establishing utilization goals for minority-owned and women-owned business enterprises on city contracts.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$250,000	\$250,000	-	-	-	\$500,000
Total	\$250,000	\$250,000	-	-	-	\$500,000

Advance Historic West End Initiative

Funds are provided to facilitate economic investment in historic west end. The work focuses on creating social and cultural connections, developing an anti-displacement strategy, and planning for future transportation development.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2023	FY 2025	
PAYGO	\$150,000	-	-	-	-	\$150,000
Total	\$150,000	-	-	-	-	\$150,000

Economic Development

Fund Synthetic Tax Increment Grant (STIG) Cultural Projects

This funding represents debt service payments on the Levine Center for the Arts development, which includes the Harvey B. Gantt Center for African-American Arts + Culture, the Bechtler Museum of Modern Art, the Mint Museum Uptown, and the Knight Theater. Construction of these facilities, which opened in 2010, was funding 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 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220
Total	\$34,644	\$34,644	\$34,644	\$34,644	\$34,644	\$173,220

Support STIG Developer Payments and Business Investment Grants (BIGs)

This funding represents payments to various developers with whom the city has previously entered into STIG and BIG agreements.

Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
PAYGO	\$90,526	\$93,242	\$96,039	\$98,920	\$101,888	\$480,615
Total	\$90,526	\$93,242	\$96,039	\$98,920	\$101,888	\$480,615

Well-Managed Government

Maintain City-owned Facilities

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$4,000,000	\$3,763,641	\$3,515,647	\$4,085,488	\$4,242,123	\$19,606,899
Total	\$4,000,000	\$3,763,641	\$3,515,647	\$4,085,488	\$4,242,123	\$19,606,899

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$250,000	\$250,000	\$300,000	\$300,000	\$300,000	\$1,400,000
Total	\$250,000	\$250,000	\$300,000	\$300,000	\$300,000	\$1,400,000

Maintain Government Center Parking Deck

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
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

Well-Managed Government

Invest in Technology and Disaster Recovery

In FY 2019, the city commissioned a review of city technology systems to assess the capability of the systems to withstand the most common threats to city operations. This funding allows for system improvements, such as hardware redundancy, to ensure uninterrupted service provision.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$500,000	-	-	-	-	\$500,000
Total	\$500,000	-	-	-	-	\$500,000

Enhance Innovation and Technology Assets

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$1,500,000	-	-	-	\$2,000,000	\$3,500,000
Total	\$1,500,000	-	-	-	\$2,000,000	\$3,500,000

Upgrade Business System Software

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$2,466,405	\$1,978,286	-	-	-	\$4,444,691
Total	\$2,466,405	\$1,978,286	-	-	-	\$4,444,691

Well-Managed Government

Purchase Police Technology and Equipment

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

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$2,000,000	-	-	-	-	\$2,000,000
Total	\$2,000,000	-	-	-	-	\$2,000,000

Support Firefighter Lifecycle Management

This funding is provided to replace critical equipment necessary to Charlotte Fire operations. Replacements could include technology and communications equipment such as radios, laptops, and other small-scale equipment.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$750,000	-	-	-	-	\$750,000
Total	\$750,000	-	-	-	-	\$750,000

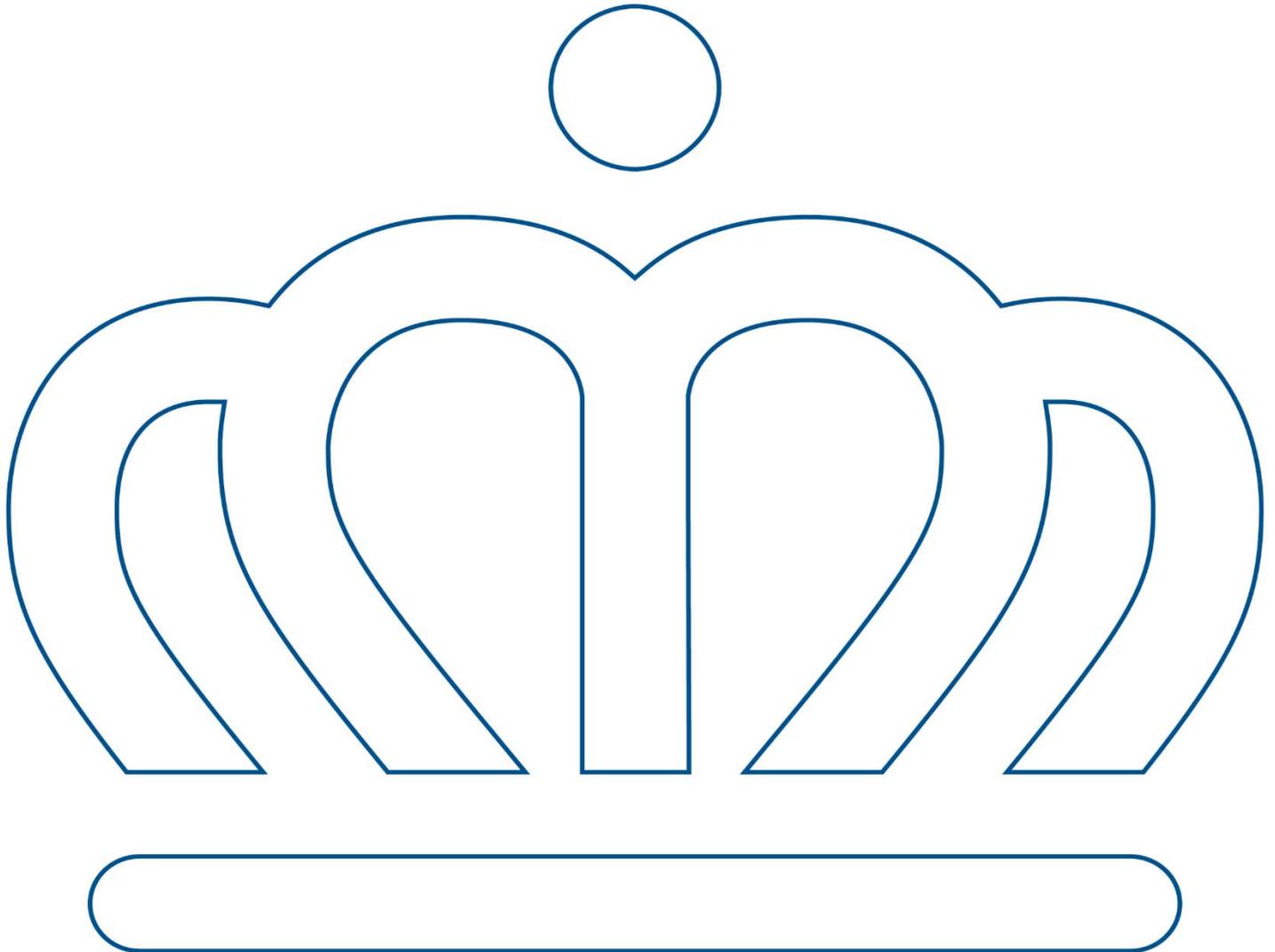
Purchase Municipal Equipment

The Municipal Debt Service Fund purchases select equipment for the city to be paid back over a period of five years. FY 2021 through FY 2025 includes necessary funds to reimburse the Municipal Debt Service Fund for costs related to voting equipment purchased in FY 2020. The city is required to contribute to the purchase as part of an interlocal agreement with Mecklenburg County.

Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
PAYGO	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	-	\$4,800,000
Total	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	-	\$4,800,000

CAPITAL INVESTMENT PLAN ADVANCED PLANNING AND DESIGN PROGRAM

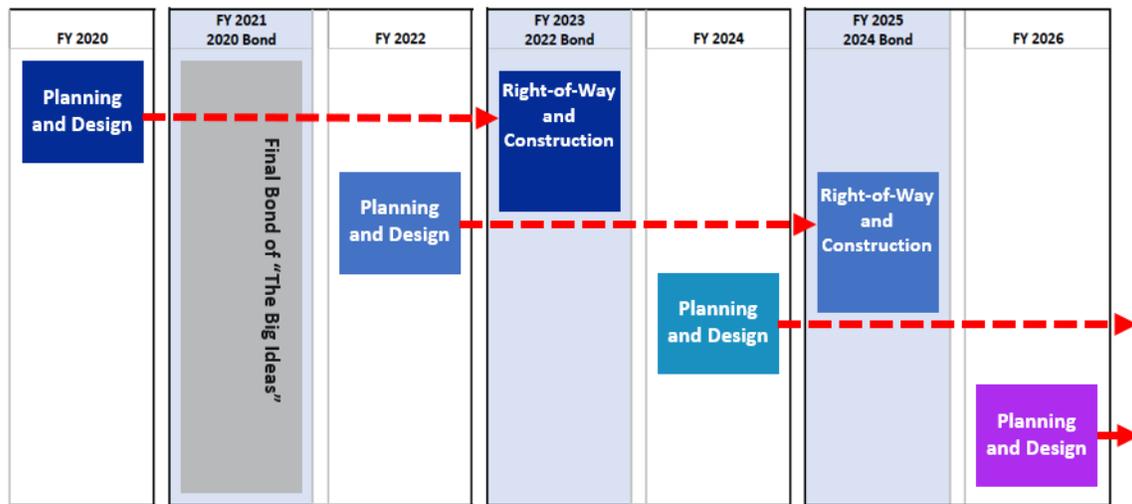


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Planning and Design Program

Program Description

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



In FY 2020, \$20,000,000 of funding was made available for advanced planning and design from the Municipal Debt Service Fund; the Program will be reimbursed when the project is permanently financed. FY 2021 expenditures will be supported by the initial allocation provided in FY 2020.

Ongoing Projects Added in FY 2020

Projects approved in FY 2020 for inclusion in the Advanced Planning and Design Program are outlined in the table below. These projects are ongoing and in various stages of real estate acquisition, planning, and design. If a project remains feasible after planning work has been completed, the project will enter the design phase. The feasibility of the project will continue to be assessed throughout design. Funding for the project may be considered in a future budget based on the final outcomes.

Project Name	Council District	Status
Cross Charlotte Trail Segments 10 and 11	District 4	Planning
Ashley Road/Tuckaseegee Road/Freedom Drive Intersection	District 3	Planning
Eastway Drive/Shamrock Drive Intersection	District 1	Beginning design
Bryant Farms Road Extension (Rea Road to Ardrey Kell Road)	District 7	Planning
Robinson Church Road	District 5	Planning
Hidden Valley Neighborhood Infill Fire Station	District 4	Property negotiations
Park South Division Police Station	District 6	Evaluating properties
Upgrade Existing Animal Care and Control Facility	District 3	Planning

Planning and Design Program

FY 2021 Proposed New Projects

In FY 2021, three new projects are proposed for inclusion in the Advanced Planning and Design Program: one new intersection project, one new roadway project, and a series of congestion mitigation projects in South Charlotte that leverage grant funding. Each project contains a description and justification, as well as a concept drawing. During planning and design, the scopes will be finalized, and a final alignment will be selected prior to appropriating funding. Evaluations of road and intersection projects revolve around four categories of technical analysis: safety, congestion, connectivity, and leverage opportunities. The scoring system in these categories has been revised since FY 2020 to elevate safety and congestion, and to allow for more varied score between projects. Descriptions of each evaluation component are presented in the table below.

Roadway Projects

Safety (0-30 pts based on High Injury Network)

- Number of crashes per mile

Congestion (0-30 pts based on Planning Time Index)

- Potential for traffic delay based on average peak hour travel times

Connectivity (2-20 pts based on completing connections for pedestrians, bicyclists, and motorists)

- Access to employment
- New sidewalk connection
- New bicycle connection
- Connection to high frequency transit

Leverage (0-20 pts per opportunity)

- Ability to partner with other funded public or private projects

Intersection Projects

Safety (0-30 pts based on High Injury Network)

- Crash history

Congestion (0-30 pts based on High Congestion List)

- Traffic delays and backups

Connectivity (2-20 pts based on completing connections for pedestrians, bicyclists, and motorists)

- Access to employment
- New sidewalk connection
- New bicycle connection
- Connection to high frequency transit

Leverage (0-20 pts per opportunity)

- Ability to partner with other funded public or private projects

Planning and Design Program

Providence Road/Wendover Road Intersection

This project will evaluate alternatives to modify the intersection of Providence Road and Wendover Road to improve capacity and alleviate congestion for east/west travel. The improvements could provide additional left turn capacity for movements from Wendover Road to Providence Road.



Council District 6

Congestion:	30
Safety:	12
Connectivity:	10
Leverage:	0
Total:	52

West W.T. Harris Boulevard (Reames Road to Mt. Holly-Huntersville Road)

This project will evaluate alternatives to increase capacity and alleviate congestion for east/west travel along West W.T. Harris Boulevard, from Reames Road to Mt. Holly-Huntersville Road. This corridor serves the rapidly-growing Northlake Mall area and serves as a critical link through north Charlotte.



Council District 2

Congestion:	24
Safety:	12
Connectivity:	10
Leverage:	0
Total:	46

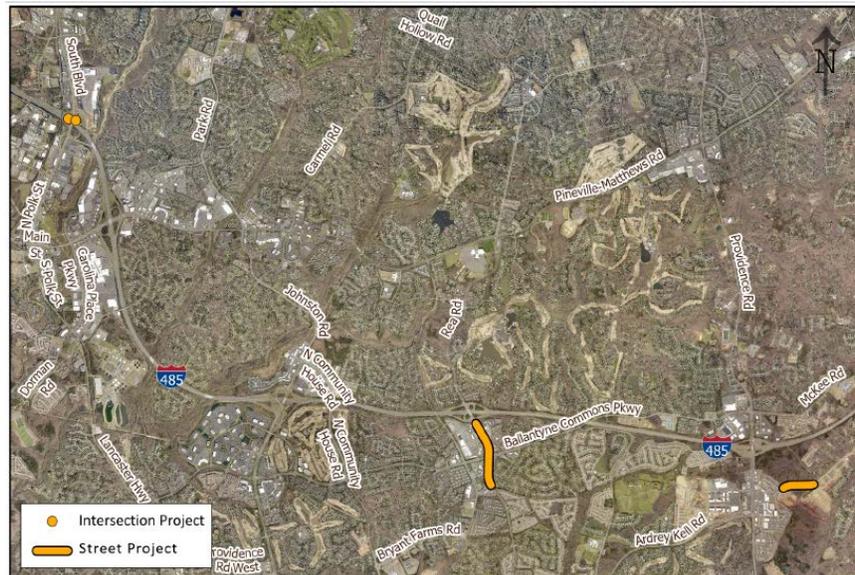
Planning and Design Program

South Charlotte Congestion Mitigation Projects in Partnership with NCDOT

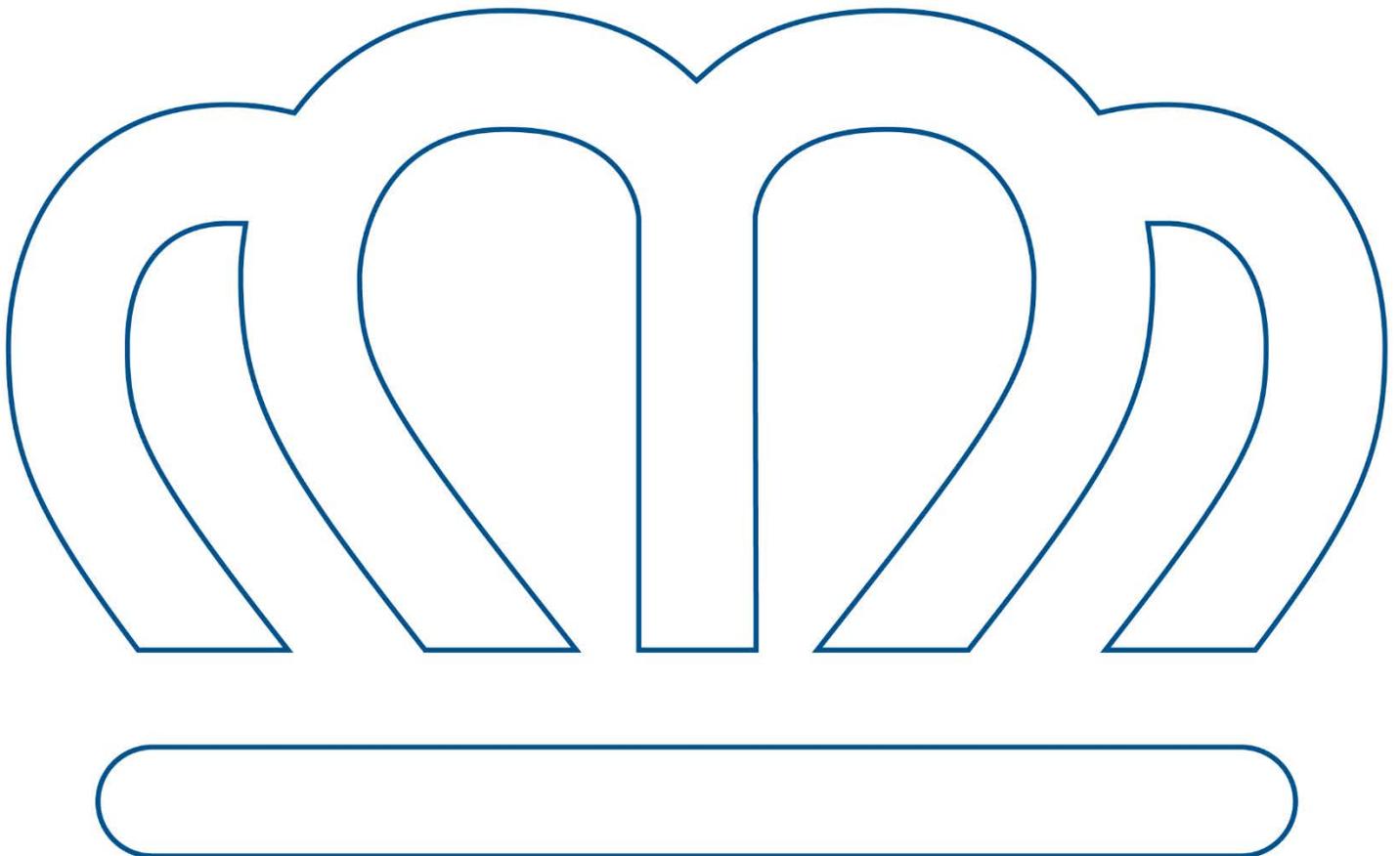
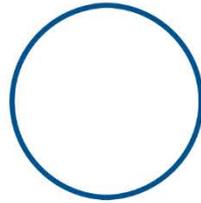
Several South Charlotte congestion mitigation projects are proposed for inclusion in the Program. Based on the city's participation in the high-occupancy managed lane project on I-485 from Westinghouse Boulevard to Independence Boulevard, the North Carolina Department of Transportation (NCDOT) is making up to \$26,700,000 of Bonus Allocation funding available to the City of Charlotte and Town of Matthews. This funding is required to be used on congestion mitigation projects located in the same corridor as the managed lane project, and there is a required local funding match of 20 percent.

Based on NCDOT criteria, the city has proposed four congestion mitigation projects in Council District 7 that are proposed for further exploration through the Advanced Planning and Design Program.

Council Districts 6 and 7



CAPITAL INVESTMENT PLAN TRANSPORTATION, PLANNING, AND ENVIRONMENT



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Widen

Beatties Ford Road

Project Description

This project widens 1.75 miles of Beatties Ford Road from Capps Hill Mine Road to Pauline Lane. This two-lane section of Beatties Ford Road will be transformed into a four-lane, median-divided cross-section with bicycle facilities, turning lanes, and sidewalks. A traffic signal will also be installed at the intersection of Beatties Ford Road and Capps Hill Mine Road.

The project was initially funded in the 2010 Bond and has received \$19,115,000 in General CIP funding. Charlotte Water has also provided \$850,000 for enhanced water and sewer infrastructure and is anticipated to provide an additional \$460,000 for a total contribution of \$1,310,000. During construction, unsuitable soils were identified; an additional \$1,600,000 is required to complete the project and is proposed to be transferred from savings from completed capital projects.

Department	Transportation
Location	Beatties Ford Road from Capps Hill Mine Road to Pauline Lane
Council District	2
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$1,600,000	-	-	-	-	\$1,600,000
Public Art	-	-	-	-	-	-
Total	\$1,600,000	-	-	-	-	\$1,600,000
Prior Project Appropriations						\$19,115,000
Charlotte Water Funding						\$1,310,000
Grand Total						\$22,025,000

Providence and McKee Road Intersection

Project Description

This project improves capacity and relieves congestion at the intersection of Providence Road and McKee Road/ Ballantyne Commons Parkway. The project scope includes widening McKee Road to Alderbrook Lane, constructing a second southbound left turn lane from Providence Road to McKee Road, adding a northbound right turn lane onto Providence Road from McKee Road, and constructing a new eastbound left turn lane on Ballantyne Commons Parkway.

The project was initially funded in the 2010 Bond and has received a total of \$7,800,000 in city funding. The project also received \$1,113,000 of Federal funding from the Congestion Mitigation and Air Quality program in 2014. During construction, unsuitable soils were identified and a retaining wall became necessary; an additional \$570,000 is required to complete the project and is proposed to be transferred from savings from completed capital projects.

Department	Transportation
Location	Providence Road and McKee Road/ Ballantyne Commons Parkway Intersection
Council District	7
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$570,000	-	-	-	-	\$570,000
Public Art	-	-	-	-	-	-
Total	\$570,000	-	-	-	-	\$570,000
Prior Project Appropriations						\$8,913,000
Grand Total						\$9,483,000

Infrastructure

Project Description

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

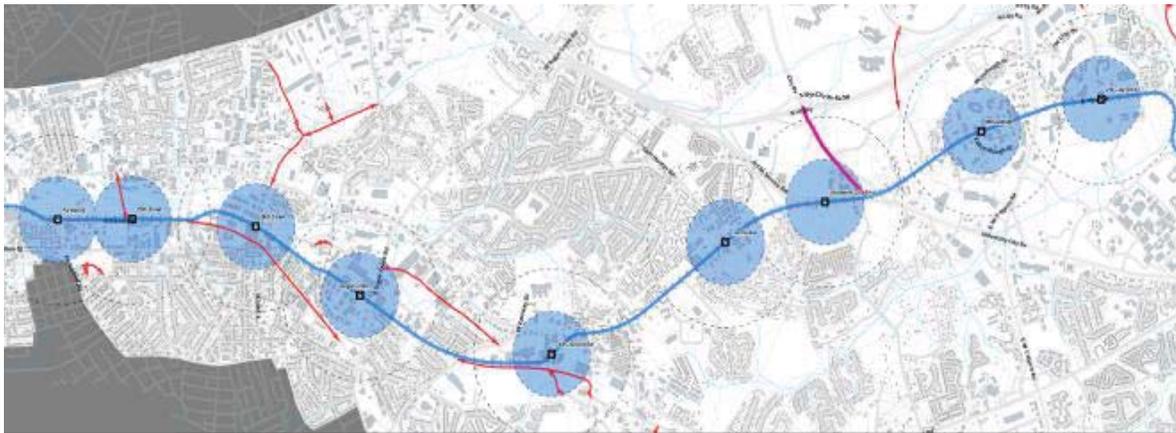
Based on a projection of cash flow, a portion of the originally planned 2020 Bond funding in FY 2021 has been deferred until a future bond cycle.

Department General Services

Location Area around the CATS Blue Line Extension

Council District 1 and 4

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$6,053,460	-	-	-	-	\$6,053,460
Construction	\$14,124,740	-	-	-	-	\$14,124,740
Public Art	\$121,800	-	-	-	-	\$121,800
Total	\$20,300,000	-	-	-	-	\$20,300,000
Prior Project Appropriations						\$79,300,000
Grand Total						\$99,600,000

Extend

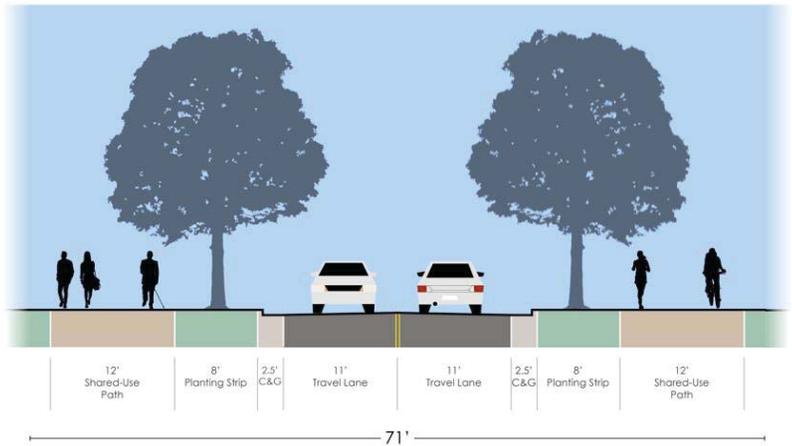
Bryant Farms Road

Project Description

This project extends Bryant Farms Road by 0.4 miles from Elm Lane to Rea Road and rebuilds the intersection of Bryant Farms Road, Elm Lane, and Blakeney Heath Road. This extension provides a critical east/west connection in the rapidly-growing Ballantyne area. Pedestrian and bicycle facilities will also be included in this project.

The 2018 Bond, which was adopted in FY 2019, included \$2,000,000 for planning and design, which is currently underway.

Department	Transportation
Location	Bryant Farms Road from Elm Lane and Rea Road
Council District	7
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$2,000,000	-	-	-	-	\$2,000,000
Construction	\$16,000,000	-	-	-	-	\$16,000,000
Public Art	-	-	-	-	-	-
Total	\$18,000,000	-	-	-	-	\$18,000,000
Prior Project Appropriations						\$2,000,000
Grand Total						\$20,000,000

Resurface Streets

Project Description

Funding for street resurfacing is provided by the Powell Bill from the North Carolina Department of Transportation. Since 2007, the city has supplemented the Powell Bill revenue with an annual transfer from the General Fund of \$4,261,000. In an effort to best align expenditures with available funding sources, the General Fund transfer will be eliminated in FY 2021 and replaced with a combination of General Obligation Bond and PAYGO funding. Together, this funding increases the city’s allocation for resurfacing by \$1,000,000 annually.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

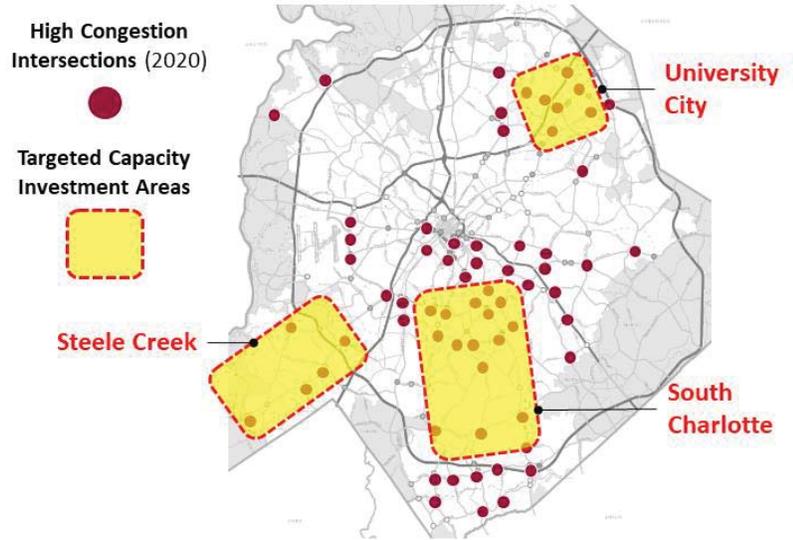
Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$8,000,000	-	-	-	-	\$8,000,000
Public Art	-	-	-	-	-	-
Total	\$8,000,000	-	-	-	-	\$8,000,000
Prior Program Appropriations since FY 2015						\$0
Available Street Resurfacing PAYGO						\$1,261,000
Grand Total						\$9,261,000

Project Description

Charlotte’s growing population puts added stress on the city’s transportation network in the form of congestion. This new program is intended to help mitigate congestion and improve traffic flow in targeted areas through small-scale, quick infrastructure projects. Projects could include adding turn lanes at intersections, extending existing lanes, or making new road connections to enhance the street grid.

FY 2021 funding is dedicated to improving congestion in the Steele Creek, South Charlotte, and University City areas. An additional \$6,700,000 in previously-approved Short-Term Road Congestion PAYGO is available to supplement the 2020 Bond funding outlined below.

- Department** Transportation
- Location** South Charlotte, Steele Creek, and University City
- Council District** 3, 4, 6, 7
- Priority Area** Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$1,522,400	-	-	-	-	\$1,522,400
Construction	\$6,089,600	-	-	-	-	\$6,089,600
Public Art	-	-	-	-	-	-
Total	\$7,612,000	-	-	-	-	\$7,612,000
Prior Program Appropriations since FY 2015						\$0
Available Short-Term Road Congestion PAYGO						\$6,700,000
Grand Total						\$14,312,000

Project Description

This program provides for the expansion of the bicycle network, by focusing on important connections and projects that repurpose existing infrastructure to create space for cyclists. Bicycle program funding helps implement the Charlotte BIKES plan, adopted by City Council in 2017, which provides the vision, strategies, and recommendations with the goal of making bicycling safe, comfortable, and convenient for people of all ages, abilities, and neighborhoods.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$1,000,000	-	-	-	-	\$1,000,000
Construction	\$2,996,000	-	-	-	-	\$2,996,000
Public Art	\$4,000	-	-	-	-	\$4,000
Total	\$4,000,000	-	-	-	-	\$4,000,000
Prior Program Appropriations since FY 2015						\$4,000,000
Grand Total						\$8,000,000

Maintain Traffic Signal System Coordination

Project Description

This program installs 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.

The Proposed FY 2021 funding has been reduced by \$2,000,000, from \$6,000,000 to \$4,000,000. The remaining \$2,000,000 has been shifted to the Transportation Safety (Vision Zero) program, which often uses traffic signal coordination such as leading pedestrian intervals to protect pedestrians.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$4,000,000	-	-	-	-	\$4,000,000
Public Art	-	-	-	-	-	-
Total	\$4,000,000	-	-	-	-	\$4,000,000
Prior Program Appropriations since FY 2015						\$9,000,000
Grand Total						\$13,000,000

Upgrade Traffic Control Devices

Project Description

This program provides for maintenance and replacement of outdated traffic control equipment, such as traffic signals, pedestrian signals, detection devices, and signs. Work completed through this program helps maintain safe and optimal traffic flow.

Department	Transportation
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	-	-	-	-	-	-
Construction	\$4,000,000	-	-	-	-	\$4,000,000
Public Art	-	-	-	-	-	-
Total	\$4,000,000	-	-	-	-	\$4,000,000
Prior Program Appropriations since FY 2015						\$15,000,000
Grand Total						\$19,000,000

Repair and Replace Bridges

Project Description

This program provides for the inspection, repair, and replacement of bridges throughout the city. Work completed through this program helps maintain a safe bridge system by repairing and replacing bridges that do not meet structural capacity and width standards. Locations for bridge repairs and replacements are identified through the city’s biennial inspection program required by the North Carolina Department of Transportation.

Department	Transportation
Location	To be determined (TBD)
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$3,996,000	-	-	-	-	\$3,996,000
Public Art	\$4,000	-	-	-	-	\$4,000
Total	\$4,000,000	-	-	-	-	\$4,000,000
Prior Program Appropriations since FY 2015						\$10,000,000
Grand Total						\$14,000,000

Improve Idlewild Road and Monroe Road 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. Funding for this project originated with \$844,000 in Future Project Planning funds approved in FY 2015; an additional \$6,100,000 was approved in the 2016 Bond. The city has also leveraged \$7,640,000 from the North Carolina Department of Transportation and the Charlotte Regional Transportation Planning Organization.

Department Transportation

Location Idlewild Road/Rama Road and Monroe Road Intersection

Council District 5

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
		FY 2021	FY 2022	FY 2023	FY 2024	
Planning and Design	-	-	-	-	-	-
Construction	\$2,500,000	-	-	-	-	\$2,500,000
Public Art	-	-	-	-	-	-
Total	\$2,500,000	-	-	-	-	\$2,500,000
Prior Project Appropriations						\$6,944,000
NCDOT Funding						\$7,640,000
Grand Total						\$17,084,000

Implement ADA

Transition Plan in Rights-of-Way

Project Description

The city is currently undergoing a third-party assessment of all public rights-of-way for compliance with the Federal Americans with Disabilities Act (ADA) standards. The assessment will produce a prioritized inventory of public infrastructure locations that may pose barriers to ADA compliance. The prioritized inventory will be included in the city’s Transition Plan, which is anticipated to be completed within FY 2021. The 2020 Bond funding in FY 2021 will be applied to projects on the prioritized inventory.

Department	Transportation
Location	TBD
Council District	TBD
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$150,000	-	-	-	-	\$150,000
Construction	\$850,000	-	-	-	-	\$850,000
Public Art	-	-	-	-	-	-
Total	\$1,000,000	-	-	-	-	\$1,000,000
Prior Program Appropriations since FY 2015						\$3,400,000
Grand Total						\$4,400,000

Increase

Building Sustainability

Project Description

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

Department	General Services
Location	Various City-Owned Facilities
Council District	1, 2, 3, 5
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$200,000	\$200,000	-	-	-	\$400,000
Construction	\$1,800,000	\$1,800,000	-	-	-	\$3,600,000
Public Art	-	-	-	-	-	-
Total	\$2,000,000	\$2,000,000	-	-	-	\$4,000,000
Prior Program Appropriations since FY 2015						\$0
Grand Total						\$4,000,000

Sustainable Infrastructure

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. The installation of sustainable infrastructure and electric vehicle charging stations supports the city’s strategy to increase the number of electric vehicles in the fleet, decrease carbon emissions, and improve air quality.

Department	General Services
Location	Various City-Owned Facilities
Council District	1, 2, 3, 5
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$100,000	\$100,000	-	-	-	\$200,000
Construction	\$900,000	\$900,000	-	-	-	\$1,800,000
Public Art	-	-	-	-	-	-
Total	\$1,000,000	\$1,000,000	-	-	-	\$2,000,000
Prior Program Appropriations since FY 2015						\$0
Grand Total						\$2,000,000

Plan and Design

Silver Line Light Rail

Project Description

The LYNX Silver Line light rail alignment is anticipated to run from the Town of Matthews, through Uptown, to CLT Airport, and beyond to Gaston County/City of Belmont. This begins early efforts to plan and design the line, which will continue over the next several years. Planning and design work is necessary prior to seeking federal funding.

Department Charlotte Area Transit System

Location Town of Matthews, through Uptown, to CLT Airport, and Gaston County/the City of Belmont

Council District 1, 2, 3, 5, 6

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$21,175,000	\$19,825,000	-	-	-	\$41,000,000
Total	\$21,175,000	\$19,825,000	-	-	-	\$41,000,000
Prior Project Appropriations						\$9,000,000
Grand Total						\$50,000,000

Design South End Light Rail Station

Project Description

Design for a new South End LYNX Blue Line light rail station explores conceptual alignments and adds a pedestrian crossing across the tracks. This project is anticipated to be completed in partnership with a private developer. The contribution outlined in the table below represents a portion of the total project costs.

Department	Charlotte Area Transit System
Location	LYNX Blue Line between the East/West and New Bern stations
Council District	3
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$1,581,717	-	-	-	-	\$1,581,717
Construction	-	\$3,000,000	\$3,000,000	\$3,000,000	-	\$9,000,000
Total	\$1,581,717	\$3,000,000	\$3,000,000	\$3,000,000	-	\$10,581,717
Prior Project Appropriations						\$1,415,608
Grand Total						\$11,997,325

Construct Hambright Park and Ride

Project Description

Design and construct a new Park and Ride located in Huntersville at Hambright Road and I-77. This new station supports enhanced bus service and provides commuters north of the city with a quicker option to commute into Charlotte utilizing the I-77 Express Lanes. Funding for this project is composed of federal, state, and local sources.

Department Charlotte Area Transit System

Location Town of Huntersville at
Hambright Road and I-77

Council District Adjacent to 2

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



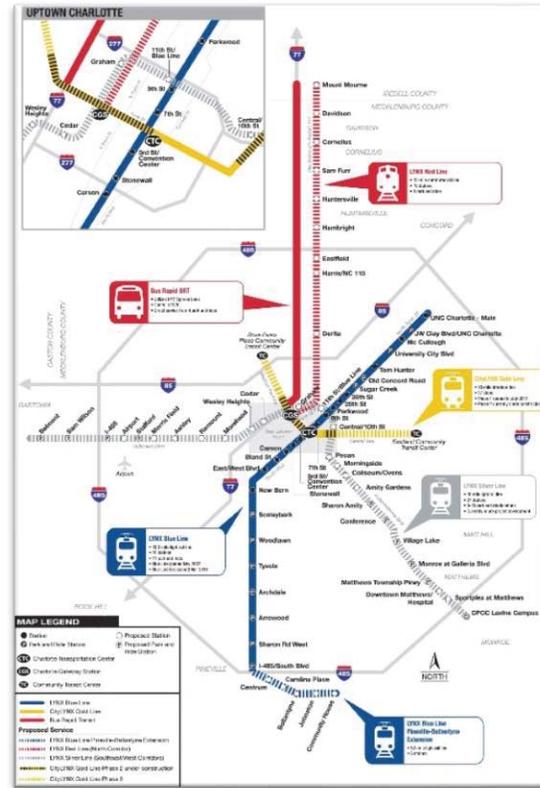
Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$1,412,500	-	-	-	-	\$1,412,500
Construction	\$1,380,000	\$9,905,000	-	-	-	\$11,285,000
Total	\$2,792,500	\$9,905,000	-	-	-	\$12,697,500
Prior Project Appropriations						\$0
Grand Total						\$12,697,500

Project Description

This funding supports the planning, design, and construction of major capital projects that promote the 2030 Transit Corridor System Plan. Projects rolled into this funding include the development of new light rail lines, light rail stations, land acquisition, and supporting infrastructure such as Americans with Disabilities Act enhancements. Three projects within this funding category, the Silver Line Light Rail, Hambright Park and Ride, and the South End Light Rail Station, have been outlined on individual project pages due to the size and scope of the projects.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$1,300,000	-	-	-	-	\$1,300,000
Construction	\$3,000,000	\$200,000	\$200,000	\$200,000	\$250,000	\$3,850,000
Total	\$4,300,000	\$200,000	\$200,000	\$200,000	\$250,000	\$5,150,000
Prior Program Appropriations since FY 2015						\$1,169,198,503
Grand Total						\$1,174,348,503

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 the existing vehicles, guard stations/bollards at CATS' facilities and along the alignment, and cameras on the LYNX Blue Line Extension.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

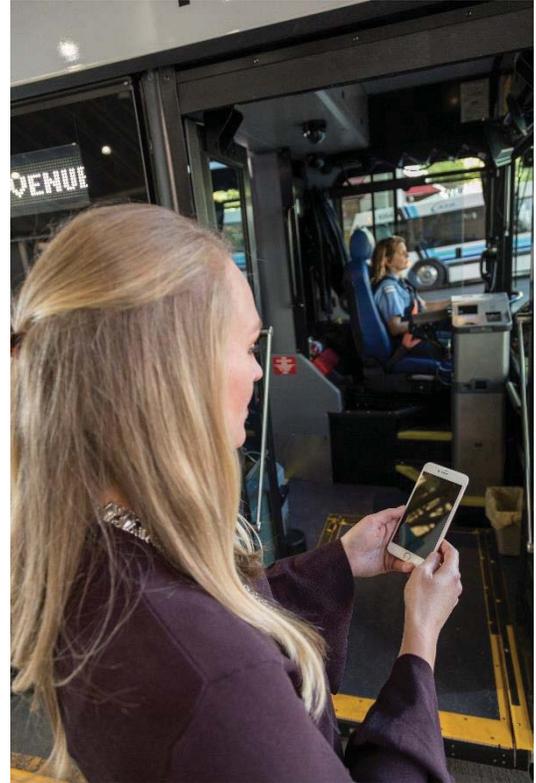
<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Equipment	\$314,067	\$1,250,065	\$298,897	\$301,136	\$761,339	\$2,925,504
Total	\$314,067	\$1,250,065	\$298,897	\$301,136	\$761,339	\$2,925,504
Prior Program Appropriations since FY 2015						\$7,218,073
Grand Total						\$10,143,577

Purchase New Transit Support Systems

Project Description

This funding purchases new equipment required to sustain operations and address changing technology needs. Examples of items that may be purchased include server and network refresh, software upgrades, two-factor security measures, and contingency for emerging technology needs. Potential equipment purchases include rail shop equipment for maintenance and support.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Equipment	\$540,969	\$777,459	\$681,432	\$580,500	\$2,618,432	\$5,198,792
Total	\$540,969	\$777,459	\$681,432	\$580,500	\$2,618,432	\$5,198,792
Prior Program Appropriations since FY 2015						\$67,182,927
Grand Total						\$72,381,719

Purchase Vehicles for CATS

Project Description

These vehicles are part of CATS non-revenue generating fleet and respond to maintenance needs. Service vehicles are used by many CATS divisions including bus operations, bus maintenance, special transportation services, and rail operations.

Department	Charlotte Area Transit System
Location	Mecklenburg County/Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Equipment	\$685,010	\$530,320	\$390,530	\$320,740	\$370,000	\$2,296,600
Total	\$685,010	\$530,320	\$390,530	\$320,740	\$370,000	\$2,296,600
Prior Program Appropriations since FY 2015						\$3,321,646
Grand Total						\$5,618,246

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 future-identified Charlotte Water infrastructure improvements.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$4,000,000	\$4,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$17,000,000
Construction	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$60,000,000
Total	\$16,000,000	\$16,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$77,000,000
Prior Program Appropriations since FY 2015						\$116,598,975
Grand Total						\$193,598,975

Resources and Biosolids

Project Description

These projects are intended to recover resources at the wastewater treatment plants, such as energy and nutrients, and to optimize biosolids production. The biosolids program produces reusable and recyclable resources for soil amendment, energy production, and renewable fuel in the community. The projects support a circular economy, the Strategic Energy Action Plan (SEAP), and the City of Charlotte Sustainability and Resiliency Resolution.

Department	Charlotte Water
Location	Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, Stowe Regional, and Sugar Creek Wastewater Treatment Plants
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$680,000	\$2,340,000	\$4,580,000	\$4,420,000	\$4,280,000	\$16,300,000
Construction	\$2,720,000	\$9,360,000	\$18,320,000	\$17,680,000	\$17,120,000	\$65,200,000
Total	\$3,400,000	\$11,700,000	\$22,900,000	\$22,100,000	\$21,400,000	\$81,500,000
Prior Program Appropriations since FY 2015						\$3,340,775
Grand Total						\$84,840,775

Improve Drainage for Storm Water

Project Description

Storm Water Services ensures runoff from rain drains safely to 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 including pipe sizes, construction area, and property owner involvement.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$11,837,487	\$18,565,211	\$20,685,186	\$20,147,703	\$23,558,774	\$94,794,361
Real Estate	\$2,259,130	\$2,260,240	\$3,657,670	\$2,693,820	\$2,553,960	\$13,424,820
Construction	\$39,724,383	\$77,099,549	\$90,982,144	\$90,053,477	\$78,582,266	\$376,441,819
Total	\$53,821,000	\$97,925,000	\$115,325,000	\$112,895,000	\$104,695,000	\$484,661,000
Prior Program Appropriations since FY 2015						\$366,725,500
Grand Total						\$851,386,500

Mitigate Impacts to Streams and Wetlands

Project Description

Stream and Wetland Mitigation Program

This program provides surface water quality benefits when city infrastructure projects like roads, light rail, buildings, and utilities encounter unavoidable stream and wetland impacts. Projects improve local waterways while ensuring the City of Charlotte meets Federal Clean Water Act requirements.

Post Construction Stormwater Ordinance (PCSO)

This program provides surface water quality and flood control benefits while supporting cost-effective land development and redevelopment projects. Mitigation fee options reduce environmental compliance costs for public and private development projects and ensure the City of Charlotte meets Federal Clean Water Act requirements.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Construction	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Total	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000
Prior Program Appropriations since FY 2015						\$14,000,000
Grand Total						\$21,500,000

Enhance Storm Water Mitigation Programs

Project Description

Storm Water Services ensures 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 abundant aquatic life. Through water quality management programs that include stream restoration and stormwater control measures, Storm Water Services ensures runoff is as clean as possible before reaching waterways and works to improve the quality and usability of surface waters such as streams and lakes.

Department	Storm Water Services
Location	Citywide
Council District	Citywide
Priority Area	Transportation, Planning, and Environment (Mobility, Accessibility, and Connectivity)

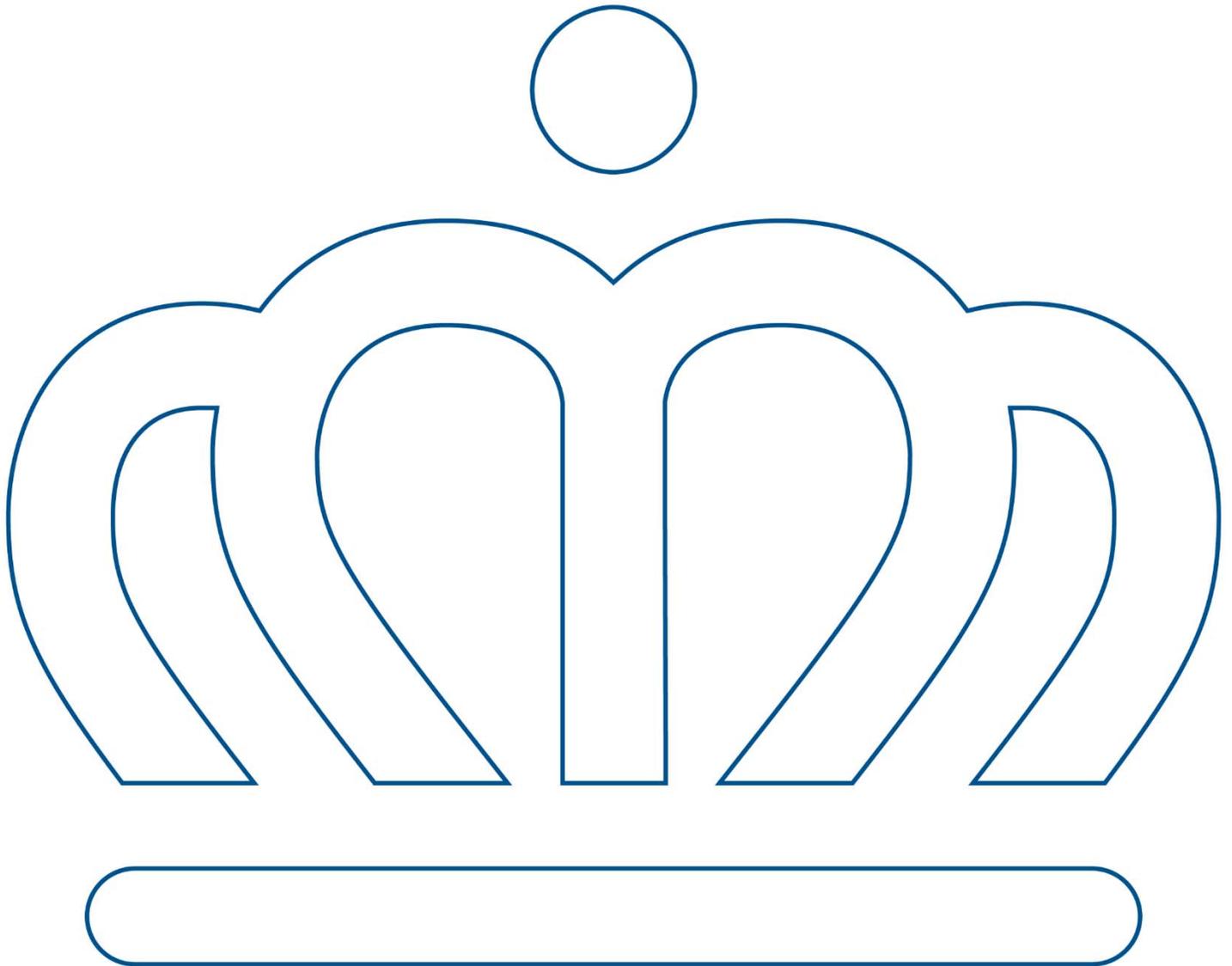


Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$929,000	\$1,775,000	\$2,625,000	\$1,830,000	\$1,100,000	\$8,259,000
Construction	\$250,000	\$1,300,000	\$4,050,000	\$5,275,000	\$7,205,000	\$18,080,000
Total	\$1,179,000	\$3,075,000	\$6,675,000	\$7,105,000	\$8,305,000	\$26,339,000
Prior Program Appropriations since FY 2015						\$23,577,000
Grand Total						\$49,916,000

CAPITAL INVESTMENT PLAN

NEIGHBORHOOD DEVELOPMENT



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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.

The approved FY 2020 – FY 2024 CIP increased the planned 2020 bond funding for affordable housing from \$25.0 million to \$50.0 million. This funding represents the second \$50.0 million housing bond in Charlotte, for a total voter-approved investment of \$130.0 million since the 2014 bond.

Department Housing and Neighborhood Services

Location TBD

Council District TBD

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$50,000,000	-	-	-	-	\$50,000,000
Public Art	-	-	-	-	-	-
Total	\$50,000,000	-	-	-	-	\$50,000,000
Prior Program Appropriations since FY 2015						\$80,000,000
Grand Total						\$130,000,000

Neighborhood Improvement Program

Project Description

The Comprehensive Neighborhood Improvement Program (CNIP) focuses on connecting five, multi-neighborhood geographies to major employment, institutional, and retail areas through a network of streets, sidewalks, greenways, and bike lanes. This program provides a comprehensive approach to placemaking by promoting vibrant, diverse, and economically strong communities. The identification process for potential CNIP projects spanned across city departments and selection was influenced by active community engagement. The collection of projects within each area are intended to create impactful changes within the surrounding communities.

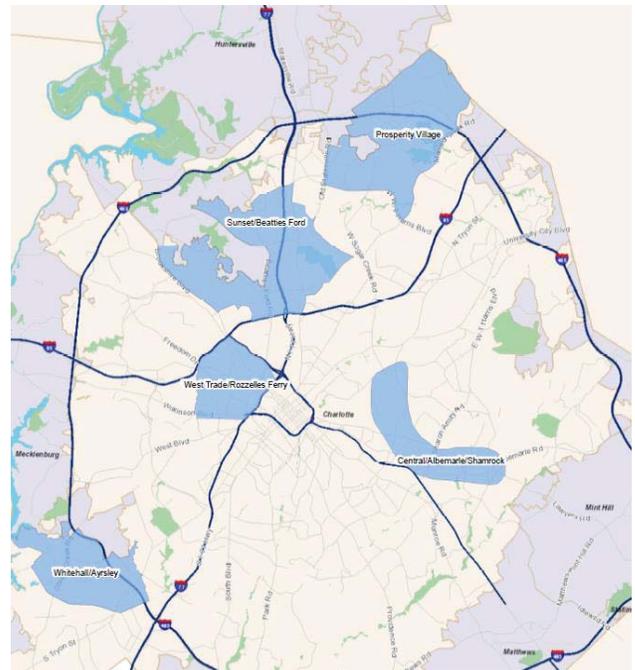
Each of the CNIP areas are described in the following pages. The funding table below represents the overall program funding.

Department Housing and Neighborhood Services

Location Central/Albemarle/Shamrock,
Prosperity Village,
Sunset/Beatties Ford,
West Trade/Rozzelles Ferry,
Whitehall/Ayrsley

Council District 1, 2, 3, 4, 5

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$29,820,000	-	-	-	-	\$29,820,000
Public Art	\$180,000	-	-	-	-	\$180,000
Total	\$30,000,000	-	-	-	-	\$30,000,000
Prior Project Appropriations						\$90,000,000
Other Funding						\$7,641,983
Grand Total						\$127,641,983

Central/Albemarle/Shamrock CNIP

Project Description

The Central/Albemarle/Shamrock CNIP area is east of Uptown and encompasses the neighborhoods of Country Club Heights, Four Seasons, Farm Pond, Wilora Lake, Idlewild Farms, Winterfield, Windsor Park, Kilborne, Eastway-Sheffield, Plaza Shamrock, Shamrock Hills, Howie Acres, and Eastway Acres.

Points of interest within CNIP boundaries include the old Eastland Mall site, Evergreen Cemetery, Evergreen Nature Preserve, Kilborne Park, Shamrock Park, Methodist Home Park, Garinger High School, Eastway Middle School, Shamrock Gardens Elementary School, and Aldersgate Community. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department	Housing and Neighborhood Services	
Council District	1 and 5	
Priority Area	Neighborhood Development (Safe, Healthy, and Inclusive Communities)	
Budget	CNIP:	\$20,000,000
	Pedestrian Safety:	\$2,000,000
	Total:	\$22,000,000



Project List

- **Central Avenue/Kilborne Drive/Norland Road Pedestrian and Bicycle Improvements** – Highlight the historical attributes of the area, which includes a new pocket park, and construct 0.8 miles of bicycle lanes, sidewalks, accessibility ramps, crosswalks, and intersection improvements.
- **Eastway Drive/Shamrock Drive Intersection Planning Study** – Contribution to a larger intersection project included for early planning and design. The intersection project is anticipated to be completed in partnership with the North Carolina Department of Transportation (NCDOT).
- **Kilborne Drive Streetscape** – Construct 0.9 miles of new sidewalk on the west side of Kilborne Drive from Eastway Drive to existing sidewalk adjacent to the entrance of Kilborne Apartments at Havenwood Road. This project will install new curb and gutter, storm drainage, planted medians, a pedestrian island and crosswalks, street trees, and bicycle facilities. The Pedestrian Safety program contributed \$2,000,000 to this project.
- **Shamrock Drive Complete Street** – Upgrade 0.9 miles of Shamrock Drive from Virginia Avenue to Cardiff Avenue with bicycle lanes, sidewalks, accessibility ramps, medians, and crosswalks. This project will complement future projects that result from the Eastway Drive/Shamrock Drive Intersection Planning Study.
- **Public Art** – A series of art panels will be integrated into the Potter’s Place green space that focus on resident memories and experiences of the neighborhood. Art will also be included in the Shamrock Drive roundabouts.

Prosperity Village CNIP

Project Description

The Prosperity Village area is a high-growth area in northeast Charlotte in need of increased connectivity to regional nodes and employment centers. Charlotte’s largest planned neighborhood, Highland Creek, is located within the Prosperity Village community. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department Housing and Neighborhood Services

Council District 4

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

Budget

CNIP:	\$30,000,000
Pedestrian Safety:	\$100,000
Other Funds:	\$110,000
Total:	\$30,210,000



Project List

- **Craven Thomas Road/Robert Helms Road Streetscape** – Design and install approximately 1.0 mile of streetscape beautification along Craven Thomas Road, Robert Helms Road, and the Prosperity Church Road exit off of the I-485. The beautification elements include widening the existing sidewalk into a multi-use trail, adding trees and shrubs, resting areas, lighting, and public art.
- **DeArmon Road Complete Street Improvements** – Improve 0.75 miles of DeArmon Road from Browne Road to Benfield Road with a turn lane, curb and gutter, storm drainage, sidewalk, and a greenway crossing under DeArmon Road.
- **Jimmy Oehler Road Sidewalk** – Fill-in 0.1 mile of sidewalk gap.
- **Prosperity Church Road Improvements** – Widen approximately 0.3 miles of Prosperity Church Road between Old Ridge Road and Benfield Road. Improvements also include curb and gutter, sidewalk, storm drainage, bicycle lanes, on-street parking, and a roundabout at Prosperity Church Road and Prosperity Ridge Road.
- **Prosperity Church Road Pedestrian Crossings** – Install a traffic signal at Prosperity Church Road and Katelyn Drive, and pedestrian beacons at the Prosperity Church Road and Prosperity Point Land intersection and at 3700 Prosperity Church Road.
- **Prosperity Village Pocket Park for CLT 250** – Create a pocket park on a 1.36-acre site north of the intersection of Benfield Road and DeArmon Road/Johnston Oehler Road. This new community asset will serve as a gateway to Prosperity Village. Charlotte Water and Storm Water Services contributed a total of \$110,000 to this project.
- **Ridge Road Sidewalk** – Fill-in 0.1 mile of sidewalk gap. The Pedestrian Safety program contributed \$100,000 to this project.

Support

Prosperity Village CNIP

- **Public Art** – A series of eight sculptures will be installed along each side of the streetscape divided by I-485 that reference the community’s historic homes and agrarian history. The artist has also proposed two figurative sculptures carved from local granite to serve as trail markers along Robert Helms Road.

Further Sunset/ Beatties Ford CNIP

Project Description

The Sunset/Beatties Ford CNIP area includes established communities in a high-growth area in north and northwest Charlotte. This area was selected as a CNIP due to opportunities for development, redevelopment, and leveraging existing assets within the community. The population in the Sunset/Beatties Ford area more than doubled between 2000 – 2010; as a result, there is increased demand for safe connections to parks, recreation, retail, transit, and jobs. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department	Housing and Neighborhood Services	
Council District	2	
Priority Area	Neighborhood Development (Safe, Healthy, and Inclusive Communities)	
Budget	CNIP:	\$20,000,000
	NCDOT:	\$3,500,000
	Pedestrian Safety:	\$750,000
	Total:	\$24,250,000



Project List

- **Beatties Ford Road Pedestrian Crossings** – Improve pedestrian safety and access to services along Beatties Ford Road from Capps Hill Mine Road to I-85 by adding pedestrian islands, hybrid beacons, and/or traffic signals.
- **Beatties Ford Road/Sunset Road Pedestrian Improvements** – Improve accessibility in and around Hornet’s Nest Park and adjacent neighborhoods. Evaluate 3.5 miles of sidewalk along Beatties Ford Road and Sunset Road and a traffic signal at the intersection of Beatties Ford Road and Trinity Road. The Pedestrian Safety (Vision Zero) program contributed \$750,000, and NCDOT contributed \$1,500,000 to this project.
- **Lakeview Road/Reames Road Roundabout and Sidewalk** – Construct a roundabout at Lakeview Road and Reames Road and install 1.4 miles of sidewalk on the south side of Lakeview Road from Reames Road to Beatties Ford Road. NCDOT contributed \$2,000,000 to this project.
- **Oakdale Road/Miranda Road/Sunset Road Intersection** – Provide matching funds for NCDOT’s intersection improvement project to enhance safety.
- **Peachtree Road Sidewalks** – Install a total of 1.1 miles of sidewalk along both sides of Peachtree Road from Oakdale Road to Crandon Drive, along Beam Lake Drive from Peachtree Road to the existing sidewalk, and fill in sidewalk gaps along Oak Drive.
- **Public Art** – Actively in planning phase with scope and artist still to be determined.

Advance West Trade/ Rozzelles Ferry CNIP

Project Description

The West Trade/Rozzelles Ferry CNIP area is a high-growth area on the west side of Uptown. The area is home to a unique blend of historic landmarks, Johnson C. Smith University, retail and businesses, and neighborhoods including Smallwood, Lakewood, Seversville, Wesley Heights, Ashley Park, and Camp Greene. These projects will be transformative, help large multi-neighborhood areas strengthen important business corridors, reenergize established neighborhoods, capitalize on key economic activity centers, and connect the community to the CityLYNX Gold Line. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department Housing and Neighborhood Services

Council District 2 and 3

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

Budget

CNIP:	\$20,000,000
Other Funds:	\$302,983
Total:	\$20,302,983



Project List

- **Five Points Better Block** – Engage the community and complete visioning via Better Block to promote a healthy and vibrant community.
- **Five Points Public Plaza** – Create a new public plaza at the Five Points intersection including landscaping, public art, water splash pad, amphitheater, solar pavers, signs, and new sidewalk.
- **Frazier Avenue Realignment** – Improve 0.25 miles of Frazier Avenue between West Trade Street and 5th Street with new sidewalk, planting strips, and curb and gutter. The new section of Frazier Avenue will be aligned at the intersection with Wesley Heights Way. This new intersection installs pedestrian and traffic signals, storm drainage improvements, street trees, and new accessibility ramps.
- **I-77/West Trade Street Underpass Enhancements** – Install new lighting, benches, public art, and new sidewalk along the I-77 underpass on West Trade Street.
- **Morehead Street Projects** – Construct wider sidewalks, curb and gutter, accessibility ramps, and new lighting along 0.17 miles of roadway at the intersection of West Morehead Street and I-77. A second project includes three pedestrian refuge islands on West Morehead Street between Wilkinson Boulevard and Suttle Avenue to improve connectivity to the CityLYNX Gold Line. This project is coordinated with NCDOT resurfacing of Morehead Street.
- **Rozzelles Ferry Road Pedscape Project** – Build pedestrian refuge medians along 0.7 miles of Rozzelles Ferry Road from Zebulon Avenue to the Rozzelles Ferry Road/West 5th Street/West Trade Street/Beatties Ford Road intersection. Street resurfacing will also be completed in conjunction with this project.

Advance West Trade/ Rozzelles Ferry CNIP

- **State Street Pedestrian Improvements** – Transform 0.5 miles of State Street into a pedestrian-friendly street connecting Johnson C. Smith University and Old Savona Mills creating a place for community interaction. The project will provide the Eleanor Heights community with access to the CityLYNX Gold Line and local businesses. Improvements might include planting strips, sidewalks, crosswalks, street trees, storm drainage improvements, and wayfinding signage.
- **Street Connectivity** – Improve access and visibility to Martin Luther King Park and the future Mecklenburg County Stewart Creek Greenway via a 0.2-mile connection between Yellowstone Drive and Zebulon Drive. Connections will be made through roadway, bridges, and/or culverts. Charlotte Water contributed \$155,000 to this project.
- **Trail Crossing Improvements** – Connect the existing Mecklenburg County greenway in the Wesley Heights neighborhood to the future Stewart Creek Greenway. The 0.1-mile project includes signage, pavement markings, and a high visibility crosswalk.
- **West 4th Street Extension** – Increase pedestrian safety by decreasing 1.0 mile of four-lane roadway to two lanes. This project will also add sidewalk, curb and gutter, refuge medians, accessibility ramps, storm drainage improvements, landscaping and street trees, and street resurfacing. The Center City Transportation Program contributed \$147,983 to this project.
- **Public Art** – Create a sculpture at the Five Points Plaza and a series of four processional sculptures along West Trade Street at the I-77 underpass. These sculptures celebrate the rich history of Historic West End Charlotte and the community’s aspirations for the future.

Support Whitehall/ Ayrsey CNIP

Project Description

The Whitehall/Ayrsey CNIP is a high-growth area with established and emerging neighborhoods and a diverse mix of office, retail, and industrial employment. This area includes, or is adjacent to, some of the fastest growing areas, both commercial and residential areas, in Charlotte. These areas include the Steele Creek neighborhood, Charlotte Premium Outlets, River District, Westinghouse Free Trade Area, and South Tryon Street’s Rivergate area. Whitehall/Ayrsey is also in close proximity to the CLT Airport as well as other key transportation infrastructure.

Projects will improve pedestrian, bicyclist, and motorist safety while expanding transportation options for residents and businesses in the area. Projects listed below represent all CNIP projects in the area; projects are in various stages of completion.

Department	Housing and Neighborhood Services	
Council District	3	
Priority Area	Neighborhood Development (Safe, Healthy, and Inclusive Communities)	
Budget	CNIP:	\$30,000,000
	Private Developer:	\$879,000
	Total:	\$30,879,000



Project List

- **Brown Grier Road Upgrades** – Convert 2.0 miles of Brown Grier Road between Steele Creek Road and Whitehall Park Drive from two lanes to a four-lane road with divided median and multi-use paths. A private developer contributed \$879,000 to this project through the rezoning process.
- **Multi-Use Path Along Westinghouse Boulevard** – Build a 3.2-mile multi-use path along Westinghouse Boulevard from South Tryon Street to Shopton Road West to improve pedestrian safety, bicycle connectivity, and pedestrian access.
- **Sandy Porter Road/South Tryon Street Intersection Improvement** – Construct a left turn lane from South Tryon Street onto Sandy Porter Road to enhance vehicle capacity. Additionally, 1,300 feet of sidewalk will be widened to improve pedestrian safety.
- **South Tryon Street/Whitehall Park Drive/Ayrsey Town Boulevard Intersection** – Improve pedestrian safety and traffic calming by reducing 1,300 feet of Ayrsey Town Boulevard from four lanes to two lanes with a divided median and reverse angle parking. The project also includes pedestrian bump-outs, sidewalks, and crosswalks.
- **Public Art** – Actively in planning phase with scope and artist still to be determined.

Sidewalks and Pedestrian Safety

Project Description

The sidewalk and pedestrian safety program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe, useful, and inviting. The work funded through this program is guided by the City Council-adopted Charlotte WALKS Pedestrian Plan and the Transportation Action Plan. Projects within the program focus on constructing new sidewalks, connecting sidewalk gaps, and installing pedestrian crossings, refuge islands, accessibility improvements, and pedestrian signals.

- Department** Transportation
- Location** Citywide
- Council District** Citywide
- Priority Area** Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$3,000,000	-	-	-	-	\$3,000,000
Construction	\$11,985,000	-	-	-	-	\$11,985,000
Public Art	\$15,000	-	-	-	-	\$15,000
Total	\$15,000,000	-	-	-	-	\$15,000,000
Prior Program Appropriations since FY 2015						\$60,000,000
Grand Total						\$75,000,000

Invest in Opportunity Corridors

Project Description

Investing in Charlotte’s business corridors has been a long-time city commitment. This new program approaches investment and revitalization holistically by using cross-department collaboration to serve the corridor using multiple tools. Each corridor will have projects and strategies tailored to the specific economic development, placemaking, and transportation needs within the corridor. Six Opportunity Corridors have been identified for investment: Beatties Ford/Rozzelles Ferry, Central/Albemarle, Freedom/Wilkinson, I-85/West Sugar Creek, North Tryon/Graham, and West Boulevard.

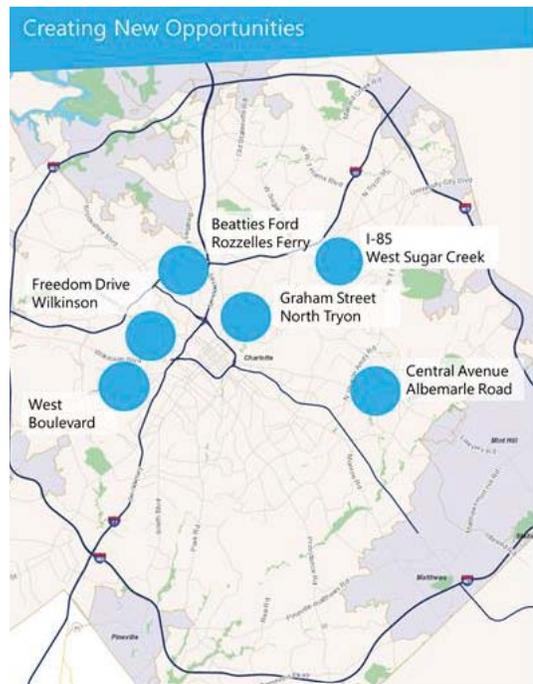
The 2020 Bond funding in FY 2021 is dedicated to infrastructure improvements, which may include intersection enhancements, sidewalks, or transportation safety improvements to support the Vision Zero philosophy. The funding outlined below is supplemented with PAYGO funding for non-infrastructure needs such as community engagement, placemaking, and business development.

Department Planning, Design, and Development; and Transportation

Location Beatties Ford/Rozzelles Ferry Corridor
Central/Albemarle Corridor
Freedom/Wilkinson Corridor
I-85/West Sugar Creek Corridor
North Tryon/Graham Corridor
West Boulevard Corridor

Council District 1, 2, 3, 4, 5

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



Budget Overview

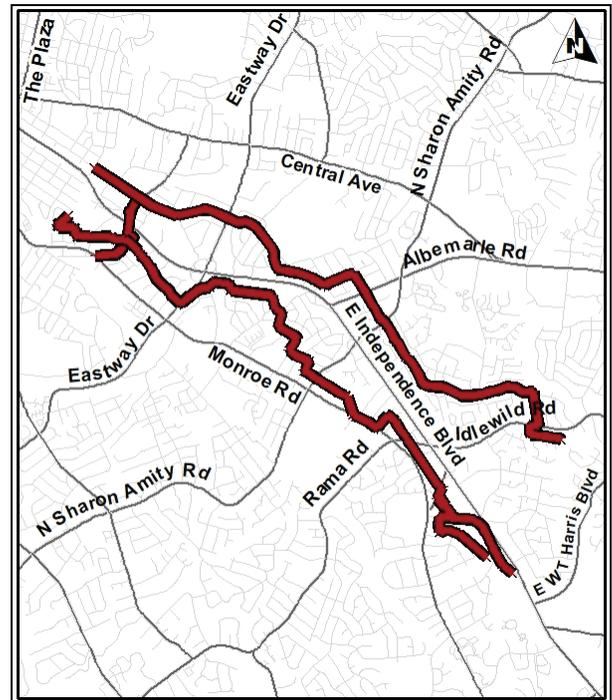
Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$2,900,000	-	-	-	-	\$2,900,000
Construction	\$11,513,000	-	-	-	-	\$11,513,000
Public Art	\$87,000	-	-	-	-	\$87,000
Total	\$14,500,000	-	-	-	-	\$14,500,000
Prior Project Appropriations						\$0
Grand Total						\$14,500,000

Sidewalk and Bikeway Connections

Project Description

The East/Southeast Corridor Sidewalk and Bikeway Improvements funding implements projects throughout the Independence Boulevard corridor in support of the Independence Boulevard Area Plan. Improvements provide pedestrian and bicycle facilities to increase safety, mobility, and accessibility between neighborhoods.

Department	Transportation
Location	Independence Boulevard Corridor and Independence Boulevard Area Plan
Council District	1 and 5
Priority Area	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

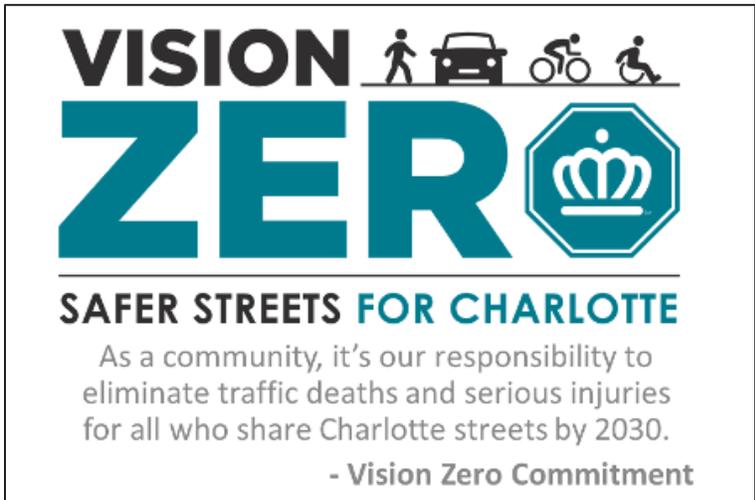
Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$1,998,000	-	-	-	-	\$1,998,000
Public Art	\$2,000	-	-	-	-	\$2,000
Total	\$2,000,000	-	-	-	-	\$2,000,000
Prior Project Appropriations						\$6,000,000
Grand Total						\$8,000,000

Enhance Transportation Safety (Vision Zero)

Project Description

The Transportation Safety program aims to make the city’s transportation system as safe as possible for all users. This funding supports Charlotte’s Vision Zero Action Plan, which is based on the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. Vision Zero focuses on how people naturally behave- people make mistakes but mistakes should not be fatal. Projects within this program could include new or enhanced streetlighting, speed humps, pedestrian crossing signals, or contributions to other capital projects that support Vision Zero goals.

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



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$200,000	-	-	-	-	\$200,000
Construction	\$1,798,000	-	-	-	-	\$1,798,000
Public Art	\$2,000	-	-	-	-	\$2,000
Total	\$2,000,000	-	-	-	-	\$2,000,000
Prior Program Appropriations since FY 2015						\$2,000,000
Grand Total						\$4,000,000

Replace

Police Helicopter

Project Description

This funding provides for the replacement of one of CMPD’s helicopters that was purchased in 1998. Helicopters provide CMPD’s Aviation Unit with aerial support for patrolling, assessing natural disasters and civil emergency situations, and collaborating with other public safety operations. The purchase of this helicopter includes training for the operators on the new, upgraded equipment in the aircraft.

Department	Police
Location	N/A
Council District	N/A
Priority Area	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	
Equipment	\$4,700,000	-	-	-	-	\$4,700,000
Total	\$4,700,000	-	-	-	-	\$4,700,000
Prior Project Appropriations						\$0
Grand Total						\$4,700,000

Water Resource Recovery Facility

Project Description

Wastewater from this area is currently pumped 27 miles to the McAlpine Wastewater Treatment Plant. Charlotte Water has identified the need for a new water resource recovery facility to support expected growth and provide a cost-effective, regional solution for wastewater treatment for not only western Mecklenburg County, but for the Belmont and Mount Holly communities. This project was previously referred to as the Long Creek Wastewater Treatment Plant.

- Department** Charlotte Water
- Location** Hawfield Road
- Council District** Adjacent to 2 and 3
- Priority Area** Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning/Design	\$8,700,000	\$12,000,000	\$12,000,000	\$11,825,000	\$12,000,000	\$56,525,000
Construction	\$34,800,000	\$48,000,000	\$48,000,000	\$48,800,000	\$49,600,000	\$229,200,000
Public Art	-	-	-	\$375,000	\$400,000	\$775,000
Total	\$43,500,000	\$60,000,000	\$60,000,000	\$61,000,000	\$62,000,000	\$286,500,000
Prior Project Appropriations						\$58,771,335
Grand Total						\$345,271,335

Wastewater Treatment Plant

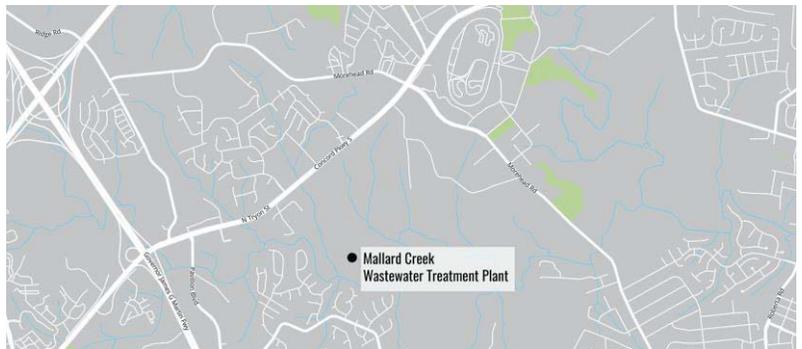
Project Description

Infrastructure improvements will be made to add capacity and rehabilitate equipment critical to the Mallard Creek Wastewater Treatment Plant. The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Mallard Creek and Back Creek basins.

Over the past few years, the Mallard Creek Wastewater Treatment Plant has operated close to its allowed capacity due to increased growth in the area aligned with the extension of the Blue Line from Uptown to UNC Charlotte. Expanding the plant’s capacity is critical to supporting future development in the area.

Improvements to the plant will increase its treatment capacity in a phased approach and replace equipment related to ultraviolet disinfection, filtration, and final clarification.

- Department** Charlotte Water
- Location** 12400 U.S. Highway 29
- Council District** Adjacent to 4
- Priority Area** Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$860,000	\$1,300,000	\$5,220,000	\$5,480,000	\$2,720,000	\$15,580,000
Construction	\$12,440,000	\$15,200,000	\$20,880,000	\$21,920,000	\$10,880,000	\$81,320,000
Total	\$13,300,000	\$16,500,000	\$26,100,000	\$27,400,000	\$13,600,000	\$96,900,000
Prior Project Appropriations						\$32,993,784
Grand Total						\$129,893,784

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	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$1,220,000	\$8,800,000	\$3,200,000	\$1,200,000	-	\$14,420,000
Construction	\$4,880,000	\$35,200,000	\$12,800,000	\$4,800,000	-	\$57,680,000
Total	\$6,100,000	\$44,000,000	\$16,000,000	\$6,000,000	-	\$72,100,000
Prior Project Appropriations						\$44,029,344
Grand Total						\$116,129,344

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 Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$900,000	-	-	-	\$2,700,000	\$3,600,000
Construction	\$3,600,000	-	-	-	\$10,800,000	\$14,400,000
Total	\$4,500,000	-	-	-	\$13,500,000	\$18,000,000
Prior Project Appropriations						\$2,000,000
Grand Total						\$20,000,000

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	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$1,290,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,290,000
Construction	\$8,159,999	\$2,000,000	\$4,000,000	\$3,000,000	\$3,650,000	\$20,809,999
Total	\$9,449,999	\$2,500,000	\$4,500,000	\$3,500,000	\$4,150,000	\$24,099,999
Prior Program Appropriations since FY 2015						\$89,208,183
Grand Total						\$113,308,182

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	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$3,180,000	\$3,402,000	\$4,960,000	\$3,210,000	\$3,020,000	\$17,772,000
Construction	\$12,720,000	\$13,608,000	\$19,840,000	\$12,840,000	\$12,080,000	\$71,088,000
Total	\$15,900,000	\$17,010,000	\$24,800,000	\$16,050,000	\$15,100,000	\$88,860,000
Prior Program Appropriations since FY 2015						\$112,469,343
Grand Total						\$201,329,343

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 million 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	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$900,000	\$2,200,000	\$2,800,000	\$500,000	\$2,900,000	\$9,300,000
Construction	\$1,850,000	\$8,800,000	\$11,200,000	\$2,000,000	\$11,600,000	\$35,450,000
Total	\$2,750,000	\$11,000,000	\$14,000,000	\$2,500,000	\$14,500,000	\$44,750,000
Prior Project Appropriations						\$12,500,000
Grand Total						\$57,250,000

Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical infrastructure, which will protect resident and environmental health by preventing sanitary sewer overflows, as well as reducing maintenance costs and accommodating future growth.

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



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$24,800,000	\$25,165,000	\$14,150,000	\$22,655,000	\$31,342,000	\$118,112,000
Construction	\$99,200,000	\$100,660,000	\$56,600,000	\$90,620,000	\$125,368,000	\$472,448,000
Total	\$124,000,000	\$125,825,000	\$70,750,000	\$113,275,000	\$156,710,000	\$590,560,000
Prior Program Appropriations since FY 2015						\$513,465,297
Grand Total						\$1,104,025,297

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	Neighborhood Development (Safe, Healthy, and Inclusive Communities)



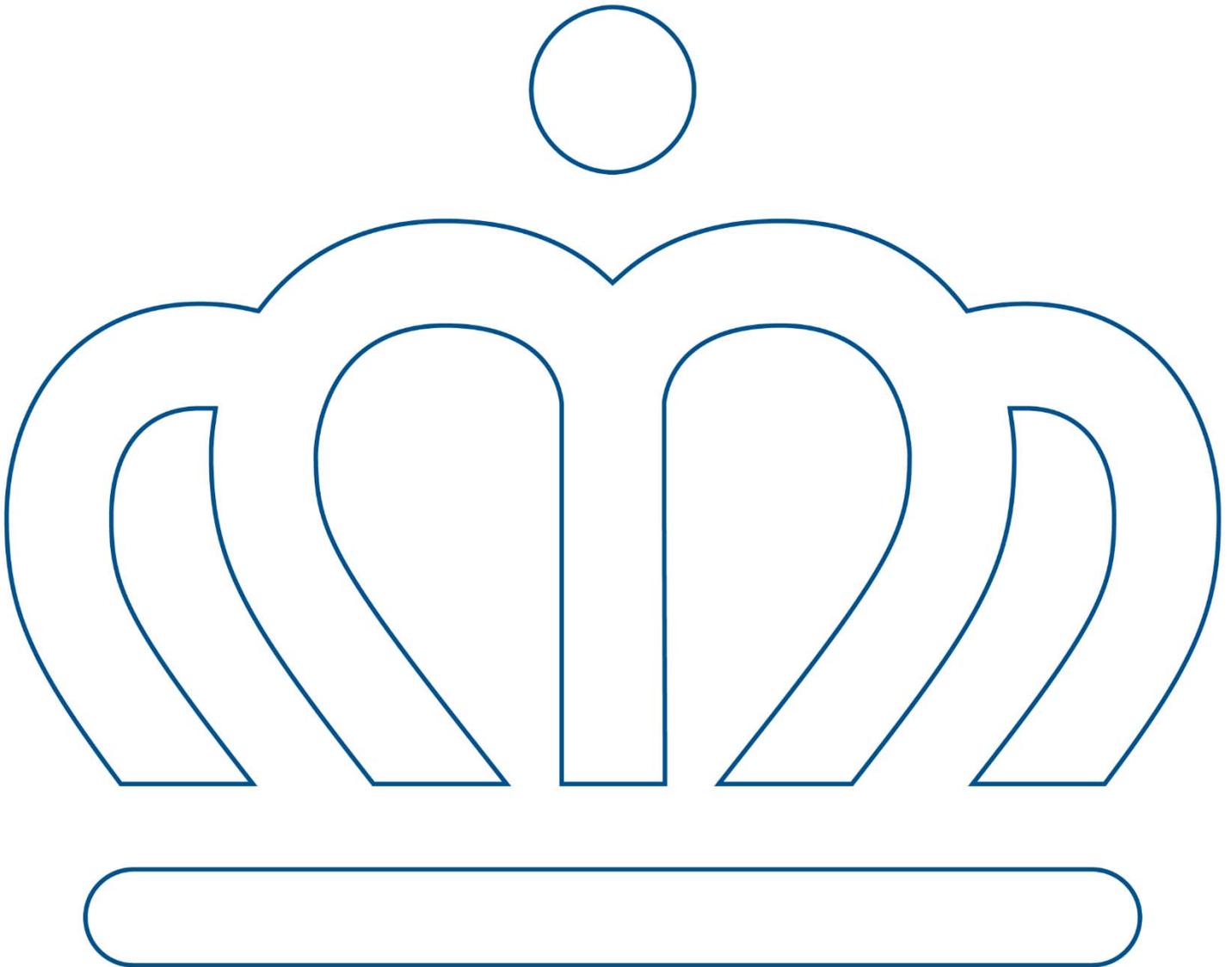
Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$5,940,000	\$12,940,000	\$5,340,000	\$6,860,000	\$7,900,000	\$38,980,000
Construction	\$23,760,000	\$51,760,000	\$21,360,000	\$27,440,000	\$31,600,000	\$155,920,000
Total	\$29,700,000	\$64,700,000	\$26,700,000	\$34,300,000	\$39,500,000	\$194,900,000
Prior Program Appropriations since FY 2015						\$279,880,155
Grand Total						\$474,780,155

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CAPITAL INVESTMENT PLAN

ECONOMIC DEVELOPMENT



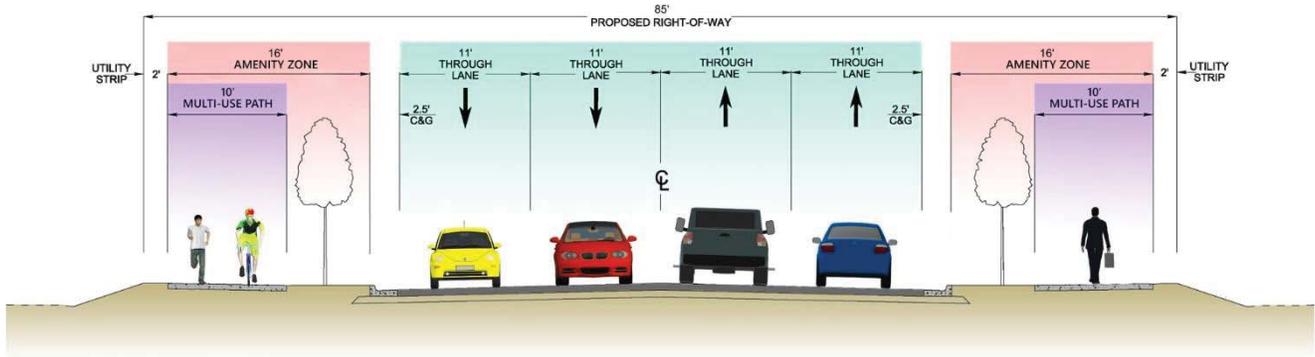
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Beautify Monroe Road Streetscape

Project Description

The Monroe Road Streetscape project evaluated improvements along two miles of Monroe Road between Briar Creek Road and North Sharon Amity Road to create a more pedestrian-oriented and mixed-use development corridor as recommended in the Independence Boulevard Area Plan. After the planning phase was completed, the most transformative improvements were identified 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.

- Department** Economic Development
- Location** Monroe Road from Briar Creek Road to Sharon Amity Road
- Council District** 1 and 5
- Priority Area** Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$10,309,680	-	-	-	-	\$10,309,680
Public Art	\$10,320	-	-	-	-	\$10,320
Total	\$10,320,000	-	-	-	-	\$10,320,000
Prior Project Appropriations						\$3,080,000
Grand Total						\$13,400,000

Project Description

Terminal renovation projects provide for the expansion, rehabilitation, and improvement of the terminal building. This is the main thoroughfare passengers use to drop-off and pick-up luggage, navigate to a flight, and shop in a concession space.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$5,600,000	\$27,185	-	-	-	\$5,627,185
Construction	\$113,178,088	\$140,827,486	\$182,671,974	\$141,637,577	\$64,425,641	\$642,740,766
Other	\$11,882,825	\$24,638,617	\$8,405,429	\$5,170,687	\$2,999,421	\$53,096,979
Total	\$130,660,913	\$165,493,288	\$191,077,403	\$146,808,264	\$67,425,062	\$701,464,930
Prior Program Appropriations since FY 2015						\$512,478,745
Grand Total						\$1,213,943,675

Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT Airport. These improvements facilitate the ability for more aircraft to fly to and out of CLT. The fourth parallel runway and related projects will enable more take-offs and landings and allow for more space for aircraft to move quickly to and from gates.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
		<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
	<i>FY 2021</i>					
Planning and Design	\$11,829,699	\$28,024,945	\$26,940,275	\$2,280,731	-	\$69,075,650
Construction	\$83,091,093	\$184,990,747	\$147,250,835	\$356,779,457	\$329,067,741	\$1,101,179,873
Other	\$2,800,000	\$1,286,299	\$1,850,915	\$1,078,852	\$1,801,231	\$8,817,297
Total	\$97,720,792	\$214,301,991	\$176,042,025	\$360,139,040	\$330,868,972	\$1,179,072,820
Prior Program Appropriations since FY 2015						\$327,747,340
Grand Total						\$1,506,820,160

Enhance Airport Services Facilities

Project Description

These projects provide for growth in technology infrastructure as well as supportive facilities that house employees and other partners. The various projects will modernize the CLT Airport, improving passenger safety and security.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$4,281,194	\$1,500,000	\$1,199,100	-	-	\$6,980,294
Construction	\$7,040,000	\$3,800,000	\$3,800,000	\$3,800,000	\$3,800,000	\$22,240,000
Equipment	\$400,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,400,000
Technology	\$3,400,087	\$3,336,275	\$1,500,000	\$1,500,000	\$1,500,000	\$11,236,362
Total	\$15,121,281	\$9,136,275	\$6,999,100	\$5,800,000	\$5,800,000	\$42,856,656
Prior Program Appropriations since FY 2015						\$57,675,280
Grand Total						\$100,531,936

Expand Airport Cargo Capacity

Project Description

Cargo facility growth allows for increased capacity and more frequent cargo carrier service. The Fire Station Bay expansion will allow for the housing of more equipment at Fire Station 41.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Construction	\$3,808,432	-	-	-	-	\$3,808,432
Total	\$3,808,432	-	-	-	-	\$3,808,432
Prior Program Appropriations since FY 2015						\$5,930,000
Grand Total						\$9,738,432

Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and the implementation of a new parking and revenue control system. This project will provide local passengers with options for online booking, quicker payment, and more flexible parking choices.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Equipment	\$4,270,000	\$4,270,000	\$4,270,000	\$4,270,000	-	\$17,080,000
Technology	\$2,981,410	-	-	-	-	\$2,981,410
Total	\$7,251,410	\$4,270,000	\$4,270,000	\$4,270,000	-	\$20,061,410
Prior Program Appropriations since FY 2015						\$4,792,000
Grand Total						\$24,853,410

Improve Private Aircraft Area

Project Description

These projects provide for the expansion and improvement of CLT’s main area for charter and private aircraft activity. The ramp expansion project will add ramp space to enable more aviation (private and charter) traffic.

Department	Aviation
Location	CLT Airport
Council District	3
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Equipment	\$1,321,600	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$7,929,600
Total	\$1,321,600	\$1,652,000	\$1,652,000	\$1,652,000	\$1,652,000	\$7,929,600
Prior Program Appropriations since FY 2015						\$15,015,000
Grand Total						\$22,944,600

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 installation. Developer reimbursable projects are identified for the construction of water and sewer mains that benefit the developer and provide service for future growth.

Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Economic Development (Economy, Jobs, and Upward Mobility)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$8,471,917	\$8,585,167	\$8,793,047	\$8,793,047	\$8,556,250	\$43,199,428
Construction	\$33,887,668	\$34,340,670	\$35,172,190	\$35,172,190	\$34,225,001	\$172,797,719
Total	\$42,359,585	\$42,925,837	\$43,965,237	\$43,965,237	\$42,781,251	\$215,997,147
Prior Program Appropriations since FY 2015						\$505,215,205
Grand Total						\$721,212,352

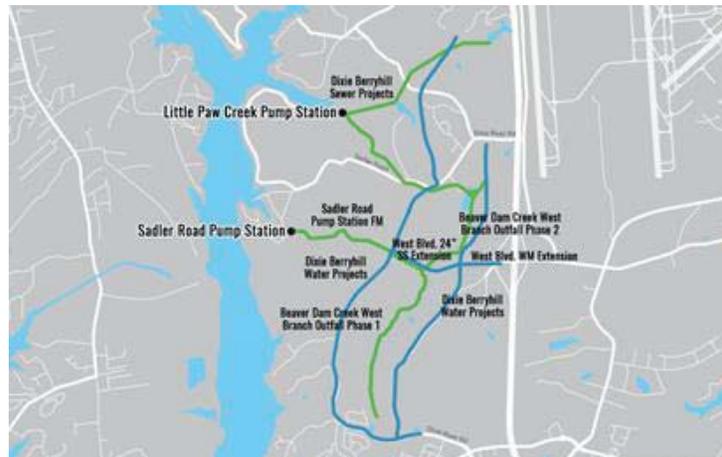
Construct Dixie Berryhill Water and Sewer Projects

Project Description

In 2003, City Council adopted the Dixie Berryhill Strategic Plan, a detailed economic development, land use, and design plan for the area west of CLT Airport (between the Catawba River and I-485) to encourage "high quality mixed-use development" and support transit.

Charlotte Water’s Dixie Berryhill projects include various water and sewer pipeline and pump station projects, all in support of additional development expected in the area over the next 20 to 30 years.

- Department** Charlotte Water
- Location** Various
- Council District** Adjacent to 3
- Priority Area** Economic Development
(Economy, Jobs, and Upward Mobility)



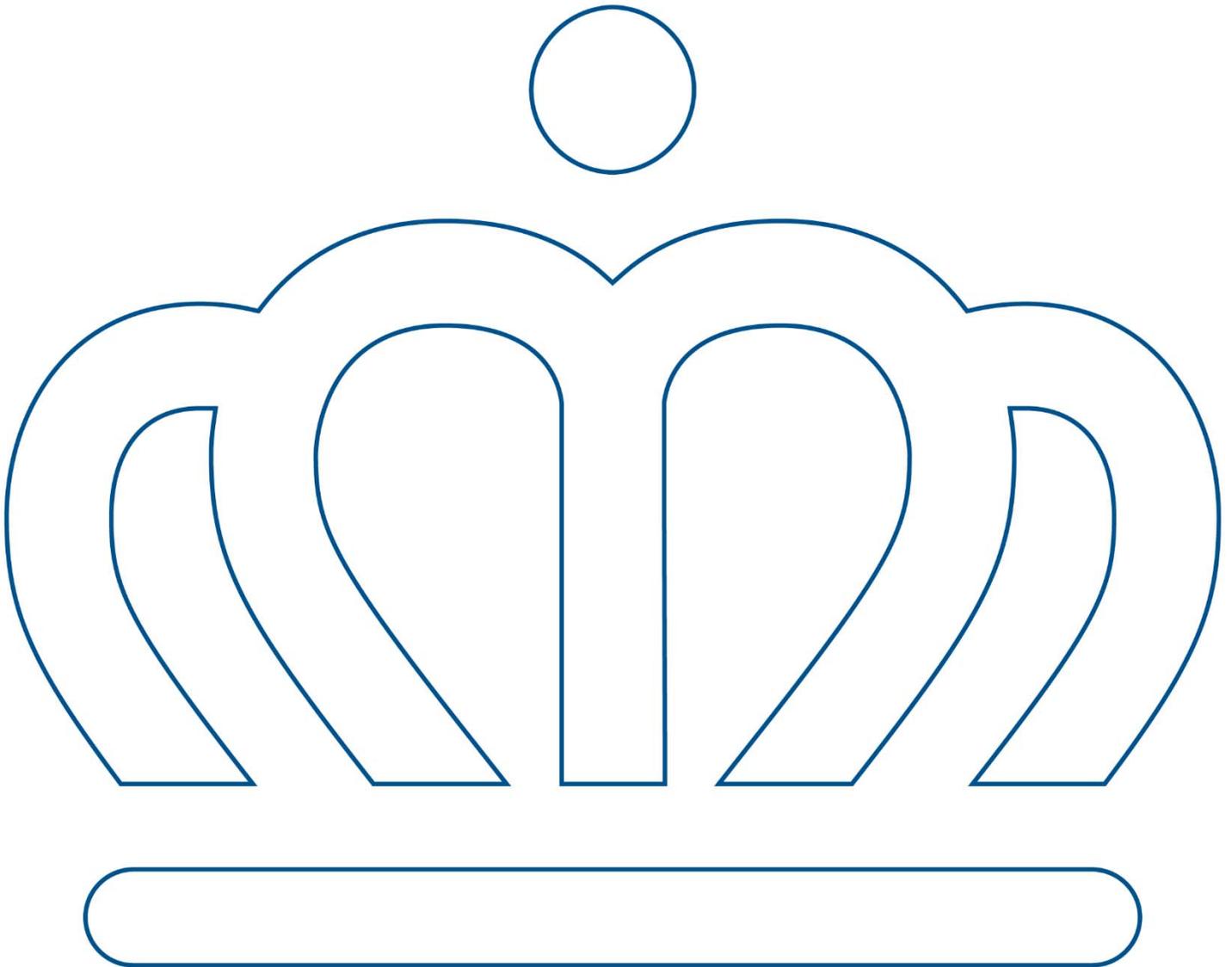
Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	\$440,000	\$380,000	-	\$500,000	\$1,320,000
Construction	-	\$1,760,000	\$1,520,000	-	\$2,000,000	\$5,280,000
Total	-	\$2,200,000	\$1,900,000	-	\$2,500,000	\$6,600,000
Prior Project Appropriations						\$7,900,000
Grand Total						\$14,500,000

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CAPITAL INVESTMENT PLAN

WELL-MANAGED GOVERNMENT



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Capital Building Improvements

Project Description

This program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. These projects support the priority area of Well-Managed Government by ensuring city-owned facilities are well-maintained, operating efficiently, and comfortable places for employees to work. PAYGO funding remains available for other, non-capital building maintenance needs such as carpet replacement and painting.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	-	-	-	-	-	-
Construction	\$3,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,500,000
Public Art	-	-	-	-	-	-
Total	\$3,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,500,000
Prior Program Appropriations since FY 2015						\$2,500,000
Grand Total						\$14,000,000

Replace

Government Center HVAC

Project Description

This funding will design, purchase, and install four major air handling units and associated duct work to serve the Charlotte-Mecklenburg Government Center. The current heating, ventilation, and air condition (HVAC) equipment is beyond its useful life and must be replaced to ensure proper heating, cooling, and air flow throughout the building. The planned funding over the next five years is consistent with the cash flow required for the project.

Mecklenburg County is anticipated to reimburse the city for a portion of the total cost of the project per a CMGC contract that outlines responsibilities related to building improvements.

Department General Services

Location 600 East 4th Street

Council District 1

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



Budget Overview

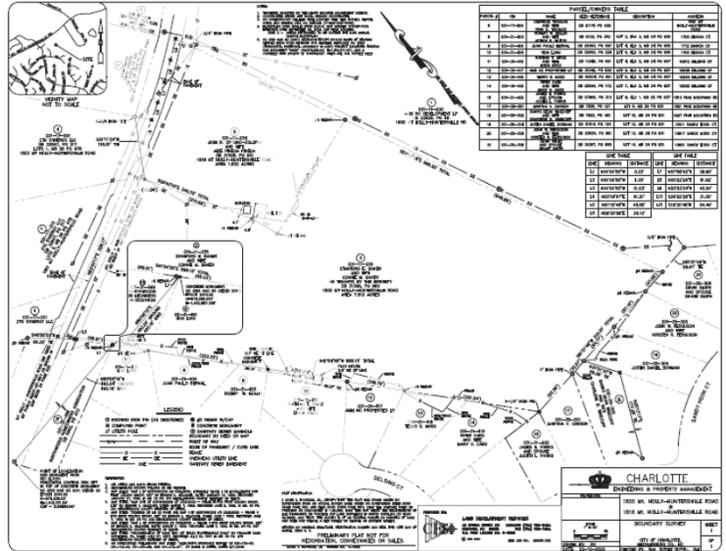
<i>Funding Category</i>	<i>Proposed</i>	<i>Planned</i>				<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	-	-	-	-	-	-
Construction	\$5,460,000	\$5,800,000	\$6,100,000	\$6,400,000	-	\$23,760,000
Public Art	-	-	-	-	-	-
Total	\$5,460,000	\$5,800,000	\$6,100,000	\$6,400,000	-	\$23,760,000
Prior Project Appropriations						\$1,500,000
Grand Total						\$25,260,000

Land Acquisition Program

Project Description

The land acquisition program provides for the purchase of real estate for anticipated city needs. Consistent with the priority area of Well-Managed Government, this program provides opportunities to purchase properties strategically for upcoming projects as they become available on the market.

Department	General Services
Location	TBD
Council District	TBD
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed	Planned				TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Land Acquisition	\$1,840,000	-	-	-	-	\$1,840,000
Total	\$1,840,000	-	-	-	-	\$1,840,000
Prior Program Appropriations since FY 2015						\$2,500,000
Grand Total						\$4,340,000

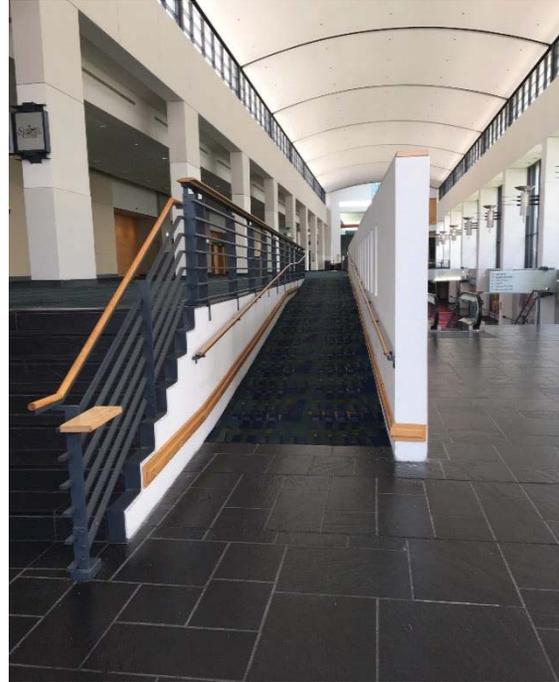
Implement ADA

Transition Plan in Facilities

Project Description

The city is currently undergoing a third-party assessment of all city-owned facilities for compliance with the Federal Americans with Disabilities Act (ADA) standards. The assessment will produce an inventory of city-owned facilities that may pose barriers to ADA compliance. Projects will be prioritized in the city's Transition Plan, which is anticipated to be completed during FY 2021.

Department	General Services
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Construction	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Public Art	-	-	-	-	-	-
Total	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Prior Program Appropriations since FY 2015						\$3,000,000
Grand Total						\$8,000,000

Maintain Transit Vehicles

Project Description

Maintaining transit vehicles could include bus replacements, Special Transportation Services vehicle replacements, vanpool replacements, or fleet expansions. Well-maintained, reliable transit vehicles help ensure safe, dependable, and accessible services for residents. These maintenance and replacement efforts support the State of Good Repair required by the Federal Transit Administration.

Department Charlotte Area Transit System

Location Mecklenburg County/Citywide

Council District Citywide

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



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Equipment	\$12,756,316	\$12,368,100	\$12,461,112	\$12,883,138	\$12,366,028	\$62,834,694
Total	\$12,756,316	\$12,368,100	\$12,461,112	\$12,883,138	\$12,366,028	\$62,834,694
Prior Program Appropriations since FY 2015						\$82,173,233
Grand Total						\$145,007,927

Maintain Transit Facilities

Project Description

Ensuring well-maintained facilities supports safe and dependable environments for residents, employees, and equipment. Projects could include new bus shelters, HVAC replacement, Lighting upgrades at both Rail and Bus Facilities, and a contingency for emerging needs. These maintenance efforts support the State of Good Repair required by the Federal Transit Administration.

Department Charlotte Area Transit System

Location Mecklenburg County/
Citywide

Council District Citywide

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



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Construction	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Equipment	\$1,149,640	\$1,020,244	\$800,000	\$600,000	\$300,000	\$3,869,884
Total	\$1,649,640	\$1,520,244	\$1,300,000	\$1,100,000	\$800,000	\$6,369,884
Prior Program Appropriations since FY 2015						\$16,588,070
Grand Total						\$22,957,954

Replace and Upgrade Field and Administrative Facilities

Project Description

Replace the Zone Four Field Operations facility and expand the Zone Two Field Operations facility at the Brookshire Boulevard campus to better meet customer needs. Field Operations facilities provide field offices for maintenance and repair crews and contain maintenance shops. The expanded Brookshire Boulevard campus will co-locate staff such as customer service and engineering. It is anticipated that these facilities will be LEED-certified green facilities.

Department Charlotte Water

Location Various

Council District 1, 2, 3

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



Budget Overview

Funding Category	Proposed		Planned			TOTAL
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Planning and Design	\$3,030,000	\$2,417,000	\$1,280,000	\$1,060,000	\$2,060,000	\$9,847,000
Construction	\$11,920,000	\$9,468,000	\$5,120,000	\$4,240,000	\$8,240,000	\$38,988,000
Public Art	\$200,000	\$200,000	-	-	-	\$400,000
Total	\$15,150,000	\$12,085,000	\$6,400,000	\$5,300,000	\$10,300,000	\$49,235,000
Prior Program Appropriations since FY 2015						\$16,500,000
Grand Total						\$65,735,000

Security and Technology

Project Description

These projects provide for various technology improvements, including projects which will help Charlotte Water manage its capital assets. Projects include software for digitally mapping infrastructure, software and hardware at water treatment plants, and software and hardware to implement a system to increase the efficiency of Charlotte Water’s fleet and meter reading program.

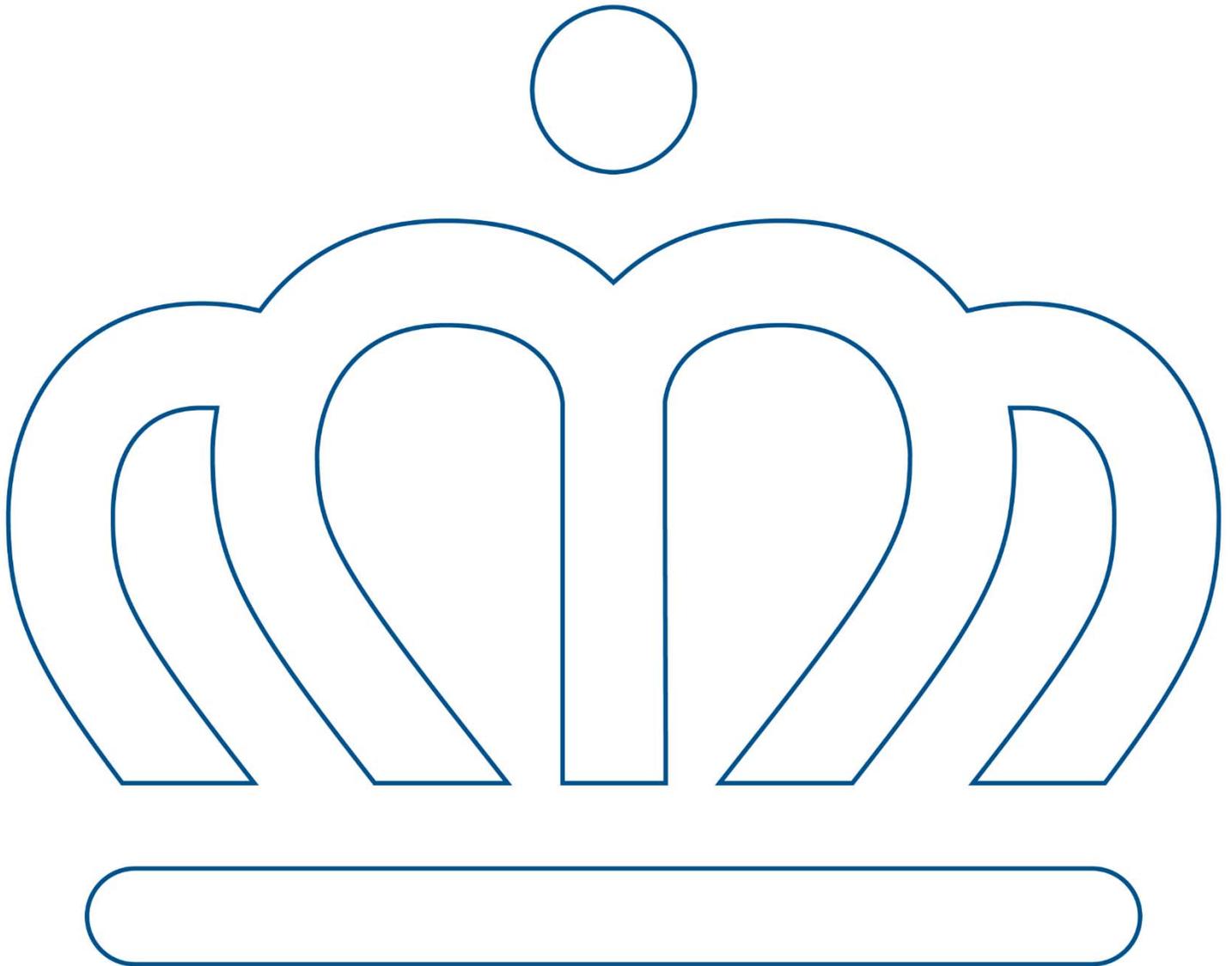
Department	Charlotte Water
Location	Citywide
Council District	Citywide
Priority Area	Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)



Budget Overview

<i>Funding Category</i>	<i>Proposed</i>		<i>Planned</i>			<i>TOTAL</i>
	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	
Planning and Design	\$1,237,400	\$1,727,000	\$3,658,000	\$4,354,000	\$8,880,000	\$19,856,400
Construction	\$4,949,600	\$6,908,000	\$14,632,000	\$17,416,000	\$35,520,000	\$79,425,600
Total	\$6,187,000	\$8,635,000	\$18,290,000	\$21,770,000	\$44,400,000	\$99,282,000
Prior Program Appropriations since FY 2015						\$7,900,000
Grand Total						\$107,182,000

USER FEES



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Proposed FY 2021 User Fees

User fees are costs charged to those who receive certain governmental services or use governmental facilities. These fees are categorized as regulatory or non-regulatory:

Regulatory user fees recoup costs associated with providing specific services that are required by law. These fees are associated with regulatory programs such as land use permits, subdivision reviews, dance hall licenses, and hazardous chemical permits.

- Effective July 1, 2005, City Council adopted a cost recovery policy in which the rate for each regulatory user fee should cover 100 percent of the cost to perform the service. The fully allocated cost recovery model includes direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.
- Included in the Proposed FY 2021 Budget is the continuation of the City Council’s Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes a provision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:
 1. Avoid significant jumps in price from year to year
 2. Ensure regulatory compliance
 3. Account for service costs that may include or be dedicated to public involvement
- Regulatory user fees are calculated based on the annual operating budget and are primarily driven by the complexity of the service and amount of staff time spent on each service and number of occurrences. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.
- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

Proposed FY 2021 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 2021 User Fee schedule recovers 100 percent of costs for the majority of regulatory fees. However, the average cost recovery for the combined regulatory user fees decreased from 97.8 percent to 92.7 percent in an effort to mitigate fee increase impacts while projecting fewer occurrences. The Proposed FY 2021 User Fees include a General Fund subsidy of 7.3 percent.

Summary of Recovery Rate for General Fund Regulatory User Fees

Department/Regulatory Service		FY 2019 Recovery Rate	FY 2020 Recovery Rate	FY 2021 Recovery Rate	FY 2021 Subsidy Rate
1	General Services: Land Development	100%	100%	93.0%	7.0%
2	Transportation: Land Development & Right-of-Way	100%	99.0%	85.7%	14.3%
3	Planning, Design & Development: Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration	97.0%	97.9%	91.5%	8.5%
4	Fire: Fire Code and Plans Review	100%	100%	100%	0.0%
5	Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire	86.7%	65.1%	59.5%	40.5%
6	City Clerk’s Office: Legal Advertisements-Rezoning	100%	100%	100%	0.0%
Total Percentage (based on revenue projections)		99.0%	97.8%	92.7%	7.3%

The Proposed FY 2021 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Planning, Design & Development (PDD) separated Planned Multi-Family Zoning Review and Inspection into a separate fee
- General Services created a new, separate Single Family Subdivision Review fee
- CATS created three new regulatory fees related to land development, rezoning, and right-of-way reviews

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.

New non-regulatory fees include two fees that are a result of City Council’s recent amendment to the Tree Ordinance, two new fees for passport processing by the City Clerk’s Office, and a restructuring of perpetual care fees at city-owned cemeteries.

Proposed FY 2021 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. General Services - Land Development

- FY 2021 User Fees include:
 - The Minor Administrative Review fee is eliminated
 - The creation of a new, separate Single Family Subdivision Review fee

2. Charlotte Department of Transportation - Land Development and Right-of-Way

- FY 2021 User Fees include:
 - One vacant Engineering Project Manager position is eliminated, and a vacant Engineering Project Manager position will be held vacant to offset uncertainty in user fee revenues related to COVID-19
 - No new fees

3. Planning, Design & Development Department – Land Development, Rezoning, Subdivision, Urban Plan, and Zoning Administration

- FY 2021 User Fees include:
 - One vacant Associate Planner position is eliminated, and one vacant Urban Forestry Supervisor position and one Construction Inspector position will be held vacant to offset uncertainty in user fee revenues related to COVID-19
 - The Land Development Staff Rezoning fee is eliminated to streamline the rezoning fee schedule
 - The Commercial Tree Ordinance Review and Inspection fee no longer has a charge per tree, but is instead a flat fee for all reviews
 - The creation of a new, separate Planned Multi-Family Zoning Review and Inspection fee
 - The Urban Plan Review-Minor Revision fee is eliminated, and these services will be charged the same fee as Preliminary Plan Revisions and Inspections

4. Charlotte Fire Department - Fire Code and Plans Review

- No new fees, and fees recover 100 percent of fully allocated costs

5. Charlotte-Mecklenburg Police Department – Adult Businesses, Carnivals, Dance Halls, and Passenger Vehicle for Hire permits

- No new fees, and increases range from 0 to 20 percent

6. City Clerk's Office - Legal Advertisements for Rezoning Petitions

- No new fees and an increase of 7.4 percent for Legal Advertisements

7. Charlotte Water – Back Flow and Subdivision Plans Review/Inspection

- FY 2021 User Fees include:
 - No new fees and no new FTEs

Proposed FY 2021 User Fees

FY 2021 User Fee Highlights continued:

8. Charlotte Area Transit System – Plans Review & Right-of-Way Management Fees

- FY 2021 User Fees include the creation of three new fees:
 - Land Development Plans Review fee to recover the cost of reviewing projects for their potential impact to transit facilities or infrastructure, such as urban plan reviews
 - Rezoning Petitions fee to recover the cost reviewing of rezoning petitions for their potential impact to transit facilities or infrastructure
 - Right-of-Way/Property Agreements fee to recover the cost of reviewing and implementing plans for access to or use of CATS right-of-way or property

Proposed FY 2021 User Fees

Non-regulatory Fees

9. Aviation

- Airline fees are based on Aviation's cost-recovery model. FY 2021 non-regulatory fees include the following:
 - Airline Fees:
 - Terminal rental rates decrease by 15 percent
 - Landing fees, common use gate/holdroom, common use ticket counter, baggage fees, loading bridge fee, and international facility use fees increase over FY 2020
 - Ground Transportation Operations:
 - Fees remain unchanged from FY 2020
 - Parking Fees:
 - Long Term Lots, Curbside Valet, and Business Valet change from a variable half-hour rate to a flat rate fee of \$7, \$35, and \$14, respectively
 - Rental Rates:
 - Fees remain unchanged from FY 2020
 - Tenant Fees:
 - Fees remain unchanged from FY 2020

10. City Clerk's Office

- Voluntary Annexation Petition fee remains at \$400
- Two new fees are proposed for processing passports:
 - Passport processing fee of \$35
 - Passport photo fee of \$15

11. General Services

- All cemetery fees remain the same as in FY 2020 except the following:
 - Cremations (weekdays) fee increases from \$500 to \$600
- Some fees have been restructured in FY 2021:
 - The one-time Perpetual Care Charge of 20% which was the same at every cemetery and for every type of plot has been replaced with one-time Perpetual Care Charges of \$120 to \$320 depending on the cemetery and type of plot
- Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2020
- Telecommunication tower fees remain the same as in FY 2020

12. Planning, Design & Development

- Fees related to the enhanced plan review program remain the same as in FY 2020
- In addition to the existing tree payment-in-lieu fee, two new tree payment-in-lieu fees are added as a result of City Council's amendment to the Tree Ordinance:
 - \$750 per tree in planting strip
 - \$6,500 per tree in tree pit

13. Charlotte-Mecklenburg Police Department – Animal Care and Control

- Adoption fees remain unchanged from FY 2020 to encourage animal adoptions
- A new Animal Surrender fee of \$10 is created to offset the cost of an initial health check, vaccinations, feeding, and boarding animals being surrendered
- Boarding fees increase by 50 percent to cover the increased costs of food and chemicals due to the influx of new animals at the facility

14. Solid Waste Services

- Fees for annual solid waste collection and disposal for multi-family and single-family residences increase by \$9.60, from \$58.06 to \$67.66 annually
- Small Business Solid Waste fee remains unchanged

Proposed FY 2021 User Fees

15. Charlotte Department of Transportation

- All non-regulatory fees remain unchanged from FY 2020

16. Charlotte Water

- Charlotte Water Land Development Expedited Review remains at \$6,810

Other Fees

17. Storm Water Fees

- Storm Water fees remain unchanged from FY 2020

18. Charlotte Water – Water and Sewer Fees

- The fixed billing fee per month decreases from \$4.73 to \$4.22 for both water and sewer service
- The availability fee charge per month increases from \$1.24 to \$1.29 for water and increases from \$8.37 to \$8.70 for sewer service
- Each water volume tier and the non-residential water volumetric rate increase approximately four percent
- The sewer volumetric rate increases from \$4.99 to \$5.19 for all sewer customers, while the industrial rate increases from \$0.24 to \$0.27
- The connection fee decreases from \$3,197 to \$2,933 for residential water and from \$5,035 to \$4,005 for residential sewer
- The system development fee increases from \$809 to \$846 for residential water and from \$2,541 to \$2,618 for residential sewer
- The typical monthly total water and sewer bill for residential customers is estimated to be \$68.06 in FY 2021, an average increase of \$1.24 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 2021 User Fees

General Services					
1. Regulatory Fees: Land Development	Basis	FY 2020	FY 2021	% Change	% Subsidy
As-Built for Subdivisions > 2 years from approval date	Per As-Built	\$1,000	\$375	-62.5%	0.5%
Commercial Plan Review	Per project	\$1,025	\$1,125	9.8%	10.1%
Detention/Drainage Plan Review	Per project + denuded acre	\$1,005 + \$100	\$620 + \$90	35.6 %	0.1%
Grading/Erosion Control Permit ¹	Per project + per acre	\$3,910 + \$100	\$3,230 + \$90	-17.2 %	0.0%
Major Commercial Subdivision Review ³	Per project + denuded acre	\$2,925 + \$100	\$1,625 + \$90	-43.3 %	0.4%
Major Residential Subdivision Review ^{1,2,3}	Per project + per acre	\$2,875 + \$100	\$3,175 + \$90	9.75 %	43.9%
Single Family Subdivision Review	Per project	N/A	\$1,700	N/A	0.1%
Minor Residential Subdivision (without streets) and Final Plat	Per project	\$735	\$565	-23.1%	0.1%
Revision to Approved Plan (Administrative Review)/Administrative Fee	Per project	\$750	\$695	-7.3%	0.1%
Rezoning Staff Review	Per project	\$255	\$30	-88.2%	15.7%
Sketch Plan Review	Per project	\$330	\$125	-62.1%	1.1%
Urban Design Plan Review and Inspection	Per As-Built	\$1,700	\$980	-42.4%	0.1%

¹Grading, detention, and subdivision fees are based on exact acre. Fees are computed by adding the project fee and per acre fee.

² Major subdivision includes Multi-Family and Mixed-Use.

³Major subdivision costs are based on total acreage; commercial subdivision based on denuded acreage.

Proposed FY 2021 User Fees

Charlotte Department of Transportation

2. Regulatory Fees: Land Development and Right-of-Way	FY 2020	FY 2021	% Change	% Subsidy
A. Land Development Permits and Fees:				
Commercial Building/Driveway Permit/Site Plan*	\$700	\$655	-6.4%	0.2%
Rezoning - Conventional	\$870	\$605	-30.5%	0.2%
Rezoning - Conditional (Minor)*	\$870	\$605	-30.5%	0.2%
Rezoning - Conditional (Major)*	\$4,745	\$5,500	15.9%	0.8%
Subdivision Processing*	\$1,420	\$1,160	-18.3%	0.1%
Urban Reviews	\$1,775	\$1,420	-20.0%	0.3%
B. Right-of-Way Permits:				
Festival Permits:				
Single Day	\$800	\$865	8.1%	0.4%
Multi-Day (a permit is required for each day for the duration of the event)	\$1,500	\$2,200	46.7%	44.6%
Parade Permits:				
Small (< 1,000 attendees)	\$225	\$325	44.4%	23.6%
Large (> 1,000 attendees)	\$1,550	\$2,300	48.4%	27.1%
Right-of-Way (ROW):				
Right-of-Way Abandonment Pre-Submittal Administrative Fee	\$250	\$250	0.0%	93.8%
Right-of-Way Abandonment (one street/alleyway)	\$3,895	\$4,330	11.2%	0.0%
Right-of-Way Abandonment (additional street/alleyway)	\$2,000	\$2,000	0.0%	0.0%
Right-of-Way Encroachment	\$1,840	\$2,005	9.0%	0.1%
Temporary Infrastructure Permit:				
Parklets, art, decorative items, cabinets, filming activities, and little libraries	\$150	\$150	0.0%	86.1%
Food trucks	\$300	\$300	0.0%	65.4%
Sidewalk Dining Permit	\$1,350	\$1,350	0.0%	54.0%
Valet Parking Permits:				
New Annual Permit	\$500	\$500	0.0%	83.6%
Permit Renewals	\$200	\$200	0.0%	41.6%
Temporary Permit	\$150	\$150	0.0%	62.6%

* Transportation's portion; additional fees collected by Planning, Design & Development

Proposed FY 2021 User Fees

Planning, Design, & Development				
3. Regulatory Fees: Rezoning, Land Development, Subdivision, Urban Plan, and Zoning Administration	FY 2020	FY 2021	% Change	% Subsidy
A. Rezoning:				
Conventional	\$2,550	\$2,750	7.8%	15.5%
Conditional (Minor)	\$4,370	\$4,850	11.0%	14.8%
Conditional (Major)	\$8,320	\$8,900	7.0%	14.8%
Text Amendment	\$1,500	\$1,700	13.3%	49.5%
B. Subdivision and Commercial Reviews and Inspections:				
Minor Administrative	\$280	\$280	0.0%	0.0%
Commercial Inspection	\$1,010	\$1,085	7.4%	8.0%
Detention Inspection	\$115	\$115	0.0%	2.0%
Commercial Tree Ordinance Review and Inspection	\$1,645 + \$10/tree	\$1,430	N/A	0.0%
Commercial Tree Preservation	\$1,620	\$1,220	-24.7%	0.0%
Residential Tree Ordinance and Preservation Review and Inspection	\$3,080	\$2,965	-3.7%	0.0%
Single Family Hold Release Inspection	\$80	\$70	-12.5%	1.6%
Preliminary Single-family (Streets) and Inspections	\$5,955	\$6,400	7.5%	7.8%
Preliminary Non-Residential and Inspections	\$3,580	\$3,830	7.0%	7.9%
Preliminary Plan Revisions and Inspections	\$1,080	\$1,040	-3.7%	0.0%
Final Plats	\$1,200	\$1,170	-2.5%	0.0%
Final Plats Revision	\$720	\$750	4.2%	0.0%
Not Subject Plats	\$400	\$450	12.5%	16.7%
Planned Multi-Family Review and Inspection	\$7,095	\$5,095	-28.2%	0.0%
Planned Multi-Family Zoning Review and Inspection	N/A	\$2,530	N/A	0.0%
Sketch Plan Review	\$585	\$710	21.4%	30.5%
Commercial Zoning Reviews ¹	\$160 to \$1,625	\$175 to \$1,790	N/A	20.6%
Street Exceptions	\$580	\$580	0.0%	0.0%
Variances & Appeals	\$5,000	\$5,000	0.0%	0.0%
C. Urban Plan Review:				
Urban Plan Review and Inspection	\$3,615	\$3,960	9.5%	11.6%
D. Zoning Administration:				
Appeals (Residential)	\$370	\$335	-9.5%	0.0%
Appeals (Non-Residential)	\$1,360	\$1,620	19.1%	25.9%
Variances (Residential)	\$760	\$780	2.6%	0.0%
Variances (Non-Residential)	\$1,650	\$1,720	4.2%	0.0%
Administrative Deviation (Residential)	\$285	\$310	8.8%	11.1%
Administrative Deviation (Non-Residential)	\$555	\$600	8.1%	10.4%
Residential Single Family Reviews	\$85	\$90	5.9%	2.3%
Sign Permits	\$175	\$180	2.9%	1.9%
Verification Letters	\$175	\$190	8.6%	10.4%
Zoning Use Permits	\$270	\$250	-7.4%	0.9%
Amended Site Plan Approval	\$550	\$600	9.1%	0.5%
Parking Reductions	\$250	\$250	0.0%	0.0%
Sign Flex	\$280	\$280	0.0%	0.0%
Administrative Options	\$280	\$280	0.0%	0.0%
E. Historic District Review:				
Minor Review	\$570	\$610	7.0%	0.8%
Major Review	\$1,165	\$1,155	-0.9%	0.1%
Major Review (with survey)	\$1,075	\$1,065	-0.9%	0.1%

¹Construction costs of \$1 to \$3,000 = \$210; \$3,001 to \$50,000 = \$340; \$50,001 to \$100,000 = \$815; \$100,001 to \$1,000,000 = \$1,705; over \$1,000,000 = \$1,790. RTAP/RTAC = \$330. CTAC = \$175.

Proposed FY 2021 User Fees

Charlotte Fire Department

4. Regulatory Fees: Fire Code and Plans Review	FY 2020	FY 2021	% Change	% Subsidy
A. Fire Code Permits:				
ABC Inspection/Permit	\$135	\$135	0.0%	0.0%
Aerosol Products	\$135	\$135	0.0%	0.0%
Carbon Dioxide Beverage >100 pounds	N/A	\$135	0.0%	0.0%
Combustible Dust Producing Operations/Pulverized Particles	\$135	\$135	0.0%	0.0%
Combustible Liquids Class 2 and 3 (25-60 gallons on property)	\$135	\$135	0.0%	0.0%
Covered Mall Buildings - Display-liquid or gas-fired equipment	\$135	\$135	0.0%	0.0%
Covered Mall Buildings - Retail Fixtures/Concessions	\$135	\$135	0.0%	0.0%
Covered Mall Buildings - Use of open flame producing equipment	\$135	\$135	0.0%	0.0%
Day Care/Group Homes - Renewable	\$135	\$135	0.0%	0.0%
Day Care/Group Homes - Non-Renewable	\$135	\$135	0.0%	0.0%
Dispensing of Flammable/Combustibles including service stations	\$135	\$135	0.0%	0.0%
Dry Cleaning Plants	\$135	\$135	0.0%	0.0%
Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)	\$135	\$135	0.0%	0.0%
Fuel Vehicle in Assembly Building	N/A	\$135	0.0%	0.0%
Fumigation and Thermal Insecticide Fogging	\$135	\$135	0.0%	0.0%
Hazardous Chemicals ::110 gallons; 1,000 pounds	\$135	\$135	0.0%	0.0%
Hazardous Location Close Out	\$135	\$135	0.0%	0.0%
Heliport/Helistop	\$135	\$135	0.0%	0.0%
Lumber Storage/Yards and Woodworking Plants	\$135	\$135	0.0%	0.0%
Non-Mandated Inspection Fee	\$135	\$135	0.0%	0.0%
Re-inspection Fee (3rd Inspection)	\$135	\$135	0.0%	0.0%
Repair Garages	\$135	\$135	0.0%	0.0%
Temporary Membrane Structures, Tents, Canopies	\$135	\$135	0.0%	0.0%
Waste Handling (Junk Yards, Wrecking Yards)	\$135	\$135	0.0%	0.0%
B. Fire Code Permits:				
Amusement Buildings	\$190	\$205	7.9%	0.0%
Carnivals and Fairs	\$190	\$205	7.9%	0.0%
Combustible Fibers	\$190	\$205	7.9%	0.0%
Combustible Liquids Class 2 and 3 (61-500 gallons)	\$190	\$205	7.9%	0.0%
Combustible Storage Permit (over 2,500 cubic foot)	\$190	\$205	7.9%	0.0%
Compressed Gas	\$190	\$205	7.9%	0.0%
Cryogenic Fluids	\$190	\$205	7.9%	0.0%
Exhibits and Trade Shows	\$190	\$205	7.9%	0.0%
Explosives (Fireworks Indoors)	\$190	\$205	7.9%	0.0%
Explosives (Fireworks Sales)	\$190	\$205	7.9%	0.0%
Flammable Liquids Class 1 (51-500 gallons on property)	\$190	\$205	7.9%	0.0%
Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds	\$190	\$205	7.9%	0.0%
High Pile Storage	\$190	\$205	7.9%	0.0%
Places of Assembly	\$190	\$205	7.9%	0.0%
Spraying or Dipping Operations	\$190	\$205	7.9%	0.0%

Proposed FY 2021 User Fees

Charlotte Fire Department (continued)

4. Regulatory Fees: Fire Code and Plans Review	FY 2020	FY 2021	% Change	% Subsidy
C. Fire Code Permits:				
Aviation Facilities	\$235	\$235	0.0 %	0.0 %
Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank's design)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Manufacture, process, blend/refine)	\$235	\$235	0.0 %	0.0 %
Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)	\$235	\$235	0.0 %	0.0 %
Flammable Liquids Class 1 (501-5,000 gallons on property)	\$235	\$235	0.0 %	0.0 %
Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds	\$235	\$235	0.0 %	0.0 %
Tire Rebuilding Plant	\$235	\$235	0.0 %	0.0 %
D. Fire Code Permits:				
Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18)	\$2,200	\$2,200	0.0 %	0.0 %
Combustible Liquids Class 2 and 3A > 5,000	\$270	\$270	0.0 %	0.0 %
Explosives - (Manufacture, storage, handling, and sale)	\$270	\$270	0.0 %	0.0 %
Explosives - Blasting Operations	\$270	\$270	0.0 %	0.0 %
Explosives - Fireworks (Outdoors)	\$270	\$270	0.0 %	0.0 %
Flammable Liquids Class 1 (>5,000 gallons, on property)	\$270	\$270	0.0 %	0.0 %
Hazardous Chemicals >5,500 gallons; >50,000 pounds	\$270	\$270	0.0 %	0.0 %

Proposed FY 2021 User Fees

Charlotte Fire Department (continued)				
4. Regulatory Fees: Fire Code and Plans Review	FY 2020	FY 2021	% Change	% Subsidy
E. Plans Review:				
Fire Alarm Plans (Shop drawings)	\$135	\$100	-25.9%	0.0%
Fire Sprinkler Plans (Shop drawings)	\$135	\$135	0.0%	0.0%
Interactive Review	\$70	\$70	0.0%	0.0%
Hydrant Test	\$170	\$170	0.0%	0.0%
Multi-family/Commercial Building Land Development	\$270	\$270	0.0%	0.0%
Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)	\$170	\$100	-41.2%	0.0%
Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)	\$270	\$100	-63.0%	0.0%
Performance Tests - Fire Alarm (Upfit)	\$135	\$100	-25.9%	0.0%
Performance Tests - Fire pumps	\$205	\$135	-34.1%	0.0%
Performance Tests - Private fire hydrants	\$170	\$70	-58.8%	0.0%
Performance Tests - Sprinkler System (13R, drain test, etc.)	\$205	\$100	-51.2%	0.0%
Performance Tests - Standpipe system tests	\$440	\$100	-77.3%	0.0%
Plans Review-Construction - <\$50,000	\$205	\$205	0.0%	0.0%
Plans Review-Construction - \$50,001 to \$100,000	\$235	\$235	0.0%	0.0%
Plans Review-Construction - \$100,001 to \$500,000	\$270	\$270	0.0%	0.0%
Plans Review-Construction - \$500,001 to \$1,000,000	\$340	\$340	0.0%	0.0%
Plans Review-Construction - \$1,000,001 to \$5,000,000	\$575	\$575	0.0%	0.0%
Plans Review-Construction - \$5,000,001 to \$10,000,000	\$880	\$880	0.0%	0.0%
Plans Review-Construction - > than \$10,000,000	\$1,350	\$1,350	0.0%	0.0%
Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)	\$2,700	\$2,700	0.0%	0.0%
Rezoning - Conventional	\$35	\$35	0.0%	0.0%
Rezoning - Conditional (Major)	\$70	\$70	0.0%	0.0%
Rezoning - Conditional (Minor)	\$35	\$35	0.0%	0.0%
F. State-Mandated Inspections (by square foot):				
0 - 2,499 square feet	\$50	\$55	10.0%	0.0 %
2,500 - 4,499 square feet	\$60	\$75	25.0%	0.0 %
4,500 - 7,999 square feet	\$70	\$80	14.3%	0.0 %
8,000 - 15,999 square feet	\$90	\$95	5.6%	0.0 %
16,000 - 49,999 square feet	\$100	\$135	35.0%	0.0 %
50,000 - 99,999 square feet	\$135	\$155	14.8%	0.0 %
100,000 - 499,999 square feet	\$270	\$225	-16.7%	0.0 %
500,000 + square feet	\$305	\$225	-26.2%	0.0 %
Apartment Building with Direct Egress	\$50	\$35	-30.0%	0.0 %
Interior Suite or Floor	\$35	\$70	100.0%	0.0 %
Parking Decks	\$70	\$90	28.6%	0.0 %
First Reinspection Fee	\$20	\$25	25.0%	0.0 %
Vacant Buildings	\$45	\$50	11.1%	0.0 %

Proposed FY 2021 User Fees

Charlotte-Mecklenburg Police Department

5. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire

	FY 2020	FY 2021	% Change	% Subsidy
A. Adult Business Fees:				
Application Fee	\$3,580	\$3,830	7.0%	34.4%
Background Check Fee	\$25	\$30	20.0%	53.8%
Building Design Change Fee	\$1,435	\$1,535	7.0%	56.5%
License Fee	\$1,290	\$1,380	7.0%	34.1%
B. Carnival Permit Fee:				
Carnival Permit Fee	\$990	\$1,060	7.1%	39.9%
C. Dance Hall License Fees:				
Application/Renewal Fee	\$2,960	\$3,170	7.1%	43.8%
License Fee	\$1,045	\$1,120	7.2%	0.0%
Background Check Fee	\$35	\$40	14.3%	11.1%
Building Design Change Fee	\$1,435	\$1,535	7.0%	57.7%
D. Passenger Vehicle for Hire Fees:				
Company Certifications Fees:				
Company Permit Fee	\$545	\$585	7.3%	37.1%
Late Renewal Charge (per day) ¹	\$100	\$100	0.0%	0.0%
Driver/Chauffeur Fees:				
Driver Application (New/Renewal)	\$75	\$80	6.7%	27.3%
Driver/Chauffeur Permit Fee ²	\$15	\$15	0.0%	0.0%
Transfer/Add/Replace/Duplication Fee	\$85	\$90	5.9%	84.5%
Reinstatement of Permit Fee	\$155	\$165	6.5%	45.0%
Vehicle Fees:				
Vehicle Permit Fee	\$20	\$20	0.0%	20.0%
Replace Vehicle Permit/Decals	\$55	\$60	9.1%	97.5%
Transfer Vehicle Permit	\$170	\$180	5.9%	84.1%

Note 1: Penalty; not a regulatory fee

Note 2: Fee regulated by North Carolina General Statutes

City Clerk's Office

6. Regulatory Fees: Legal Advertisements	FY 2020	FY 2021	% Change	% Subsidy
Legal Advertisements for Rezoning Petitions*	\$270	\$290	7.4%	0.0%

*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 2021 User Fees

Charlotte Water

7. Regulatory Fees: Plans

Review/Inspection Fees	FY 2020	FY 2021	% Change	% Subsidy
Backflow Review: Plan Review	\$276	\$280	1.4%	0.0%
Backflow Inspection: Per Inspection	\$284	\$193	-32.0%	0.0%
Subdivision Review: Project Initiation	\$395	\$409	3.5%	0.0%
Subdivision Plan Review: Per Linear Foot	\$1.85	\$1.74	-5.9%	0.0%
Subdivision Inspection: Per Linear Foot	\$4.13	\$4.70	13.8%	0.0%

Charlotte Area Transit System

8. Regulatory Fees: Plans Review & Right-of-Way Management Fees

	FY 2020	FY 2021	% Change	% Subsidy
Land Development Plans Review	N/A	\$970	N/A	0.0%
Rezoning Petitions	N/A	\$490	N/A	0.0%
Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, & joint use agreements)	N/A	\$7,245	N/A	0.0%

Proposed FY 2021 User Fees

Charlotte-Douglas International Airport

9. Non-Regulatory Fees:

Aviation Fees		Basis	FY 2020	FY 2021	% Change
Airline Fees:					
Landing Fees	Per 1,000 pounds total landing weight		\$1.06	\$1.25	17.9%
Terminal Rental Rates	Per square foot		\$51.37	\$43.49	-15.3%
Common Use Gate /Holdroom:					
Signatory Carrier	Per available seat delivered		\$1.04	\$1.19	14.4%
Non-Signatory Carrier	Per available seat delivered		\$1.47	\$1.57	6.8%
Common Use Ticket Counter	Per hour used		\$25.10	\$32.71	30.3%
Baggage Fee	Per bag		\$0.81	\$1.17	44.4%
International Facility Use	Per deplaned passenger		\$6.26	\$9.74	55.6%
Loading Bridge Fee	Annual Fee		\$44,503	\$46,634	4.8%
Aircraft Ramp Parking:					
0-3 hours	Up to 3 hours		\$50.00	\$50.00	0.0%
>3-24 hours	>3 and up to 24 hours		\$100.00	\$100.00	0.0%
Cargo Ground Handling	% of gross revenue		8.00%	8.00%	0.0%
Ground Transportation Operators:					
Off Airport Rent-A-Cars	% of gross revenue		10.00%	10.00%	0.0%
Off Airport Parking	% of gross revenue		10.00%	10.00%	0.0%
Rental Car Concessions	% of gross revenue		10.00%	10.00%	0.0%
Hotel/Motel Courtesy Vans	Annually per vehicle		\$500.00	\$500.00	0.0%
Commercial Courier Vehicles	Per trip through lane		\$1.50	\$1.50	0.0%
Transportation Network Companies (TNCs)	Per trip through lane		\$3.25	\$3.25	0.0%
Contract Vans or Limos	Per trip through lane		\$1.50	\$1.50	0.0%
Parking Fees:					
Hourly Deck (\$20.00 daily maximum) Free first hour	Per half hour		\$1.00	\$1.00	0.0%
Daily Deck and Daily North (\$10.00 daily maximum)	0-1 hour		\$1.00	\$1.00	0.0%
Long Term Lots (30 minute grace period)	Flat fee		\$7.00	\$7.00	0.0%
Curbside Valet	Flat fee	\$10 for 1st 1/2 hr; \$2 for additional 1/2 hr		\$35.00	N/A
Business Valet	Flat fee	\$5 for 1st 1/2 hr; \$1 for additional 1/2 hr		\$14.00	N/A

Proposed FY 2021 User Fees

Charlotte-Douglas International Airport (continued)				
9. Non-Regulatory Fees: Aviation Fees	Basis	FY 2020	FY 2021	% Change
Rental Rates:				
Ground Rent	Per acre	\$12,000-\$15,000	\$12,000-\$15,000	0.0 %
Warehouse/Office Rent	Per square foot	\$5.92-\$7.46	\$5.92-\$7.46	0.0 %
Office Rent	Per square foot	\$14.33	\$14.33	0.0 %
Cargo Facility Rentals-Warehouse	Per square foot	\$3.00-\$7.70	\$3.00-\$7.70	0.0 %
Cargo Facility Rentals-Office	Per square foot	\$8.25-\$11.50	\$8.25-\$11.50	0.0 %
FBO Hangar Rentals	Per square foot	\$9.00-\$19.95	\$9.00-\$19.95	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	Per card	\$420.00	\$420.00	0.0 %

City Clerk's Office				
10. Non-Regulatory Fees: Voluntary Annexation and Passports		FY 2020	FY 2021	% Change
Voluntary Annexation Petition:				
Voluntary Annexation Petition Fee		\$400	\$400	0.0 %
Passport Fees:				
Passport Processing Fee		N/A	\$35	N/A
Passport Photo Fee		N/A	\$15	N/A

Proposed FY 2021 User Fees

General Services			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2020	FY 2021	% Change
Opening and Closing Fees - Adult:			
Weekdays	\$1,100	\$1,100	0.0%
Weekdays after 3:30 p.m.	\$1,600	\$1,600	0.0%
Saturdays	\$2,250	\$2,250	0.0%
Sunday and Holidays	\$2,500	\$2,500	0.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$400	\$400	0.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$200	\$200	0.0%
Opening and Closing Fees - Infant/Child (up to 3 feet):			
Weekdays	\$400	\$400	0.0%
Weekdays after 3:30 p.m. and Saturday	\$600	\$600	0.0%
Sunday and Holidays	\$800	\$800	0.0%
Indigent (Catholic Social Services-Weekdays) Traditional	\$200	\$200	0.0%
Indigent (Catholic Social Services-Weekdays) Cremation	\$100	\$100	0.0%
Cremations (burial) (In-ground):			
Weekdays	\$500	\$600	20.0%
Weekdays after 3:30 p.m.	\$700	\$700	0.0%
Saturdays	\$1,000	\$1,000	0.0%
Sunday and Holidays	\$1,250	\$1,250	0.0%
Second Right of Interment	\$750	\$750	0.0%
Disinterment:			
Adult	\$3,000	\$3,000	0.0%
Infant/Child (up to 3 feet)	\$1,000	\$1,000	0.0%
Reinterment:			
Adult	\$1,100	\$1,100	0.0%
Infant/Child (up to 3 feet)	\$400	\$400	0.0%
Sale of Grave Spaces:			
Sale of Grave-Adult (Oaklawn, North Pinewood, and West Pinewood)	\$1,200	\$1,200	0.0%
Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)	\$2,500	\$2,500	0.0%
Sale of Grave-Adult (Evergreen)	\$1,600	\$1,600	0.0%
Sale of Grave-Infant	\$600	\$600	0.0%
Sale of Cremain Space In Ground (Elmwood, Ninth Street, and Pinewood)	\$1,200	\$1,200	0.0%
Sale of Cremain Space In Ground (Evergreen)	\$900	\$900	0.0%
Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)	\$800	\$800	0.0%
Sale of Cremain Single Space In Niche (Evergreen)	\$1,000	\$1,000	0.0%
Sale of Cremain Double Space in Niche (Evergreen)	\$1,400	\$1,400	0.0%
Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn, West Pinewood, North Pinewood)	N/A	\$240	N/A
Perpetual Care Charge (one-time fee per grave space)-Adults (Evergreen)	N/A	\$320	N/A
Perpetual Care Charge (one-time fee per grave space)-Infants	N/A	\$120	N/A
Perpetual Care Charge (one-time fee per grave space)-Cremains (Oaklawn, West Pinewood, North Pinewood)	N/A	\$160	N/A
Perpetual Care Charge (one-time fee per grave space)-Cremains (Evergreen)	N/A	\$180	N/A
Perpetual Care Charge (one-time fee per grave space)-Cremains (Elmwood, Ninth Street, Pinewood)	N/A	\$240	N/A
Perpetual Care Charge (one-time fee per grave space)-Single Niche (Evergreen)	N/A	\$200	N/A
Perpetual Care Charge (one-time fee per grave space)-Double Niche (Evergreen)	N/A	\$280	N/A

Proposed FY 2021 User Fees

General Services (continued)			
11a. Non-Regulatory Fees: Cemetery Fees	FY 2020	FY 2021	% Change
Perpetual Care Mausoleum Charge (per space)	50%	50%	0.0%
Ossuary Burial for Cremation	\$300	\$300	0.0%
Amenities:			
Flower Vase Installation	\$100	\$100	0.0%
Non-Permanent Burial Container/Adult	\$300	\$300	0.0%
Lettering of Niche Cover - Evergreen (two lines/name-date)	\$350	\$350	0.0%
Tent, Chair, or Cremation Setup	\$500	\$500	0.0%
Sale and Installation of City Vase	\$200	\$200	0.0%
Monument Foundation Construction (per square inch)	\$1.00	\$1.00	0.0%
Marker Installation (per square inch)	\$1.00	\$1.00	0.0%
Special Request Maintenance (per hour)	\$150	\$150	0.0%
Transfer Burial Rights	\$100	\$100	0.0%

Proposed FY 2021 User Fees

General Services			
11b. Non-Regulatory Fees: Land Development			
	FY 2020	FY 2021	% Change
Letter of Intent	\$560 per project	\$560 per project	0.0%
Expedited As built Plan Review	\$2,500 per project	\$2,500 per project	0.0%

General Services			
11c. Non-Regulatory: Public and Employee Parking Fees			
	FY 2020	FY 2021	% Change
Employee Parking	\$25/Month	\$25/Month	0.0%
Public Parking:			
First 1/2 hour	\$1.50	\$1.50	0.0%
Additional time (1/2 hour increments)	\$1.50	\$1.50	0.0%
Maximum per day	\$15.00	\$15.00	0.0%
After Hours and Weekends:			
Weekends Fri 7 p.m. - Mon 7 a.m.	N/A Same as weekday	N/A Same as weekday	0.0%

General Services			
11d. Non-Regulatory Fees: Telecommunication Tower Lease			
	FY 2020	FY 2021	% Change
New lease:			
Application Fee	\$500	\$500	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease Extension:			
Application Fee	\$500	\$500	0.0%
Lease Extension	\$5,000	\$5,000	0.0%
Lease Amendment/Modification:			
Application Fee	\$500	\$500	0.0%
Amendment/Modification	\$5,000	\$5,000	0.0%
Installation/Inspection	\$5,000	\$5,000	0.0%
Closeout Documentation	\$2,500	\$2,500	0.0%
Lease Termination:			
Lease Termination	\$5,000	\$5,000	0.0%

Proposed FY 2021 User Fees

Planning, Design and Development			
12: Non-Regulatory Fees: Land Development			
	FY 2020	FY 2021	% Change
Bond Administration Service	\$650/per surety posted, renewal, replacement, adjustment or release	\$650/per surety posted, renewal, replacement, adjustment or release	0.0%
Expedited Pre-submittal Meeting	\$560 per meeting	\$560 per meeting	0.0%
Expedited Minor Plat	\$1,000	\$1,000	0.0%
Expedited Revised Plat	\$1,000	\$1,000	0.0%
Expedited Final Plat	\$1,000	\$1,000	0.0%
Expedited Plan RTAP/Commercial Review	\$5,000 per project	\$5,000 per project	0.0%
Enhanced Plan Review	\$30,000 per project	\$30,000 per project	0.0%
Tree Ordinance Tree Planting Payment in Lieu Fee	\$80,100 per acre	\$80,100 per acre	0.0%
Tree Ordinance Tree Planting Payment in Lieu Fee	N/A	\$750 per tree in planting strip	N/A
Tree Ordinance Tree Planting Payment in Lieu Fee	N/A	\$6,500 per tree in tree pit	N/A
Transit Oriented Development (TOD) Payment in Lieu Fee	\$4.75 per square foot	\$4.75 per square foot	0.0%

Proposed FY 2021 User Fees

Charlotte-Mecklenburg Police Department

13. Non-Regulatory Fees: Animal Care and Control Fees

	FY 2020	FY 2021	% Change
Animal Control Adoption Fees:			
Adult Dog/Cat	\$30	\$30	0.0 %
Adult Dog/Cat for Senior Citizen 62 and older	No Charge	No Charge	0.0 %
Puppy/Kitten	\$30	\$30	0.0 %
Puppy/Kitten for Senior Citizen 62 and older	No Charge	No Charge	0.0 %
Rescue Group Dog/Cat Approved Adoption	No Charge	No Charge	0.0 %
0 - 3 feet Snake	\$25	\$25	0.0 %
> 3 - 6 feet Snake	\$50	\$50	0.0 %
>6 feet Snake	\$75	\$75	0.0 %
Small Pot Belly Pig	\$25	\$25	0.0 %
Medium Pot Belly Pig	\$15	\$15	0.0 %
Large Pot Belly Pig	\$5	\$5	0.0 %
Rats	\$2	\$2	0.0 %
Mice	\$1	\$1	0.0 %
Hamster/Gerbil	\$3	\$3	0.0 %
Chinchilla	\$35	\$35	0.0 %
Guinea Pigs	\$5	\$5	0.0 %
Rabbits	\$5	\$5	0.0 %
Chickens	\$2	\$2	0.0 %
Turkeys	\$5	\$5	0.0 %
Ferrets	\$25	\$25	0.0 %
Small Iguana	\$25	\$25	0.0 %
Medium Iguana	\$50	\$50	0.0 %
Large Iguana	\$75	\$75	0.0 %
Finch	\$5	\$5	0.0 %
Parakeet /Canary	\$10	\$10	0.0 %
Parrot - Max Price	Market Rate	Market Rate	0.0 %
Gray Cockatiel	\$25	\$25	0.0 %
Lutino Cockatiel	\$50	\$50	0.0 %
Peach Faced Lovebird	\$25	\$25	0.0 %
Other Lovebird	\$50	\$50	0.0 %
Horse/Cow	Auction Starting Price	Auction Starting Price	0.0 %
Goats	\$15	\$15	0.0 %
Animal Spay/Neuter Fees:			
Canine Spay	\$65	\$70	7.7 %
Canine Neuter	\$70	\$65	-7.1 %
Feline Spay	\$50	\$50	0.0 %
Feline Neuter	\$45	\$45	0.0 %
Rabbit Spay	\$45	\$45	0.0 %
Rabbit Neuter	\$45	\$45	0.0 %
Animal Reclaim/Boarding/Rabies Shot/Microchip:			
Canine	\$40/\$10/\$15/\$8	\$40/\$15/\$15/\$8	N/A
Feline	\$25/\$6/\$15/\$8	\$25/\$9/\$15/\$8	N/A
Livestock	\$55/\$12/\$0/\$0	\$55/\$18/\$0/\$0	N/A
Wildlife Processing Fee	\$40	\$40	0.0 %
Animal Surrender	N/A	\$10	N/A

Proposed FY 2021 User Fees

Solid Waste Services

14. Non-Regulatory Fees: Annual Solid Waste

Fee	FY 2020	FY 2021	% Change
Annual Solid Waste Fee:			
Residential: Multi-Family	\$58.06	\$67.66	16.5%
Residential: Single Family	\$58.06	\$67.66	16.5%
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

15. Non-Regulatory Fees: Land Development, Parking Permits & Off-Duty Police Officer Permit

Permit	FY 2020	FY 2021	% Change
Land Development Expedited Review	\$1,000	\$1,000	0.0%
Shared Mobility ROW Permits:			
eBikes/Bike Share (per unit)	\$10	\$10	0.0%
Parking Meters (Per hour)	\$1	\$1	0.0%
Parking Permits:			
Parking Permits (4 th Ward, 3 rd Ward, etc.)	\$30	\$30	0.0%
Replacement Permits	\$5	\$5	0.0%
Off-Duty Police Officer Permit:			
Permit	\$50	\$50	0.0%
Permit Renewal	\$50	\$50	0.0%

Charlotte Water

16. Non-Regulatory Fees: Land Development

	FY 2020	FY 2021	% Change
Charlotte Water Land Development Expedited Review	\$6,810	\$6,810	0.0%

Proposed FY 2021 User Fees

Storm Water Services			
17. Other Fees: Storm Water Rates	FY 2020	FY 2021	% Change
Single-family:			
Tier I - <2,000 square feet of impervious area	\$5.85/month	\$5.85/month	0.0 %
Tier II - 2,000 to <3,000 square feet of impervious area	\$8.62/month	\$8.62/month	0.0 %
Tier III - 3,000 to <5,000 square feet of impervious area	\$12.76/month	\$12.76/month	0.0 %
Tier IV - ≥5,000 square feet of impervious area	\$21.11/month	\$21.11/month	0.0 %
Non-Detached Single-family and Commercial:			
Per Acre of Impervious Area	\$152.35/month	\$152.35/month	0.0 %

Charlotte Water			
18. Other Fees: Water & Sewer Rates	FY 2020	FY 2021	% Change
Water Rates:			
Fixed:			
Billing Fee	\$4.73	\$4.22	-10.8%
Availability Fee	\$1.24	\$1.29	4.0%
Volume Rate:			
Tier I - (0-4 ccf*)	\$1.63	\$1.69	3.7%
Tier II - (5-8 ccf)	\$2.10	\$2.18	3.8%
Tier III - (9-16 ccf)	\$4.85	\$5.04	3.9%
Tier IV - (16+ ccf)	\$9.18	\$9.55	4.0%
Non-Residential (ccf)	\$2.81	\$2.92	3.9%
Sewer Rates:			
Fixed:			
Billing Fee	\$4.73	\$4.22	-10.8%
Availability Fee	\$8.37	\$8.70	3.9%
Volumetric - residential, commercial, others (ccf)**:			
Industrial Waste	\$0.24	\$0.27	12.5%
Common Residential Connection Fee:			
Water	\$3,197	\$2,933	-8.3%
Sewer	\$5,035	\$4,005	-20.5%
Common Residential System Development Fee:			
Water	\$809	\$846	4.6%
Sewer	\$2,541	\$2,618	3.0%
The typical monthly water and sewer bill for residential customers is estimated to be \$68.06, an increase of \$1.24 per month (1.86%). The typical bill assumes 5,236 gallons or 7 ccf used each month.			

* 1 ccf = 748 gallons

**Up to 16 ccf for residential customers

Proposed FY 2021 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

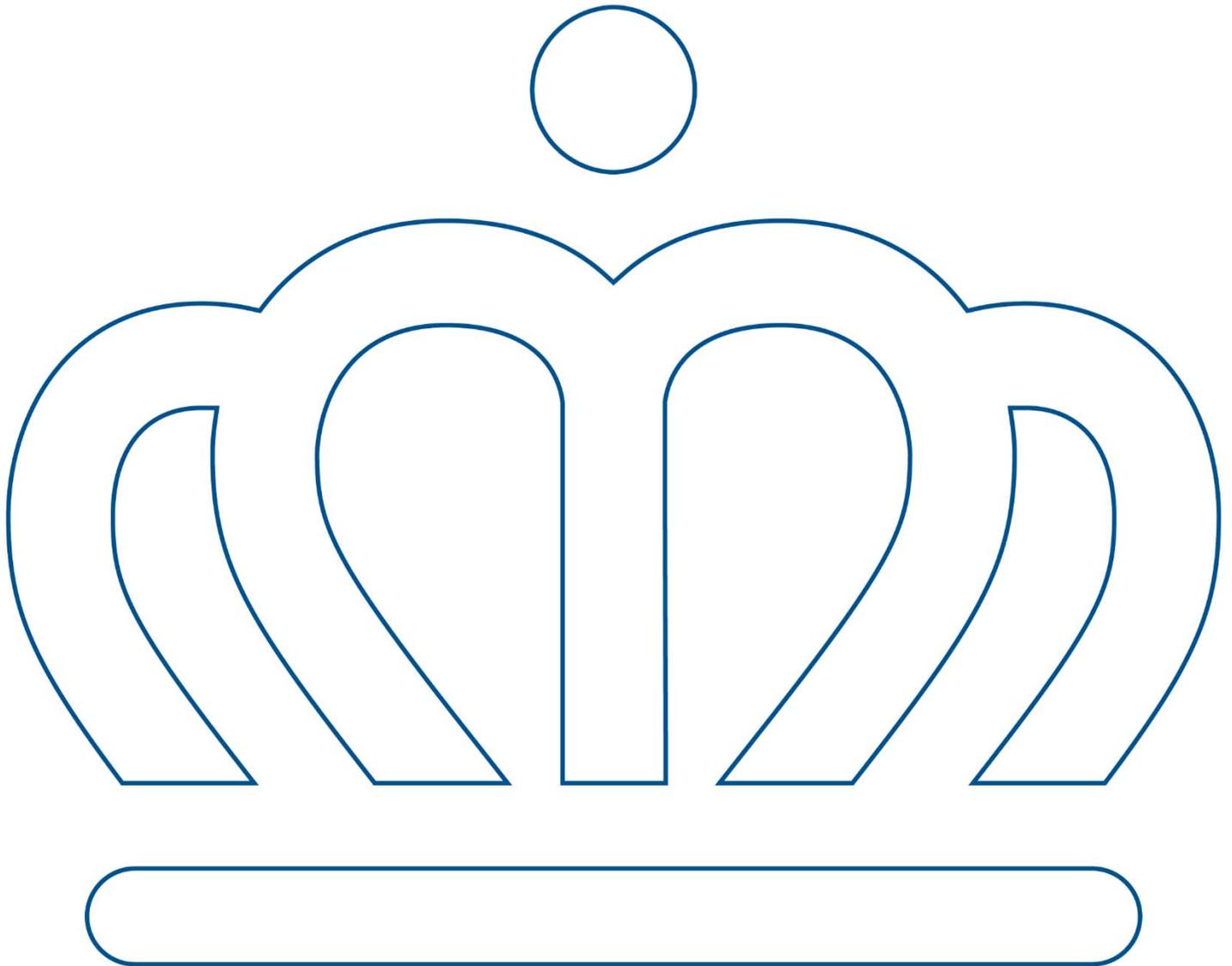
Description	Fee Activity 1	Fee Activity 2	Fee Activity 3
Fully Allocated Cost	\$20,250	\$13,400	\$23,050
Average # of permits/applications	500	40	24
100% Cost per Unit	\$40.50	\$335.00	\$960.42

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

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FY 2021 COMPENSATION AND BENEFITS



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Compensation and Benefits

EXECUTIVE SUMMARY

Background

Human resource programs are developed and administered according to the Human Resources Philosophy adopted by the City Council. The City of Charlotte is committed to attracting and retaining qualified, productive, and motivated employees who will provide efficient and effective services to its citizens.

Compensation and benefits recommendations are guided by the mission to help employees THRIVE by creating a work environment that embraces diversity. The city recognizes and values the unique and changing needs of our workforce throughout their career life cycle.

FY 2021 guiding principles:

- Pay will be based on performance while considering market conditions.
- Base pay is the primary type of pay used to maintain market competitiveness. City Council-approved policy is that market competitiveness for a specific job is based on the median of actual salaries paid in the applicable recruitment area for jobs of a similar nature.
- Incentive pay will be the primary pay method used to communicate the changing goals of the city and encourage teamwork.
- Employees will also be rewarded for attaining skills which make them more flexible and useful in helping the city meet its goals, such as language incentive.
- Benefits plans will provide an appropriate level of income protection against unexpected health, life and disability risks.
- Health care costs will be aggressively managed with employees sharing in the cost of benefits.
- Wellness initiatives will be integrated across our human resources programs.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through ongoing surveys of the pay and benefits practices of other employers. Human Resources recently completed a review of local, regional and national pay increase trends, as well as a review of employer benefits practices. Competitive practice survey information was compiled and analyzed from several consulting firms representing a large number of employers. A summary of the average market movement can be found in **Attachment A**.

Survey Findings

- Mercer Consulting's *2019/2020 U.S. Compensation Planning Survey* reports that salary increase budgets have remained close to 3 percent for the last several years and are expected to continue to do so in 2020.
- According to the World at Work's *2019/2020 Salary Budget Survey*, respondents report that total salary increase budgets in the United States increased slightly from one year ago to a 3.2 percent average.

Compensation and Benefits

- AON Hewitt's *2019/2020 U.S. Salary Increase Survey* reports projected salary increase spending for 2020 is expected to increase modestly to 3.2 percent and is the highest projected level of spending since 2008.
- Consumer Price Index reports health care trend in 2019 at 4.3 percent for the Public Sector and Education cohort. This compares to the city's trend at 2.8 percent.
- Willis Health Outcomes Report indicates the city's plan members with the top 10 chronic conditions had fewer office visits, ER visits and hospital admissions than the norm.
- According to the annual Mercer *National Survey of Employer-Sponsored Health Plans, 2019* enrollment in high-deductible account-based plans rose from 33 percent of all covered employees last year to 36 percent in 2019. These plans are offered by 71 percent of large and midsize employers, up from 68 percent in 2018, and by 37 percent of small employers.

Conclusions and Recommendations

• **Compensation**

- In the Public Safety Pay Plan, the following is recommended:
 - Merit steps of 2.5 percent to five percent be funded.
 - Market adjustment to the pay steps funded at 1.5 percent effective July 4, 2020.
 - Revisions to Police Officer steps to increase the city's ability to attract and retain Police Officers.
 - Create Senior Police Officer II step for eligible employees on December 5, 2020, increasing top pay by five percent.
 - Revisions to Police Sergeant steps to maintain structural integrity within the Public Safety Pay Plan effective December 5, 2020.
 - Revisions to Fire steps to better align with market competitiveness effective November 14, 2020.
 - Add one 2.5 percent step to the top of Firefighter II and two 2.5 percent steps to Firefighter Engineer effective November 14, 2020.
 - Firefighter Engineers at top of scale to receive two 2.5 percent steps on or after November 14, 2020.
 - Eliminate the bottom step of Fire Captain and adjust remaining steps by 3.75 percent each effective November 14, 2020.
- In the Salaried Pay Plan, the following is recommended:
 - Merit increase pool funded at 3.0 percent.
- In the Hourly Pay Plan, the following is recommended:

Compensation and Benefits

- Merit increase pool funded at 1.5 percent.
 - Market adjustment to the ranges of 1.5 percent effective December 5, 2020.
- **Benefits**
 - No employee medical plan premium increase.
 - No non-Medicare eligible medical plan premium increase for retirees with 20 years of service.
 - Medical plan design and cost share enhancements will be evaluated once impact of COVID-19 is determined. If enhancements are possible, they will be done within the overall health insurance budget.
 - Increase Employee Assistance Plan (EAP) visits to ten (10).

Compensation and Benefits

FY 2021 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The city's Public Safety Pay Plan, as shown in **Attachments B and C**, covers all Police classes below the rank of Police Lieutenant and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through the steps, and the second is market adjustments to the steps. The following recommendations are made:

- Merit steps of 2.5 percent to five percent be funded.
- Market adjustment to the pay steps funded at 1.5 percent effective July 4, 2020.
- Revisions to Police Officer steps to increase the city's ability to attract and retain Police Officers.
 - Merge steps nine and ten from two 2.5 percent steps to one five percent step.
- Create Senior Police Officer II step for eligible Police Officers to receive a five percent step the later of December 5, 2020, or one year from reaching the SPOI step.
- Eliminate the bottom step and add a five percent step to the top of Police Sergeant effective December 5, 2020.
- Revisions to Fire steps effective November 14, 2020, to better align with market competitiveness.
 - Merge Firefighter II steps four and five from two 2.5 percent steps to one five percent step.
 - Merge Firefighter II steps six and seven from two 2.5 percent steps to one five percent step.
 - Add a 2.5 percent step to the top of Firefighter II.
 - Merge Firefighter Engineer steps one and two from two 2.5 percent steps to one five percent step.
 - Merge Firefighter Engineer steps three and four from two 2.5 percent steps to one five percent step.
 - Add two 2.5 percent steps to Firefighter Engineer.
 - Eliminate the bottom step of Fire Captain and adjust remaining steps by 3.75 percent each.
- Firefighter Engineers at top of scale by the end of FY 2020 to receive two 2.5 percent steps the later of November 14, 2020 or their FY 2021 merit date.

Compensation and Benefits

Salaried Pay Plan

The city's Salaried Pay Plan covers all salaried city employees with the exception of non-managerial Sworn Police and Uniformed Fire employees. This pay plan consists of 26 traditional ranges, each with a minimum and maximum. There is no general pay (market) adjustment for employees in this pay plan like there is for employees in the Public Safety and the Hourly Pay Plans. Merit increases are based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a three percent merit pool. Department Directors will be held accountable for staying within department personnel services budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the competitive rate for their specific job. Increases may be awarded as base pay and/or lump sum on the employee's merit date, with merit dates varying by employee throughout the year.
- A 1.5 percent market adjustment to the Salaried Pay Plan, as reflected in **Attachment C**. The impact of this recommendation will be to change the minimum and maximum rates in the pay grades. Because no employee salary falls below the minimum of their respective pay grade, no employee will receive an increase as a result of this recommendation.

Hourly Pay Plan

The city's Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. This pay plan consists of 20 traditional ranges, each with a minimum and maximum. Hourly employees receive an annual market adjustment equal to half of the Salaried Pay Plan merit percentage increase. These employees also receive a merit increase each year equal to half of the Salaried Pay Plan merit percentage increase, on average. Merit increases are based on the employee's performance and the employee's pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a 1.5 percent merit pool. Department Directors will be held accountable for staying within budget. Pay decisions will be based on an employee's level of performance and a comparison of current salary to the midpoint for their specific job. Increases may be awarded as base pay or lump sum on the employee's merit date, with merit dates varying by employee throughout the year.
- A 1.5 percent market adjustment to the Hourly Pay Plan, as reflected in **Attachment E**. Hourly employees will receive this increase effective December 5, 2020.

Compensation and Benefits

FY 2021 BENEFITS RECOMMENDATIONS

Impact of COVID-19

COVID-19 is placing growing pressure on the healthcare system and will likely result in an increase in employer health care plan costs in 2020. Despite this, no healthcare premium increases will be passed on to employees in 2021.

Other healthcare costs such as dental and vision will likely decrease due to the reduction in discretionary healthcare, however, once normal daily activities resume, a spike in those costs may occur due to the delayed treatment during the pandemic. Additionally, life insurance and short-term disability will be impacted by the pandemic based on infection and mortality rates as well.

In compliance with the Families First Coronavirus Act, the city has implemented emergency paid sick leave and expanded family medical leave.

Funding for Insurance Coverages

The following group insurance coverages are provided and consistent with the Human Resources Philosophy adopted by the City Council: medical, including prescription drug; medical stop-loss; life; dental; employee assistance program; and disability coverage.

It is recommended that the city's allocated benefit funding for active positions remain flat for FY 2021.

Health Coverage

The city's medical insurance program is self-insured for active employees and non-Medicare retirees. Stop-loss insurance is purchased by the city to cover catastrophic claims that exceed \$500,000 per individual in a calendar year. Third-party claims administrators are retained to provide medical management services and pay medical and prescription drug claims. When budgeting for future costs, the two cost components for the medical insurance plan are the claims projected to incur and the administrative fees to be paid to the claims administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The city has a fully-insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

In 2019, employees did not experience a premium increase. In addition, employees paid \$1.5M less in medical out of pocket expenses. This further indicates the positive experience of the employee health clinic – MyClinic.

The following recommendations are being made:

Medical Plans

- BlueCross BlueShield of North Carolina is the claims administrator for the self-funded medical insurance plan.
- Plan design enhancements will be reviewed once the impact of COVID-19 is known. It is recommended to provide the City Manager or designee the authority to make plan design enhancements within the overall health insurance budget.

Compensation and Benefits

Prescription Drug Plan

CVS/Caremark is the pharmacy benefits manager for the prescription drug plan. A rebidding process is currently underway.

It is recommended that the City Manager or designee be authorized to select the vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Active Employee Health Plan Premiums

Due to the unknown financial impact of COVID-19, the following premium recommendations are being made:

- Recommend no employee premium increase.
- Provide the City Manager or designee the authority to establish the 2021 medical plan premiums within the overall health insurance budget.
- Provide the City Manager or designee the authority to establish the wellness incentive design within the overall health insurance budget.

Retiree Medical Eligibility Clarification

Employees hired before 07/01/2009 with 10 years of continuous city service are eligible for retiree medical benefits. It is recommended to clarify the eligibility language to “10 years of continuous city services in a medical benefits-eligible position”.

Non-Medicare Retiree Health Plan Premiums

Due to the unknown financial impact of COVID-19, the following premium recommendations are being made:

- Recommend no retiree premium increase in the 20 Years of Service category.
- Provide the City Manager or designee the authority to establish the 2021 medical plan premiums within the overall health insurance budget.

Medicare-Eligible Retiree Health Plan

- This plan is fully insured and currently administered by AmWINS. Since these plans are fully insured, it is recommended that the City Manager or designee be authorized to approve rate increases and vendor changes as necessary to appropriately fund these plans upon receipt of renewal rates from the Administrator of the Medicare-eligible retiree coverage.
- No changes to the current cost share philosophy for retirees in this plan are recommended.

Employee Health Clinic

The employee health clinic is administered by Our Health. The current contract will expire December 31, 2020. A rebid process is currently underway 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.

Employee Assistance Program (EAP)

The EAP is administered by MyGroup. It is recommended that the City Manager or his designee be authorized to approve benefit enhancements to this contract to include ten (10) counseling sessions per issue and enhanced behavioral health services for public safety employees.

Compensation and Benefits

Dental Plan

The dental plan is fully insured and administered by Ameritas. A rebid process is will be initiated in 2021. It is recommended that the City Manager or his designee be authorized to select a vendor(s), determine the scope of services, execute the contract and future contract amendments with the selected vendor(s) upon completion of the rebidding process.

Vision Plan/Premiums

The vision plan is fully insured and administered by VSP. The current policy will expire December 31, 2020. A rebid process is currently underway. 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.

Since this plan is fully insured, it is recommended that the City Manager or his designee be authorized to approve vision plan design and premiums.

Flexible Spending Account & Health Savings Account Administration

The Flexible Spending Accounts and Health Savings Accounts are administered by Health Equity. The current contract will expire December 31, 2020. The city will be conducting a rebidding process for administration of these plans.

It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Benefits Administration Platform

The city currently has a contract with Hodges Mace for benefits administration platform. The currently contract will expire December 31, 2021.

It is recommended that the City Manager or his designee be authorized to either renew the current contract(s) or select a new vendor(s) and execute the contract and future contract amendments with the selected vendor(s) upon completion of the renewal process.

Stop Loss Insurance

The city currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. The policy expires December 31, 2020.

The city will be conducting a rebidding process for stop-loss insurance. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Compensation and Benefits

Benefits Consulting Services

The city currently has a contract with Willis Towers Watson for benefits consulting services. The current contract expires December 31, 2021. The city will be conducting a rebidding process for benefits consulting services.

It is recommended that the City Manager or his designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and future contract amendments with the selected vendor(s) upon completion of the rebidding process.

Vacation

Currently vacation time is accrued weekly. It is recommended that the City Manager or designee be authorized to change the vacation from a weekly accrual to a twice per year advancement.

Military Leave

It is recommended the city continue to provide military leave supplement pay for employees on active military duty.

Compensation and Benefits

Attachments

Attachment A – Market Movement Summary

Summary of actual market movement for 2016-2019, 2020 projected market movement, and the five-year market movement average.

Attachment B – Recommended FY 2021 Public Safety Pay Plan Structure Effective July 4, 2020

New minimum, maximum and step rates in the Public Safety Pay Plan based on the 1.5 percent structural market adjustment recommended for FY 2021.

Attachment C – Recommended FY 2021 Public Safety Pay Plan Structure Effective November 14, 2020

Structural revisions to Public Safety Pay Plan recommended for FY 2021.

Attachment D – Recommended FY 2021 Salaried Pay Plan Structure

Twenty-six range Salaried Pay Plan recommended for FY 2021.

Attachment E – Recommended FY 2021 Hourly Pay Plan Structure

New minimum and maximum rates in the Hourly Pay Plan based on the 1.5 percent structural adjustment recommended for FY 2021.

Market Movement Summary

(Average Percent Change)

Source	2017 Actual Market Movement	2018 Actual Market Movement	2019 Actual Market Movement	2020 Actual Market Movement	2021 Projected Market Movement (to date)	5 Year Average Market Movement
National Statistics Provided by World at Work, Hewitt, Mercer	3.0	3.1	3.0	3.0	3.0	3.0
The Employers Association	3.0	3.1	3.4	3.5	3.3	3.3
City of Charlotte Salaried Pay Plan	3.0	3.0	3.0	3.0	3.0 (Benchmark)	3.0

Attachment B

Recommended FY 2021 Public Safety Pay Plan Effective July 4, 2020

FY 2021 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

New Hire

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	SPO I	SPO II
POLICE OFFICER 3102	\$879.94 \$45,757	5.0% \$923.94 \$48,045	5.0% \$970.14 \$50,447	5.0% \$1,018.65 \$52,970	5.0% \$1,069.58 \$55,618	5.0% \$1,123.06 \$58,399	5.0% \$1,179.21 \$61,319	5.0% \$1,238.17 \$64,385	5.0% \$1,300.08 \$67,604	5.0% \$1,365.08 \$70,984	5.0% \$1,433.34 \$74,533	5.0% \$1,505.00 \$78,260
POLICE SERGEANT 3110	Step 1 * \$1,655.40 \$86,081	Step 2 2.5% \$1,696.78 \$88,232	Step 3 2.5% \$1,739.20 \$90,438	Step 4 5.0% \$1,826.16 \$94,960	Step 5 5.0% \$1,917.47 \$99,708	Police Incentives 2nd Language, Training Officer 5% 2 Yr degree 5% (Srg and RAC not eligible) 4 Yr degree 10% (Srg and RAC not eligible)						Propose beginning December 2020
* Propose Step 1 Eliminated December 2020					Propose beginning December 2020							

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

	Step 1	Step 2	Step 3	Step 4	Step 5											
FIREFIGHTER I 3006	5.0% \$837.06 \$43,527	5.0% \$878.91 \$45,703	5.0% \$922.85 \$47,988	5.0% \$968.98 \$50,387	5.0% \$1,017.43 \$52,906											
FIREFIGHTER II 3008				Step 1 \$968.98 \$50,387	Step 2 5.0% \$1,017.43 \$52,906	Step 3 5.0% \$1,068.31 \$55,552	Step 4 2.5% \$1,095.02 \$56,941	Step 5 2.5% \$1,122.39 \$58,364	Step 6 2.5% \$1,150.45 \$59,823	Step 7 2.5% \$1,179.22 \$61,319	Step 8 2.5% \$1,208.71 \$62,853	Step 9 2.5% \$1,238.92 \$64,424	Step 10 2.5% \$1,269.89 \$66,034	Step 11 2.5% \$1,301.63 \$67,685		
FF ENGINEER 3011							Step 1 \$1,095.02 \$56,941	Step 2 2.5% \$1,122.39 \$58,364	Step 3 2.5% \$1,150.45 \$59,823	Step 4 2.5% \$1,179.22 \$61,319	Step 5 2.5% \$1,208.71 \$62,853	Step 6 2.5% \$1,238.92 \$64,424	Step 7 2.5% \$1,269.89 \$66,034	Step 8 2.5% \$1,301.63 \$67,685	Step 9 2.5% \$1,334.18 \$69,377	Step 10 2.5% \$1,367.53 \$71,112
FIRE CAPTAIN 3016	Step 1 \$1,538.47 \$80,000	Step 2 2.5% \$1,576.93 \$82,001	Step 3 2.5% \$1,616.36 \$84,051	Step 4 5.0% \$1,697.18 \$88,253	Step 5 5.0% \$1,782.04 \$92,666	Fire Incentives 2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5% 2 Yr degree 5% (Captain not eligible) 4 Yr degree 10% (Captain not eligible)										

Attachment C

Recommended FY 2021 Public Safety Pay Plan Effective November 14, 2020

FY 2021 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

New Hire

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	SPO I	SPO II
POLICE OFFICER 3102	\$879.94 \$45,757	5.0% \$923.94 \$48,045	5.0% \$970.14 \$50,447	5.0% \$1,018.65 \$52,970	5.0% \$1,069.58 \$55,618	5.0% \$1,123.06 \$58,399	5.0% \$1,179.21 \$61,319	5.0% \$1,238.17 \$64,385	5.0% \$1,300.08 \$67,604	5.0% \$1,365.08 \$70,984	5.0% \$1,433.34 \$74,533	5.0% \$1,505.00 \$78,260
POLICE SERGEANT 3110	Step 1 * \$1,655.40 \$86,081	Step 2 2.5% \$1,696.78 \$88,232	Step 3 2.5% \$1,739.20 \$90,438	Step 4 5.0% \$1,826.16 \$94,960	Step 5 5.0% \$1,917.47 \$99,708	Police Incentives 2nd Language, Training Officer 5% 2 Yr degree 5% (Srg and RAC not eligible) 4 Yr degree 10% (Srg and RAC not eligible)						Propose beginning December 2020
* Propose Step 1 Eliminated December 2020					Propose beginning December 2020							

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

FIREFIGHTER I 3006	Step 1 5.0% \$837.06 \$43,527	Step 2 5.0% \$878.91 \$45,703	Step 3 5.0% \$922.85 \$47,988	Step 4 5.0% \$968.98 \$50,387	Step 5 5.0% \$1,017.43 \$52,906											
FIREFIGHTER II 3008				Step 1 \$968.98 \$50,387	Step 2 5.0% \$1,017.43 \$52,906	Step 3 5.0% \$1,068.31 \$55,552	Step 4 5.0% \$1,122.39 \$58,364	Step 5 5.0% \$1,179.22 \$61,319	Step 6 2.5% \$1,208.71 \$62,853	Step 7 2.5% \$1,238.92 \$64,424	Step 8 2.5% \$1,269.89 \$66,034	Step 9 2.5% \$1,301.63 \$67,685	Step 10 2.5% \$1,334.18 \$69,377			
FF ENGINEER 3011							Step 1 \$1,122.39 \$58,364	Step 2 5.0% \$1,179.22 \$61,319	Step 3 2.5% \$1,208.71 \$62,853	Step 4 2.5% \$1,238.92 \$64,424	Step 5 2.5% \$1,269.89 \$66,034	Step 6 2.5% \$1,301.63 \$67,685	Step 7 2.5% \$1,334.18 \$69,377	Step 8 2.5% \$1,367.53 \$71,112	Step 9 2.5% \$1,401.72 \$72,889	Step 10 2.5% \$1,436.76 \$74,712
FIRE CAPTAIN 3016	Step 1 \$1,636.07 \$85,076	Step 2 2.5% \$1,676.97 \$87,203	Step 3 5.0% \$1,760.82 \$91,563	Step 4 5.0% \$1,848.86 \$96,141	Fire Incentives 2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5% 2 Yr degree 5% (Captain not eligible) 4 Yr degree 10% (Captain not eligible)											

**Recommended FY 2021
Salaried Pay Plan Structure**
Effective July 4, 2020

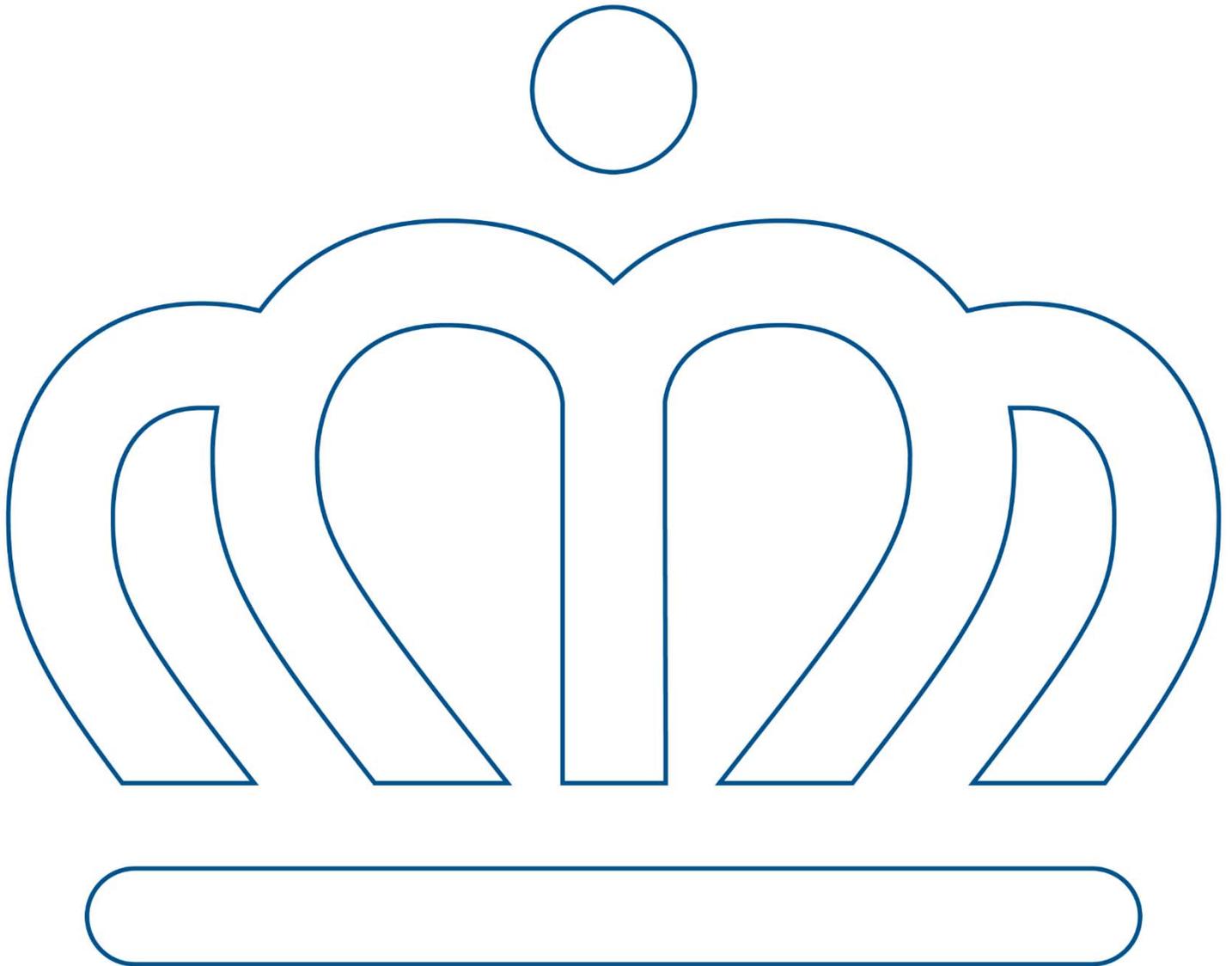
Range	Minimum	Midpoint	Maximum
Range 1	\$45,374	\$56,717	\$70,896
Range 2	\$47,642	\$59,553	\$74,441
Range 3	\$50,025	\$62,531	\$78,164
Range 4	\$52,526	\$65,657	\$82,071
Range 5	\$55,153	\$68,941	\$86,176
Range 6	\$57,910	\$72,388	\$90,485
Range 7	\$60,806	\$76,007	\$95,009
Range 8	\$63,846	\$79,807	\$99,759
Range 9	\$67,038	\$83,797	\$104,746
Range 10	\$70,390	\$87,987	\$109,984
Range 11	\$73,910	\$92,387	\$115,484
Range 12	\$77,605	\$97,006	\$121,258
Range 13	\$81,485	\$101,856	\$127,320
Range 14	\$85,559	\$106,949	\$133,686
Range 15	\$89,838	\$112,297	\$140,371
Range 16	\$94,329	\$117,911	\$147,389
Range 17	\$99,046	\$123,807	\$154,759
Range 18	\$103,998	\$129,997	\$162,496
Range 19	\$109,198	\$136,497	\$170,621
Range 20	\$114,658	\$143,322	\$179,153
Range 21	\$126,123	\$157,654	\$197,068
Range 22	\$138,736	\$173,420	\$216,775
Range 23	\$152,610	\$190,762	\$238,453
Range 24	\$167,870	\$209,838	\$262,298
Range 25	\$184,658	\$230,822	\$288,528
Range 26	\$212,356	\$265,445	\$331,806

**Recommended FY 2021
Hourly Pay Plan Structure
Effective December 5, 2020**

Range	Minimum	Midpoint	Maximum
Range 1	\$33,280	\$33,273	\$41,591
Range 2	\$33,280	\$34,819	\$43,524
Range 3	\$33,280	\$36,560	\$45,700
Range 4	\$33,280	\$38,387	\$47,984
Range 5	\$33,280	\$40,307	\$50,384
Range 6	\$33,858	\$42,322	\$52,903
Range 7	\$35,550	\$44,438	\$55,548
Range 8	\$37,328	\$46,660	\$58,325
Range 9	\$39,194	\$48,993	\$61,241
Range 10	\$41,154	\$51,443	\$64,304
Range 11	\$43,213	\$54,016	\$67,520
Range 12	\$45,374	\$56,717	\$70,896
Range 13	\$47,642	\$59,553	\$74,441
Range 14	\$50,025	\$62,531	\$78,164
Range 15	\$52,526	\$65,657	\$82,071
Range 16	\$55,153	\$68,941	\$86,176
Range 17	\$57,910	\$72,388	\$90,485
Range 18	\$60,806	\$76,007	\$95,009
Range 19	\$63,846	\$79,807	\$99,759
Range 20	\$67,038	\$83,797	\$104,746

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SUMMARY STATISTICS AND POLICIES



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Location

Charlotte, located in Mecklenburg County, North Carolina, is the largest city between Baltimore, Maryland and Jacksonville, Florida. The city is in the Piedmont Region of the Carolinas, two hours east of the Appalachian Mountains and three and one-half hours west of the Atlantic Ocean. New York City is 631 miles to the northeast and Atlanta is 256 miles to the southwest. Charlotte's location and growth reinforce the city's role as a regional center in the Southeast.

Local History

- Charlotte was incorporated in 1768, and became the county seat in 1774. Charlotte celebrated its 250th Anniversary in 2018.
- The city presently covers 310.2 square miles of the 546 square miles in Mecklenburg County.
- 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.

Governmental Structure

The City of Charlotte has had a Council-Manager form of government since 1929. Policy-making and legislative authority are vested in a governing council consisting of a mayor and eleven additional members elected every two years on a partisan basis. The Mayor and four City Council members are elected at-large by a citywide vote. The remaining seven Council members are elected by district, from voters who reside in each district. The City Council is responsible for appointing the City Manager, City Attorney, City Clerk, and members of various boards and commissions. City Council enacts ordinances, resolutions, and orders; review the annual budget, set the tax rate, and approve the financing of all city operations; and authorize contracts on behalf of the city. The City Manager is responsible for the daily operations and implementing the policies set by City Council.

Transportation

Aviation

- Charlotte-Douglas International Airport (CLT) ranked second best airport in the nation for business travelers (TravelBank) providing over 700 flights daily and serves over 44 million passengers annually
- Second busiest domestic hub in the American Airlines system

Trucking

- More than half the nation's population is within a 24-hour drive of Charlotte
- Interstates 85 and 77 provide key connections with the Northeast, Southeast, and Midwest

Rail

- Two major rail lines, Norfolk Southern and CSX connect over 40,000 miles of track along the eastern seaboard and Canada.
- In addition, Norfolk Southern Railway operates a state-of-the-art intermodal facility at Charlotte Douglas International Airport. Charlotte is further served via rail through the inland port that connects to the Port of Wilmington via CSX Double - Stack line, Norfolk Southern Crescent Rail Corridor that connects New Orleans to New York City passing through Charlotte.

Business Climate

Charlotte enjoys a vibrant, highly diversified economy that supports business development and expansion for companies of all sizes.

- Six Fortune 500 companies are headquartered in Charlotte; including Bank of America ranked at 25.
- WalletHub ranked Charlotte 6th best place to start a business in 2019.
- Over 1,000 foreign-owned firms region-wide that employ more than 66,000 people from 45 different countries.

Recreational, Visitor, and Cultural Events

Charlotte's Venues

Charlotte's eight percent hotel/motel and one percent prepared food and beverage taxes have provided a dedicated resource for the purpose of promoting the city as a destination for convention, business, and leisure travel.

Charlotte Regional Visitors Authority (CRVA), a component unit of the city, focuses on tourism promotions and facility management for venues such as:

- Bojangles' Coliseum
- Charlotte Convention Center
- Ovens Auditorium
- Spectrum Center

Additionally, CRVA operates the NASCAR Hall of Fame complex. The complex includes:

- NASCAR Hall of Fame
- 150,000 square foot museum
- 102,000 square foot expansion to the Convention Center, including 40,000 square foot ballroom and NASCAR Plaza
- 19-story, 393,000 square foot Class A office tower

Activities and Sporting Events

Charlotte hosts a variety of sporting events and tournaments each year, in addition to two major and one minor league sports franchise.

- The **Carolina Panthers of the National Football League (NFL)** have played in Charlotte for over 20 years. The Panthers play at Bank of America Stadium, a privately owned, 73,778-seat stadium in uptown Charlotte.
- The **Charlotte Hornets of the National Basketball Association** returned to Charlotte in 2004. The Hornets play in uptown Charlotte at the Spectrum Center.
- The **Charlotte Knights of Minor League Baseball (MiLB)**, a Triple-A affiliate of the Chicago White Sox, play at the BB&T Ballpark in Uptown.
- **Major League Soccer (MLS)** will kick off in Charlotte in less than a year, the new club has postponed the unveiling of their name and colors in light of the global coronavirus pandemic.

- **Charlotte Motor Speedway** hosts events such as:
 - The NASCAR Cup Series All-Star Race, Coca-Cola 600, and the Bank of America ROVAL 400
 - The NASCAR XFINITY Series ALSCO 300 and the Drive for The Cure 250
 - The Gander RV & Outdoors Truck Series North Carolina Education Lottery 200
- Bank of America Stadium hosts the **Belk Bowl**, a post-season college football game featuring a matchup between an Atlantic Coast Conference (ACC) and Southeastern Conference (SEC) team.
- In 2018, the Professional Golfer's Association's (PGA) **Wells Fargo Championship** returned to Quail Hollow in Charlotte.
- The **U.S. National Whitewater Center**, located on the Catawba River, is the world's largest artificial whitewater river and the U.S. Olympic training site. The Whitewater Center includes 400 acres for activities including whitewater rafting, kayaking, mountain biking, rock climbing, and rope courses.

Arts, Culture, and Science

Charlotte is the cultural hub of the region and offers a diverse selection of performances, art collections, and interactive exhibits to engage residents and visitors of all ages.

- The Bechtler Museum of Modern Art opened in 2010 and features a collection of more than 1,400 works by 20th century modern artists.
- The Knight Theater, part of the Blumenthal Performing Arts Center, is a performing arts venue home to the North Carolina Dance Theatre.
- The Harvey B. Gantt Center for African-American Arts + Culture, a 46,500 square foot facility, serves the community through music, dance, theater, visual art, film, arts education, literature, and community outreach.
- The Mint Museum is five-story facility that combines four collections; Craft + Design, and American, contemporary, and European pieces.
- The North Carolina Blumenthal Center for the Performing Arts is home to a number of arts organizations including the Charlotte Symphony and Charlotte Ballet.
- The Charlotte Nature Museum, founded in 1946, provides programs and exhibits centered on a science theme of "Nature and Man."
- Discovery Place is a hands-on science and technology museum featuring an 184-seat IMAX Dome Theatre.

Educational Institution

Charlotte-Mecklenburg Schools (CMS)

- CMS is a consolidated city-county public school system with approximately 148,000 students. CMS students are educated in 175 schools that include magnet programs that develop the talents of students who have interests in talents in specific areas.

Higher Education

Within the greater Charlotte region are 50 colleges and universities.

- **Central Piedmont Community College** offers nearly 300 associate degree, diploma, and certificate programs at six campuses within Mecklenburg County.
- **University of North Carolina – Charlotte** is a public urban research institution offering bachelor, graduate, and doctoral degrees through eight professional colleges.
- **Davidson College** is a liberal arts college serving nearly 2,000 students.
- **Queens University** offers 44 majors and the student body represents 40 countries.
- **Johnson & Wales University's** Charlotte campus offers degrees ranging from Baking & Pastry Arts and Fashion Merchandising & Retailing to Corporate Accounting and Financial Analysis.
- Johnson C. Smith is a Historically Black College and University (HBCU) offering 26 undergraduate or graduate degrees
- **Pfeiffer University** at Charlotte has an urban campus, offering adult learners the opportunity to earn both undergraduate and graduate degrees.
- **Wake Forest University** continues to have a strong graduate school presence in Charlotte with several top-ranked MBA programs.
- **Northeastern University's** Charlotte campus has offered graduate programs in uptown Charlotte since 2011.

Healthcare

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

- **Atrium**, known as Carolina's Healthcare System, one of the nation's largest public hospital systems, operates or manages 40 hospitals with over 900 care locations across the Carolinas. A leader in healthcare, Carolina's Healthcare System has been recognized as Charlotte's top medical center by U.S. News and World report.
- With a 622-bed medical center and over 700 physicians on staff, **Novant Health Presbyterian Medical Center** is one of the largest medical providers in the region.

Charlotte City Profile

(all figures represent FY2021 unless otherwise noted)

Total Full-Time-Equivalent Employees	8,216.75	Fire Protection	
Total Budget	\$2.55 billion	Fire Prevention Inspectors	42.00
General Fund (net of transfers)	\$662.1 million	Firefighters	1,104.00
General Bonded Debt per capita (FY 2019)	\$750.0 million	Police Protection	
General Bonded Debt % of Property Value (FY 2019)	0.70%	Sworn Police Officers	1,982.00
Debt Service % of Non Capital Expenditures	14.6%	Civilian	473.50
Assessed value (2019)	\$142.7 billion	Storm Water Rates	
		Single Family (monthly) < 2,000 sq feet	\$5.85
Land Area (square miles) As of February 2020	310.2	Single Family (monthly) 2,000 to <3,000 sq ft	\$8.62
		Single Family (monthly) 3,000 to <5,000 sq ft	\$12.76
Retail Sales - Meck County (2019)	\$24.59 billion	Single Family (monthly) 5,000 sq ft & up	\$21.11
General Obligation Bond Rating	AAA	Commercial (monthly) per impervious acre	\$152.35
		Utilities	
Meck County Building Permits (2019)	4,073	Water Accounts (projected)	293,519
		Sewer Accounts (projected)	267,499
Population		<i>1 ccf = 748 gallons</i>	
2010 Census	731,424	Water Rates for ccf use (typical)	\$13.30
2018	872,498	Fixed Charge	\$5.51
		Typical Total Water Rates	\$18.81
Unemployment Rate (Mecklenburg County)		Sewer Rates	\$36.33
2017 (as of March)	4.4%	Fixed Charge	\$12.92
2018 (as of March)	4.0%	Typical Total Sewer Rates	\$49.25
2019 (as of March)	3.8%		
2020 (as of March)	4.0%	Typical Residential User's Monthly Fee	\$68.06
		Median Household Income - 2018	\$63,967
Top Principal Taxpayers (2018)		Largest Private Employers (2019)	
Wells Fargo/Wachovia	1.5%	Atrium Health	7.4%
Duke energy Corporation	1.3%	Wells Fargo & Co.	5.4%
Bank of America	1.2%	Wal-Mart Stores, Incorporated	3.3%
American Airlines	1.1%	Bank of America Corp.	3.1%
Southpark Mall	0.3%	Novant Health Inc.	2.5%
AT&T/BellSouth	0.3%		

Charlotte City Profile

Real Property Tax

1-cent on the property tax rate	\$14,650,689
General Fund	27.31¢
Municipal Debt Service for Capital	6.77¢
Pay-As-You-Go Capital	0.73¢
Total Property Tax Rate (per \$100 valuation)	34.81¢

Local Sales Tax

State	4.75%
Local	2.00%
Transit Tax - CATS	0.50%
Total (as of July 1, 2020)	7.25%

Occupancy Tax (FY 2021)

First 3-Percent	3.0%
Second 3-Percent	3.0%
NASCAR Hall of Fame Tax	2.0%
Total	8.0%

Prepared Food Tax (FY 2021)

City/County	1.0%
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Municipal Service Districts (FY 2021)

District	
01 - Center City	1.36¢
02 - Center City	2.27¢
03 - Center City	3.38¢
04 - South End	3.90¢
05 - University City	2.79¢
*per \$100 valuation	

Regional City and County Property Tax Rates

Charlotte FY 2021 Proposed	34.81¢
Mecklenburg County FY 2021 Proposed	61.69¢

FY 2020 Tax Rates for Towns/District

Cornelius	22.20¢
Davidson	29.00¢
Huntersville	24.00¢
Matthews	28.00¢
Mint Hill	25.50¢
Pineville	33.00¢
Police Service District	17.81¢
Stallings	21.50¢

Motor Vehicle Registration Fee (FY 2020)

Charlotte	\$30.00
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Solid Waste Fees

Charlotte	
Single-Family & Mobile Homes	\$67.66
Multiple Family	\$67.66
County	
Single-Family & Mobile Homes	\$35.60
Multiple Family	\$35.60

Car Rental Taxes (FY 2021)

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 Chapter 159 of the North Carolina General Statutes, the Local Government Budget and Fiscal Control Act and the City Book 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 welcomes 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. 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. Provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.
6. Engage in a continual evaluation of the most cost-effective means for providing city services.
7. Evaluate the total tax and fee burden – not just the property tax rate – the citizen pays 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 Local Government 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 modified accrual basis. At fiscal year-end, the city's CAFR is prepared using Generally Accepted Accounting Principles.

Financial Policies and Practices

The city's budgetary policies are based and conform to North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, the City Code Book of Ordinances that includes the city charter and generally accepted accounting principles for governmental entities. These broad policies and statutes set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the city and ensure that the city is poised for future growth.

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
 - c. The tax rate shall be set each year based on the cost of providing general government services;
 - d. The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The city will set fees for services to maximize user charges for identifiable services as follows:
 - a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services;
 - b. To the extent practical, any general city service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges;
 - c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.
3. The city will accumulate and maintain a general fund balance equal to or greater than eight percent (city policy is higher at 16 percent) of the prior 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 accounting, personnel, and administration.

Financial Policies and Practices

Accounting Policies and Practices

1. The city will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Chief Financial Officer and audited annually.
4. The Finance Department's Procedures Manual will be maintained as a central reference source and handbook for all procedures, which have a fiscal impact within the city. It will serve as the city's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The city's Comprehensive Annual Financial Report (CAFR) 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 submitted each year for that recognition.
7. All governmental funds are reported on using the modified accrual basis of accounting. Although the CAFR 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.

Debt Policies and Practices

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city's full assessed value.
3. Variable rate bonded debt will not exceed twenty percent of total outstanding long-term debt.
4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
 - New money fixed rate bond issues may be placed on a competitive or negotiated basis
 - New money variable rate bond issues will be placed on a negotiated basis
 - Refunding bond issues may be placed on a competitive or negotiated basis
 - Issuance methods will be continuously reviewed and changes made to various offerings methods as appropriate and cost efficient for the city.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Financial Policies and Practices

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 Finance – Treasury for review by the Investment Committee.
- vii. Where allowed by North Carolina General Statute Chapters 159-30 and 31 and in accordance with the GFOA Recommended Practices on the Collateralization of Public 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.

Financial Policies and Practices

- (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.

Financial Policies and Practices

- 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 Community Investment Plan (capital investment program), 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 Community 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 Improvement 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.

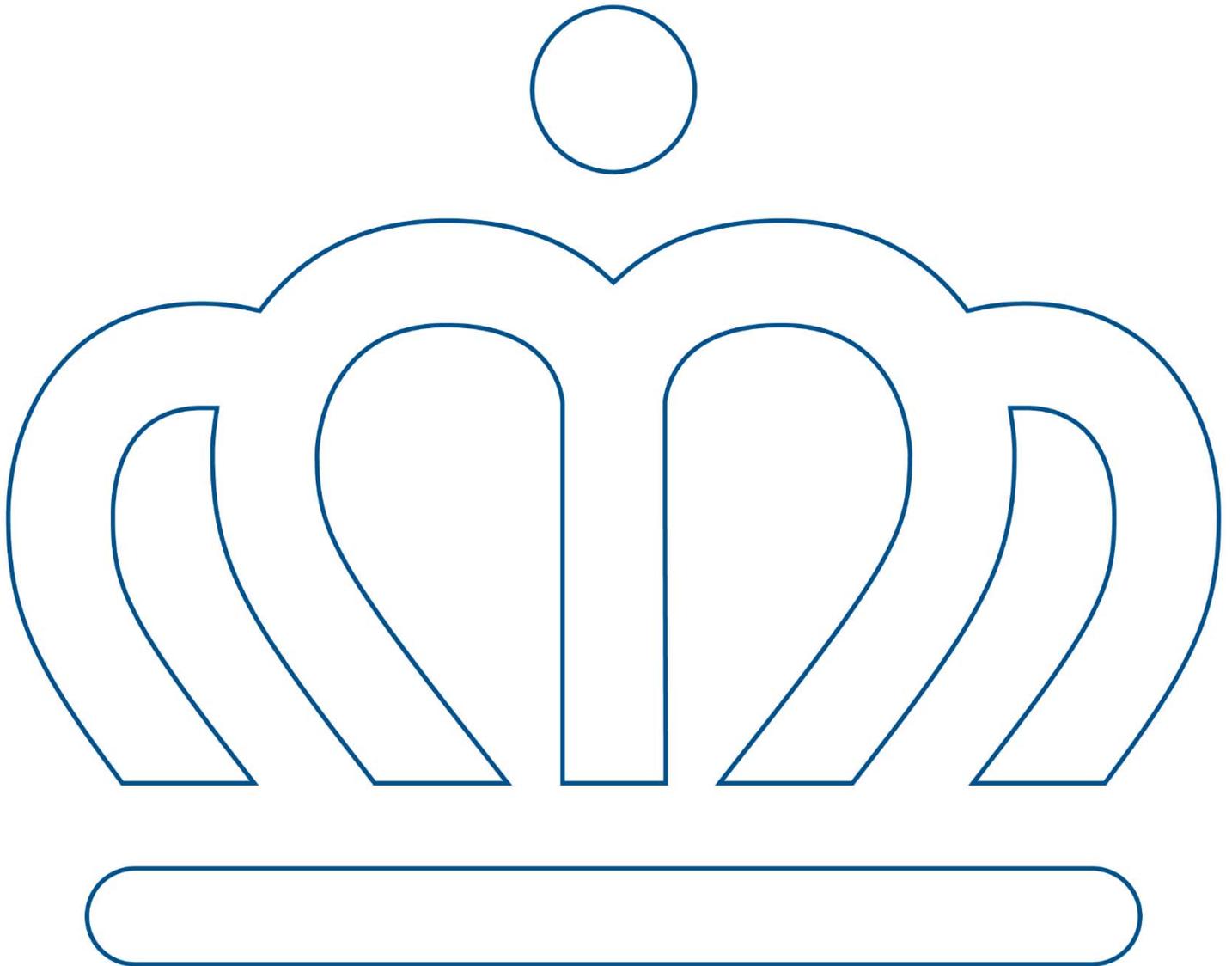
General government debt policies:

- Diversify revenue sources dedicated to capital formation and debt service
 - 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
 - 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
 - Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)
1. 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
 2. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
 - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent
 3. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects
 4. 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
 5. Maintain the General Government fund balance at 16 percent of the operating budget:
 - Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council

6. 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
7. 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

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KEY TERMS AND ACRONYMS



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Adjustments to Proposed Budget: This session provides the opportunity for preliminary Council decisions regarding the Manager's Proposed Budget. By Council practice, each Council member has the opportunity to add or subtract any item or amount from the proposed budget. Council has traditionally required that the adjustments result in a balanced budget. Those items receiving five or more votes from Council members are then voted on at the straw votes session.

Allocation: The expenditure amount planned for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the city's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Broadbanding Pay Plan: The city's Broadbanding Pay Plan covers all city employees with the exception of non-managerial sworn Police and uniformed Fire employees. The Plan provides merit increases based on the employee's performance and the employee's pay rate in relation to market.

Budget Adoption: North Carolina State law requires local government to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget and Effectiveness Committee: The Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides Council with a detailed overview of the Manager's proposed budget. This provides a forum for the Manager to share highlights of the budget and for Council to ask initial questions as the budget process moves into the review stage.

Budget Workshop(s): This series of half-day workshops, conducted by Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as Council works to identify and confirm areas of focus, operating and capital investment policies, and review projected revenues and expense information, and review program and service delivery priorities.

Budget Plan-Proposed and Adopted: The City Manager submits to the City Council a proposed expenditure and revenue plan for all city operations for the coming fiscal year in the Preliminary Strategic Operating Plan. When City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated and legal expenditure limits are established.

Capital Expenditure: An amount of funds, through current operating dollars or debt, spent on an asset with a useful life of at least one year or more with a significant value.

Charlotte Regional Transportation Planning Organization (CRTPO): The transportation body that is responsible for overseeing the development of the transportation system in the greater Charlotte-Mecklenburg region of North Carolina.

Capital Investment Plan (CIP): Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, low income housing, and services to low-income neighborhoods.

Objective: Organizational aims or purposes for the next 2-4 years that are the focal point of the organization's initiatives.

Debt Service: Annual principal and interest payments that the local government owes on money that it has borrowed.

Department: City's operating departments.

Enhancement: Requests for new projects, programs, or services or requests for additional funding to existing projects, programs or services.

Enterprise Funds: One of four city departments which are fully funded by operating revenues rather than property taxes. These are Charlotte Douglas Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water.

Financial Partner: Private, non-profit organizations which provide services to citizens by use of partial funding from the City.

Fiscal Year: A one-year fiscal period. The City's fiscal year extends from July 1st through June 30th.

Full-Time Equivalent (FTE): A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: It is the difference between assets and liabilities of a particular fund. It incorporates the difference between the revenues and expenditures each year.

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

General Obligation Bonds: Bonds whose payment is guaranteed by the full faith and credit of the government body.

Governance Department: The city's governance departments include the Mayor and City Council, City Attorney, City Clerk, and City Manager's Office.

Internal Service Providers (ISPs): Business unit that provides services to other city departments and charges for those services. Each department budget receiving the service has an ISP budget which is charged by the department providing the service.

Manager/Council Strategy Session: This initial meeting serves to reaffirm Council priorities and identify citizen concerns and desires for service delivery during the next fiscal year. This discussion also includes any other additional parameters for possible changes to the budget plan under development. City Council adopts a strategic plan as a result of this discussion and the departments are charged with meeting these identified needs.

Metropolitan Transit Commission (MTC): is the policy board for the Charlotte Area Transit System (CATS) and has responsibility for reviewing and recommending all long-range public transportation plans.

Municipal Service District (MSD): Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area, and one in the University City area.

Net of Transfers: Takes into account transfers between funds (e.g. General Fund, Enterprise Funds, and Capital Funds).

Non-Departmental Account: Those services or functions that are not specifically associated with a city department.

Nongeneral Funds: Those services or functions not included in the General Fund.

Operating Budget: The portion of the budget plan that represents recurring expenditures such as salaries, utilities, postage, office supplies, fuel, etc.

Pay-As-You-Go Projects (PAYGO): Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

Performance Measure: A quantitative indicator of how programs and services are directly contributing to the achievement of an agency's objectives. These indicators may include measures of inputs, outputs, outcomes, or activities.

Position Number: A term that refers to a unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the PeopleSoft Human Resources System. Only one person at a time can fill a regularly budgeted position.

Program: A group of services within a department, aligned by a common purpose.

Public Hearing on Proposed Budget: This session, as required by State law (Local Government Budget

and Fiscal Control Act), provides an opportunity for citizens to comment on the published budget plan. Notice of the public hearing and the Council discussion process are included in the Charlotte Observer, on the City's website, and on the Government Channel. The budget documents are made available to the public through the regional public libraries and the local university libraries.

Public Safety Pay Plan (PSPP): The City's Public Safety Pay Plan covers all Police classes below the rank of Police Captain and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps, and the second is structural market adjustments to the steps.

Strategic Priorities: Four strategic areas of focus, which serve as the framework for allocating funds and resources. These are Economic Development, Neighborhood Development, Transportation and Planning, and Well-Managed Government.

Straw Votes: This session provides the opportunity for Council to vote on each of the items that moved from the adjustments session. Each of these items receiving six or more straw votes will be incorporated into the budget ordinance.

Support Department: The city's support departments include Human Resources, Innovation and Technology, and Finance.

Target: Quantifiable and specific level of achievement, communicates the expected level of performance.

Technical Adjustment: Annual inflationary adjustments including existing contractual cost increases, annualization of costs, or state and federal mandates.

<u>Acronym</u>	<u>Definition</u>
AF	Asset Forfeiture
AMWA	Association of Metropolitan Water Agencies
ARD	Asset Recovery and Disposal
BLE	Blue Line Extension
BSC	Balanced Scorecard
BTOP	Broadband Technology Opportunities Program
CATS	Charlotte Area Transit System
CCF	100 Cubic Feet
CDBG	Community Development Block Grant
CDOT	Charlotte Department of Transportation
CIP	Community Investment Plan
CLT	Charlotte Douglas International Airport
CMDC	Charlotte Mecklenburg Development Corporation
CMPD	Charlotte Mecklenburg Police Department
CMS	Charlotte Mecklenburg School
CNIP	Comprehensive Neighborhood Improvement Program
COPs	Certificates of Participation
CRC	Charlotte-Mecklenburg Community Relations Committee
CRP	Charlotte Regional Partnership
CRTPO	Charlotte Regional Transportation Planning Organization
CRVA	Charlotte Regional Visitors Authority
E&PM	Engineering & Property Management
EBPP	Electronic Bill Presentment and Payment
EIS	Environmental Impact Statement
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
EUI	Energy Use Index
FAA	Federal Aviation Administration
FBO	Fixed Base Operation

<u>Acronym</u>	<u>Definition</u>
FCC	Federal Communications Commission
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GEP	Greater Enrichment Program
GIS	Geographical Information System
GO	General Obligation (bonds)
HOME	Home Ownership Made Easy (Federal Housing grant)
HOPWA	Housing Opportunities for People with AIDS
HNS	Housing and Neighborhood Services
LEDs	Light Emitting Diodes
MGD	Million of Gallons per Day
MHz	Megahertz
MOE	Maintenance of Effort
MPO	Metropolitan Planning Organization
MSD	Municipal Service District
MTC	Metropolitan Transit Commission
MYEP	Mayor's Youth Employment Program
NCHFA	North Carolina Housing Finance Agency
NCDOT	North Carolina Department of Transportation
NECI	Northeast Corridor Infrastructure
NIP	Neighborhood Improvement Projects
OSHA	Occupational Safety and Health Act
PAYGO	Pay-As-You-Go
POST	Partners in Out-of-School Time
RFP	Request for Proposal
SBE	Small Business Enterprise
S/MWBE	Small Business/Minority and Women Business Enterprise
SOP	Strategic Operating Plan
SRO	School Resource Officers
SSGC	Shared Services Governance Committee

<u>Acronym</u>	<u>Definition</u>
STIG	Synthetic Tax Increment Grants
STS	Special Transportation Service
SWS	Solid Waste Services
TAP	Transportation Action Plan
TBA	To Be Authorized
UCR	Uniform Crime Reporting
UDAG	Urban Development Action Grant
UPWP	Unified Planning Work Program
VMT	Vehicles Miles Traveled
WIA	Workforce Investment Act